

***Every Child, Every Day***

**Our Vision:**

*"We Inspire, Innovate, and Create Limitless Opportunities to Thrive"*

**Our Mission: *Quality Education for Life***

Through rigorous academic standards, high expectations, and a coordinated curriculum, the Coronado Unified School District (CUSD), in partnership with our community, will graduate students with the knowledge and skills necessary to excel in higher education, careers, society, and life with the confidence not only to dream, but to determine their futures.

**Our Objectives:**

- Our graduates will have the necessary preparation to choose their post-graduation paths.
- Our community will be aware of our mission and will be involved with the education and well-being of our students.
- Our facilities will provide the environment that ensures the success of our District's Mission and reflects the high expectations of our community.

**Strategic Plan Purpose & Outcomes:**

The State of California has identified eight state priorities which, when measured through the Local Control Accountability Plan (LCAP), are used to assess school district effectiveness and progress toward meeting the needs of their students. These priorities, coupled with local indicators, are uniformly applied to districts across the state and are measured and reported annually through the California School Dashboard Report. School districts are held accountable to multiple measures, including student access to core services and curricula, academic achievement, college and career readiness, and parent engagement when assessing how they best meet the needs of all students.

In Spring 2018, the CUSD Governing Board directed staff to create a strategic plan to determine local priorities, beyond the scope of the LCAP, to purposefully guide the trajectory of the district for the next five years. Initiatives of focus for this study included academic achievement, resource allocation/budget, support, and communication.

Through this process, the Board defined guiding principles, goals, and strategies to guide CUSD efforts.

**Our Guiding Principles:**

- We will believe in the potential and promise of each child
- We will base decisions on what is best for students, always
- We will not compromise our commitment to academic excellence and rigor
- We will prioritize the physical and emotional safety of our staff and students
- We will adhere to our fiduciary responsibility for budget stability and in order to sustain programs and supports which enrich students' experiences
- We will make purposeful efforts to recruit and retain highly qualified staff
- We will use multiple measures to gauge the effectiveness and value of existing programs, and allocate resources accordingly
- We will communicate with full transparency

# Long-Range Plan

## 1.0 LEARNING

Existing Goal: *Using clearly defined, research-based instructional practices, curricula, interventions, and enrichment experiences, CUSD learners will perform within the top 5% of San Diego County unified school districts as determined by the measurable objectives below:*

- *When measured by the annual CAASPP data, the overall percentage of CUSD students tested “at or exceeding” grade level standards will rank in the top 5% of San Diego County School Districts.*
- *When measured with Advanced Placement (AP) exams, the overall percentage of CUSD students who score a 3, 4, or 5 will rank in the top 5% of San Diego County School District students.*

| ACTIONS  | MEASURE       | TIMELINE      |         |         |    |     |            |    |     |       |    |     |              |     |     |         |    |     |                       |            |      |  |                                   |
|--|---------------|---------------|---------|---------|----|-----|------------|----|-----|-------|----|-----|--------------|-----|-----|---------|----|-----|-----------------------|------------|------|--|-----------------------------------|
| <p>Goal: 90% of CUSD Third Grade students will be at or above grade reading level.</p> <ul style="list-style-type: none"> <li>● Baseline Data                             <ul style="list-style-type: none"> <li>○ CAASPP: 71.10% met or exceeded 3rd grade ELA standards spring 2021</li> <li>○ 2021-2022 Benchmark Advance Beginning of Year (BOY) Grade 3 Interim #1:</li> </ul> </li> </ul> <table border="1" style="width: 100%; border-collapse: collapse; margin: 10px 0;"> <thead> <tr> <th style="width: 15%;">3RD</th> <th style="width: 35%;">Student Count</th> <th style="width: 50%;">Percent</th> </tr> </thead> <tbody> <tr> <td style="background-color: #90EE90;">Meeting</td> <td style="text-align: center;">30</td> <td style="text-align: center;">15%</td> </tr> <tr> <td style="background-color: #FFDAB9;">Developing</td> <td style="text-align: center;">80</td> <td style="text-align: center;">41%</td> </tr> <tr> <td style="background-color: #FF6347;">Below</td> <td style="text-align: center;">44</td> <td style="text-align: center;">23%</td> </tr> <tr> <td>Total Tested</td> <td style="text-align: center;">154</td> <td style="text-align: center;">79%</td> </tr> <tr> <td>No Data</td> <td style="text-align: center;">40</td> <td style="text-align: center;">21%</td> </tr> <tr> <td><u>Total Students</u></td> <td style="text-align: center;"><u>194</u></td> <td style="text-align: center;">100%</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>○ 2021-2022 Benchmark Advance Grade 3 Interim #2:</li> </ul> | 3RD           | Student Count | Percent | Meeting | 30 | 15% | Developing | 80 | 41% | Below | 44 | 23% | Total Tested | 154 | 79% | No Data | 40 | 21% | <u>Total Students</u> | <u>194</u> | 100% | <ul style="list-style-type: none"> <li>● CAASPP</li> <li>● Benchmark Advance Interim Assessments</li> <li>● DIBELS Reading Universal Screener (TBD upon purchasing the DIBELS program for implementation during the 2022-2023 school year) - Data will be collected using DIBELS three times per year for students K-5. (DIBELS = Dynamic Indicator of Basic Early Literacy Skills)</li> </ul> | <p>Spring 2023</p> <p>Ongoing</p> |
| 3RD  | Student Count | Percent       |         |         |    |     |            |    |     |       |    |     |              |     |     |         |    |     |                       |            |      |  |                                   |
| Meeting  | 30            | 15%           |         |         |    |     |            |    |     |       |    |     |              |     |     |         |    |     |                       |            |      |  |                                   |
| Developing   | 80            | 41%           |         |         |    |     |            |    |     |       |    |     |              |     |     |         |    |     |                       |            |      |  |                                   |
| Below  | 44            | 23%           |         |         |    |     |            |    |     |       |    |     |              |     |     |         |    |     |                       |            |      |  |                                   |
| Total Tested   | 154           | 79%           |         |         |    |     |            |    |     |       |    |     |              |     |     |         |    |     |                       |            |      |  |                                   |
| No Data  | 40            | 21%           |         |         |    |     |            |    |     |       |    |     |              |     |     |         |    |     |                       |            |      |  |                                   |
| <u>Total Students</u>  | <u>194</u>    | 100%          |         |         |    |     |            |    |     |       |    |     |              |     |     |         |    |     |                       |            |      |  |                                   |

## Long-Range Plan

Existing Goal: *Using clearly defined, research-based instructional practices, curricula, interventions, and enrichment experiences, CUSD learners will perform within the top 5% of San Diego County unified school districts as determined by the measurable objectives below:*

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| ACTIONS  | MEASURE       | TIMELINE      |         |         |    |     |            |    |     |       |    |     |              |     |     |         |    |    |                       |            |             |     |               |         |         |    |     |            |    |     |       |    |    |              |     |     |         |    |    |                       |            |             |  |  |
|--|---------------|---------------|---------|---------|----|-----|------------|----|-----|-------|----|-----|--------------|-----|-----|---------|----|----|-----------------------|------------|-------------|-----|---------------|---------|---------|----|-----|------------|----|-----|-------|----|----|--------------|-----|-----|---------|----|----|-----------------------|------------|-------------|--|--|
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| 3RD  | Student Count | Percent       |         |         |    |     |            |    |     |       |    |     |              |     |     |         |    |    |                       |            |             |     |               |         |         |    |     |            |    |     |       |    |    |              |     |     |         |    |    |                       |            |             |  |  |
| Meeting  | 69            | 35%           |         |         |    |     |            |    |     |       |    |     |              |     |     |         |    |    |                       |            |             |     |               |         |         |    |     |            |    |     |       |    |    |              |     |     |         |    |    |                       |            |             |  |  |
| Developing   | 90            | 46%           |         |         |    |     |            |    |     |       |    |     |              |     |     |         |    |    |                       |            |             |     |               |         |         |    |     |            |    |     |       |    |    |              |     |     |         |    |    |                       |            |             |  |  |
| Below  | 19            | 10%           |         |         |    |     |            |    |     |       |    |     |              |     |     |         |    |    |                       |            |             |     |               |         |         |    |     |            |    |     |       |    |    |              |     |     |         |    |    |                       |            |             |  |  |
| Total Tested   | 178           | 91%           |         |         |    |     |            |    |     |       |    |     |              |     |     |         |    |    |                       |            |             |     |               |         |         |    |     |            |    |     |       |    |    |              |     |     |         |    |    |                       |            |             |  |  |
| No Data  | 17            | 9%            |         |         |    |     |            |    |     |       |    |     |              |     |     |         |    |    |                       |            |             |     |               |         |         |    |     |            |    |     |       |    |    |              |     |     |         |    |    |                       |            |             |  |  |
| <b>Total Students</b>  | <b>195</b>    | <b>100%</b>   |         |         |    |     |            |    |     |       |    |     |              |     |     |         |    |    |                       |            |             |     |               |         |         |    |     |            |    |     |       |    |    |              |     |     |         |    |    |                       |            |             |  |  |
| 3RD  | Student Count | Percent       |         |         |    |     |            |    |     |       |    |     |              |     |     |         |    |    |                       |            |             |     |               |         |         |    |     |            |    |     |       |    |    |              |     |     |         |    |    |                       |            |             |  |  |
| Meeting  | 97            | 48%           |         |         |    |     |            |    |     |       |    |     |              |     |     |         |    |    |                       |            |             |     |               |         |         |    |     |            |    |     |       |    |    |              |     |     |         |    |    |                       |            |             |  |  |
| Developing   | 77            | 38%           |         |         |    |     |            |    |     |       |    |     |              |     |     |         |    |    |                       |            |             |     |               |         |         |    |     |            |    |     |       |    |    |              |     |     |         |    |    |                       |            |             |  |  |
| Below  | 16            | 8%            |         |         |    |     |            |    |     |       |    |     |              |     |     |         |    |    |                       |            |             |     |               |         |         |    |     |            |    |     |       |    |    |              |     |     |         |    |    |                       |            |             |  |  |
| Total Tested   | 190           | 95%           |         |         |    |     |            |    |     |       |    |     |              |     |     |         |    |    |                       |            |             |     |               |         |         |    |     |            |    |     |       |    |    |              |     |     |         |    |    |                       |            |             |  |  |
| No Data  | 11            | 5%            |         |         |    |     |            |    |     |       |    |     |              |     |     |         |    |    |                       |            |             |     |               |         |         |    |     |            |    |     |       |    |    |              |     |     |         |    |    |                       |            |             |  |  |
| <b>Total Students</b>  | <b>201</b>    | <b>100%</b>   |         |         |    |     |            |    |     |       |    |     |              |     |     |         |    |    |                       |            |             |     |               |         |         |    |     |            |    |     |       |    |    |              |     |     |         |    |    |                       |            |             |  |  |

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| ACTIONS  | MEASURE   | TIMELINE                          |
|--|---|-----------------------------------|
| <p style="text-align: center;">to the EOY</p> <ul style="list-style-type: none"> <li>● Increase 2% annually to goal</li> </ul>   |   |                                   |
| <p>Goal: 80% of CUSD Eighth Grade students will be at or above math grade level proficiencies</p> <ul style="list-style-type: none"> <li>● Baseline Data               <ul style="list-style-type: none"> <li>○ CAASPP: 58.38% met or exceeded 8th-grade math standards spring 2021</li> <li>○ MDTP: Spring 2022 MDTP data TBD in June for baseline</li> </ul> </li> <li>● Increase 2% annually to goal</li> </ul> | <ul style="list-style-type: none"> <li>● CAASPP</li> <li>● MDTP (Mathematics Diagnostic Testing Project)</li> </ul> | <p>Spring 2023</p> <p>Ongoing</p> |
| <p>Goal: 85% of CUSD students who take the Advanced Placement Exam will score a 3, 4, or 5.</p> <ul style="list-style-type: none"> <li>● Baseline Data               <ul style="list-style-type: none"> <li>○ Spring 2021: 62% of students scored a 3 or higher</li> </ul> </li> <li>● Increase 2% annually to goal</li> </ul>   | <ul style="list-style-type: none"> <li>● College Board Score Report</li> </ul>                                      | <p>Spring 2023</p>                |
| <p><u>College &amp; Career Readiness:</u></p>  | <p>CHS Diploma</p>  | <p>Spring 2023</p>                |

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| <b>ACTIONS</b>  | <b>MEASURE</b>  | <b>TIMELINE</b>        |
|---|---|------------------------|
| Goal: 90% of CUSD graduates will meet UC/CSU a-g requirements <ul style="list-style-type: none"> <li>● Baseline Data Spring 2022</li> <li>● Increase 2% annually to goal</li> </ul>   |   | Ongoing                |
| Expand STEM & VAPA experiences across CUSD <ul style="list-style-type: none"> <li>● Expand CMS Elective Course Offerings</li> </ul>   | Increase enrollment<br>Additional Course Offerings                | Ongoing                |
| <u>College &amp; Career Readiness:</u><br>95% of CUSD graduates will have earned one of the following indicators: <ul style="list-style-type: none"> <li>● CTE Pathway Completion</li> <li>● Internship/Work Experience</li> <li>● Attain Transferable College Credits</li> <li>● State Seal of Biliteracy</li> <li>● State Seal of Civic Engagement</li> </ul> | CHS Diploma   | Spring 2026            |
| <u>Expand Dual Credit / Concurrent Enrollment</u>   | Increase Course Offerings via SWCC<br>SD County K16 Collaboration | SY 2022-23             |
| Spanish Instruction K-12  | External Auditor: Successful Implementation of DoDEA Grant        | SY 2022-23 to SY 25-26 |

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| <b>ACTIONS</b> | <b>MEASURE</b>   | <b>TIMELINE</b> |
|----------------|--|-----------------|
|                | Growth in Honors/AP Level Courses at CHS<br>Increase % of State Seal of Biliteracy<br><br>22/23: Start Spanish instruction for K-5<br>23/24: Expand Spanish instruction to 6th grade |                 |

### 2.0 BUDGET

## Long-Range Plan

Existing Goal: *Present the Governing Board with a structurally-balanced budget that includes a planned spend-down of reserve funds and minimizes impacts to programs while maximizing student achievement and learning.*

| <b>ACTIONS</b>  | <b>MEASURE</b>  | <b>TIMELINE</b> |
|---|---|-----------------|
| Sustain 'Bridge to Basic Aid'   | Best practice suggests that having a 17% reserve as a Basic Aid district is necessary to meet cash flow needs to support ongoing district operations while avoiding the need for short-term financing which would incur additional/unnecessary costs. | 2025-26         |
| Seek Creative Funding Sources <ul style="list-style-type: none"> <li>● Grants aligned w CUSD LRP</li> <li>● Expand / Explore existing lease agreements</li> </ul> | Additional Funding  | Ongoing         |
| Calibrate ADA/FTE with strategic placement of IDT   | Staffing Ratios: Collective Bargaining agreements and CA Education Code<br><br>District practice has maintained IDT % between 12-17% of total district enrollment.  | Ongoing         |
| Identify Efficiencies <ul style="list-style-type: none"> <li>● RBT (adult ed example)</li> <li>● Operations</li> </ul>  | RBT Enrollment<br>BBMAC Operations  | Ongoing         |
| Class Size Study  | Completion & Report to Governing Board  | Spring 2023     |

## Long-Range Plan

### 3.0 SUPPORT

| Existing Goal: <i>Maintain safe and supportive schools, with appropriate resources, practices, and procedures, where students and staff thrive.</i>   |  |   |
|---|--|---|
| <b>ACTIONS</b>  | <b>MEASURE</b>   | <b>TIMELINE</b>   |
| Academic Support & Interventions  |  |   |
| Strengthen programs and expand resources that support the physical and emotional health of CUSD staff and students. <ul style="list-style-type: none"> <li>• Suicide Prevention &amp; Intervention</li> </ul> |  | Upgrade Lightspeed capabilities<br>Added WeTip/Catapult   |
| Palm Academy Learning Center  | Certificated Staff Tutoring Hours/Schedule   | Fall 2022   |
| Staff Wellness  | Survey Data<br>Quarterly Wellness 'Experiences' for Staff  | Begin Collecting Data Fall 2022   |
| Recruit & Retain Highly Qualified Staff   | Competitive 'Total Compensation' Package for All CUSD Staff<br><br>CUSD Participation in Teacher Career Fairs<br><br>Placement of Student Teachers | Ongoing   |
| Systematize Volunteer Program Across CUSD   | Increased Number of Parent/Community Volunteers Across CUSD Schools  | Ongoing   |
| C-NADO Across CUSD  | Successful Implementation  | <ul style="list-style-type: none"> <li>• Named and approved logo</li> <li>• Harmony (elementary) and Self-Developed (middle school) T3 lessons</li> </ul> |



## Long-Range Plan

### 4.0 COMMUNICATION

| Existing Goal: <i>Establish an effective and efficient communication plan for CUSD ensuring consistent branding and messaging across all platforms.</i> |   |                      |
|---|---|----------------------|
| ACTIONS   | MEASURE   | TIMELINE             |
| External Communication:<br>Provide transparency and public access to information;<br>Parent Voice;<br>Public Engagement                                 | Quarterly Community Forums<br>Thought Exchange<br>Timely FAQs/background materials<br>Board agenda item summary   | SY 2022-23 (ongoing) |
| Internal Communication:<br>Newsletters<br>Staff Voice   | CUSD Listening Tours<br>Quarterly Staff Forums  | SY 2022-23 (ongoing) |
| Streamlined, cohesive district-initiated communication  | Weekly newsletter with a consistent format, Universal/district-wide celebrations calendar;<br>cohesive graphics, social media, press releases; promotions | SY 2022-23 (ongoing) |
|   |   |                      |