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

Our Goals & Strategies:

1. Academic Achievement:

Using clearly defined, research-based instructional practices, curricula, interventions, and enrichment experiences, CUSD learners will perform in the top 10% of San Diego County students as measured by a variety of metrics and assessments.

> 1. *Present a plan to the Governing Board which assesses the value and effectiveness of current CUSD programs.*

Who	What	When
Learning Department *Site Administration*	*Present Plan w Corresponding Data which assesses the value of:* • *ASE Program* • *Specials Classes* • *Elementary PE* • *Intervention Courses* • *Advanced Placement Courses & Pass Rate* • *CTE*	*June 2019*

> 2. *Identify top researched-based instructional practices, models, programs, and resources, and provide comprehensive report to the Governing Board.*

Who	What	When
Learning Department *Site Administration* *Department Chair(s)* *Grade Level Representatives*	*Present Report to Governing Board which Recommends Action on the following:* • *CHS Bell Schedule* • *TK-5 Instructional Minutes / Schedule* • *TK-5 ELA Curriculum* • *6-12 NGSS Science Curriculum* • *Advisory / Homeroom* • *Personalized Learning*	*Spring 2019*

> 3. *Regularly review programs for relevance, quality, and value.*

Who	What	When
Learning Department *Site Administration* *Department Chair(s)* *Grade Level Representatives*	*Review of CUSD Academic Programs:* • *Appropriate Inclusion / Co-Teach* • *Advanced Placement (AP)* • *Career Technical Education* • *COSA* • *PALM* • *Elective 'Wheel' Courses* • *World Language Courses* • *ASE* • *'Specials'*	*Ongoing Updates / Reports to the Governing Board*

4.   Integrate programs and experiences which enhance college and career readiness across CUSD.

Who	What	When

Learning Department
 	
Site Administration
 	
CTE Staff
	Expand and Integrate more experiences which provide college and career readiness across CUSD:
	• *Dual-Credit*
	• *Internships / Work Experience*
	• *Enrichment Experiences*
	    o *Career Day*
	    o *Alternative to Four-Year University*
	    o *Community College Week*
	    o *Adult Education*
	    o *Etc.*
		Ongoing Updates / Reports to the Governing Board

2.   Budget:

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.

2.1   Create a budget plan which demonstrates a reserve spend-down (in anticipation of reaching 'Basic Aid' status) ensuring student access to programs, resources, and curricula aligned with CUSD Mission Statement.

Who	What	When
Business Services	• *Detailed Budget Plan*	*January 2019*

2.2   Produce a budget plan which deliberately prioritizes student achievement, the ability to recruit and retain highly qualified staff, and enrichment / intervention programs aligned with CUSD Mission Statement.

Who	What	When
Business Services	• *Document which outlines data-driven decision making to define guidelines and parameters for budget priorities*	*June 2019*
Human Resources	• *Establish 'Exit Survey'* • *Establish Staff Recruitment Plan* • *Establish Staff Retention Plan* • *Perform CUSD Staffing Analysis* • *Establish CUSD 'Onboarding' Process* • *Create & Distribute CUSD 'Code of Ethics'*	*June 2019*

2.3   Create a user-friendly budget document which promotes transparency and accessibility to those within our shared community.

Who	*What*	*When*
Business Services	• *'Goldenrod' Document posted on CUSD Website*	*December 2018*

2.4   Strengthen systems and processes to ensure the strategic recruitment and placement of interdistrict transfer students in order to stabilize enrollment and sustain programs offered across CUSD.

Who	*What*	*When*
Student Services	• *Recruitment Plan* • *Navy Partners* • *CoSA* • *Revised Parent Notification / Placement Process*	*February 2019*

3.   Support:
Maintain safe and supportive schools, with appropriate resources, practices, and procedures, where students and staff thrive.

3.1   District office staff and departments will provide timely and efficient service to CUSD school sites, measured by clearly defined metrics for accountability and resource allocation.

Who	*What*	*When*
Assistant Supt.	• *Draft/Baseline of Department Performance Indicators*	*SY 2018-19*
Business Services	• *Decrease Requisition to Purchase Order Timeline* • *Improve Accounts Receivable Aging Schedule* • *Improve Accounts Payable Aging Schedule* • *Improve Delivery Time to School Sites*	
M&O Director	• *Decrease Consulting Costs by 10%* • *Reduce Supplies Cost by 10%* • *Decrease Average Response Time to Work Order(s)* • *Annual 'Clean Facilities Staff Survey'*	*SY 2018-19*
BBMAC	• *Monthly Revenue Goals* • *Increase CUSD Student Use* • *Targeted Marketing Plan*	*Begin Jan 2019*
CNS	• *Increase Participation Rate(s) Across CUSD* • *Reach Target Revenue Goals*	*SY 2018-19*

Technology	• *Decrease Consulting Costs by 10%* • *Improve Work Order Response Time*	*SY 2019-20*
Student Services	• *Decrease Legal Fees by 10%* • *Establish Staff Retention Plan (in partnership with Human Resources)*	*SY 2019-20*
Human Resources	• *Establish 'Exit Survey'* • *Establish Staff Recruitment Plan* • *Establish Staff Retention Plan* • *Perform CUSD Staffing Analysis* • *Establish CUSD 'Onboarding' Process* • *Create & Distribute CUSD 'Code of Ethics'*	*June 2019*
Dept. of Learning	• *Parent 'Dashboard' Night*	*Jan 2019*

3.2   Strengthen programs and expand resources which support the physical and emotional health of CUSD staff and students.

	Who *What* *When*	
Superintendent Student Services *M&O Director* *Technology* *Site Administration*	• *MTSS* • *Sanford Harmony* • *'Hardening' of CUSD Facilities* • *Emergency Preparedness Protocols Reviewed w CPD* • *Pilot Cameras at various CUSD sites* • *Counseling Services*	*SY 2018-19*

4.   Communication:
Establish an effective and efficient communication plan for CUSD ensuring consistent branding and messaging across all platforms.

Superintendent	• *Present Strategic Communication Plan to the Governing Board*	*March 2019*