



Long-Range Plan

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.

The Superintendent will provide ongoing updates and progress to the Governing Board regarding objectives identified in the Long Range Plan.

Board Approved: June 23, 2022

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"> • Baseline Data <ul style="list-style-type: none"> ○ CAASPP: 71.10% met or exceeded 3rd grade ELA standards spring 2021 ○ 2021-2022 Benchmark Advance Beginning of Year (BOY) Grade 3 Interim #1: <table border="1" data-bbox="216 919 743 1170"> <thead> <tr> <th>3RD</th> <th>Student Count</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td>Meeting</td> <td>30</td> <td>15%</td> </tr> <tr> <td>Developing</td> <td>80</td> <td>41%</td> </tr> <tr> <td>Below</td> <td>44</td> <td>23%</td> </tr> <tr> <td>Total Tested</td> <td>154</td> <td>79%</td> </tr> <tr> <td>No Data</td> <td>40</td> <td>21%</td> </tr> <tr> <td><u>Total Students</u></td> <td><u>194</u></td> <td><u>100%</u></td> </tr> </tbody> </table> <ul style="list-style-type: none"> ○ 2021-2022 Benchmark Advance Grade 3 Interim #2: 	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>	<u>100%</u>	<ul style="list-style-type: none"> • CAASPP • Benchmark Advance Interim Assessments • 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) 	<p>Spring 2023</p> <p>Ongoing</p>
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ACTIONS	MEASURE	TIMELINE
<p style="text-align: center;">to the EOY</p> <ul style="list-style-type: none"> ● Increase 2% annually to goal 		
<p>Goal: 80% of CUSD Eighth Grade students will be at or above math grade level proficiencies</p> <ul style="list-style-type: none"> ● Baseline Data <ul style="list-style-type: none"> ○ CAASPP: 58.38% met or exceeded 8th-grade math standards spring 2021 ○ MDTP: Spring 2022 MDTP data TBD in June for baseline ● Increase 2% annually to goal 	<ul style="list-style-type: none"> ● CAASPP ● MDTP (Mathematics Diagnostic Testing Project) 	<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"> ● Baseline Data <ul style="list-style-type: none"> ○ Spring 2021: 62% of students scored a 3 or higher ● Increase 2% annually to goal 	<ul style="list-style-type: none"> ● College Board Score Report 	<p>Spring 2023</p>
<p><u>College & Career Readiness:</u></p>	<p>CHS Diploma</p>	<p>Spring 2023</p>

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ACTIONS	MEASURE	TIMELINE
Goal: 90% of CUSD graduates will meet UC/CSU a-g requirements <ul style="list-style-type: none"> ● Baseline Data Spring 2022 ● Increase 2% annually to goal 		Ongoing
Expand STEM & VAPA experiences across CUSD <ul style="list-style-type: none"> ● Expand CMS Elective Course Offerings 	Increase enrollment Additional Course Offerings	Ongoing
<u>College & Career Readiness:</u> 95% of CUSD graduates will have earned one of the following indicators: <ul style="list-style-type: none"> ● CTE Pathway Completion ● Internship/Work Experience ● Attain Transferable College Credits ● State Seal of Biliteracy ● State Seal of Civic Engagement 	CHS Diploma	Spring 2026
<u>Expand Dual Credit / Concurrent Enrollment</u>	Increase Course Offerings via SWCC 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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ACTIONS	MEASURE	TIMELINE
	Growth in Honors/AP Level Courses at CHS Increase % of State Seal of Biliteracy 22/23: Start Spanish instruction for K-5 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.*

ACTIONS	MEASURE	TIMELINE
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"> ● Grants aligned w CUSD LRP ● Expand / Explore existing lease agreements 	Additional Funding	Ongoing
Calibrate ADA/FTE with strategic placement of IDT	Staffing Ratios: Collective Bargaining agreements and CA Education Code District practice has maintained IDT % between 12-17% of total district enrollment.	Ongoing
Identify Efficiencies <ul style="list-style-type: none"> ● RBT (adult ed example) ● Operations 	RBT Enrollment BBMAC Operations	Ongoing
Class Size Study	Completion & Report to Governing Board	Spring 2023

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3.0 SUPPORT

Existing Goal: <i>Maintain safe and supportive schools, with appropriate resources, practices, and procedures, where students and staff thrive.</i>		
ACTIONS	MEASURE	TIMELINE
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"> • Suicide Prevention & Intervention 		Upgrade Lightspeed capabilities Added WeTip/Catapult
Palm Academy Learning Center	Certificated Staff Tutoring Hours/Schedule	Fall 2022
Staff Wellness	Survey Data Quarterly Wellness 'Experiences' for Staff	Begin Collecting Data Fall 2022
Recruit & Retain Highly Qualified Staff	Competitive 'Total Compensation' Package for All CUSD Staff CUSD Participation in Teacher Career Fairs 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"> • Named and approved logo • Harmony (elementary) and Self-Developed (middle school) T3 lessons

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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: Provide transparency and public access to information; Parent Voice; Public Engagement	Quarterly Community Forums Thought Exchange Timely FAQs/background materials Board agenda item summary	SY 2022-23 (ongoing)
Internal Communication: Newsletters Staff Voice	CUSD Listening Tours Quarterly Staff Forums	SY 2022-23 (ongoing)
Streamlined, cohesive district-initiated communication	Weekly newsletter with a consistent format, Universal/district-wide celebrations calendar; cohesive graphics, social media, press releases; promotions	SY 2022-23 (ongoing)