

PUSD STRATEGIC PLAN

Adopted July 20, 2004

OUR VISION

Educating today's children to create tomorrow's world, empowering them to shape, build and achieve their dreams.

OUR MISSION

The PUSD's mission is to provide rigorous education in an environment that engages and empowers all children to become lifelong learners; our students will be thinking, literate, productive, responsible and ethical, able to compete in and contribute to a diverse, democratic society.

PUSD BELIEFS

- We believe that all children can learn, all children are unique and all children have a moral right to a high quality education.
 - We believe we have a responsibility to empower each child with the skills, knowledge and motivation he or she needs to choose and pursue his or her own educational and vocational path and to be successful in school and in life.
 - Effective involvement and engagement of families and the entire community in public education is critical to the success of children, schools, PUSD and the community.
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STRATEGIC AIM

Our entire plan is designed to further our progress toward our strategic aim over the next five years.

Raise the Bar; Close the Gap

- Dramatically increase academic achievement for all students, all sub-groups of students, and all schools.
 - Act aggressively to close any academic achievement gaps between sub-groups of students and between schools.
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OUR GOALS

These goals describe the ways in which we will work to achieve our strategic aim over the next five years. We will hold ourselves accountable by committing to progress as measured by specific indicators regularly reported to the community.

- To provide a rigorous comprehensive curriculum that challenges and engages all students to reach academic excellence.
- To recruit, develop and retain exceptional teachers, administrators and staff.
- To ensure a clean, safe & orderly environment that supports learning
- To establish and maintain excellent schools close to home and a variety of meaningful school options for every child.
- To ensure quality management, financial integrity, meaningful accountability and an effective technology and communication infrastructure.
- To engage and sustain the trust and involvement of the entire community in our education movement to create excellent schools.
- To provide the resources necessary to ensure an optimal environment for teaching and learning and accountability for achieving academic success.

STRATEGIES (Linked to Goals)

Strategies are the long-term (5 year) strategic levers for accelerating the District toward achieving its goals and fulfilling its mission.

Goal 1: To provide a rigorous comprehensive curriculum that challenges and engages all students to reach academic excellence.

- a. **Strategy (*Language Arts Focus*):** Build and implement comprehensive language arts/literacy systems and structures PreK-12 (including an emphasis non-fiction writing) that ensure all children* have access to a standards-based curriculum and rigorous instruction that meet the diverse learning needs of all our students.
- b. **Strategy (*Comprehensive Curriculum*):** Build and implement comprehensive systems and structures in all core curricular areas (math, science, social science, and the four arts) PreK-12 that ensure all children have access to standards-based curriculum and rigorous instruction that meet the diverse of learning needs of all our students.
- c. **Strategy (*Literacy and Math Interventions*):** Increase the number of secondary students receiving appropriate language arts/literacy and/or math interventions if they fall in the “Below” or “Far Below Basic” categories on the California Standards Test in language arts and/or math.
- d. **Strategy (*English Learners*):** Increase the number of English Learner students who meet the grade level standards in the core academic subjects as measured by District assessments and are reclassified within three years of entering PUSD. Reduce the time that any given student is classified as an English Learner. (Target 3 year timeframe.)
- e. **Strategy (*Counseling*):** Increase the number of middle and high school students who receive the ongoing guidance counseling they need to graduate by meeting A-G requirements (UC System’s Entrance Requirements) and to make decisions to prepare for post-secondary experiences in college and/or career.
- f. **Strategy (*Pre-K Readiness*):** Increase the number of students entering Kindergarten who come with the skills necessary to be successful readers.
- g. **Strategy (*After School Programs*):** Sustain funding and improve the quality of district after school programs, ensuring that all children at participating schools have access to a balanced and standards-based after school curriculum.

Goal 2: To recruit, develop and retain exceptional teachers, administrators and staff.

- a. **Strategy:** Develop and implement a comprehensive human resources system for leadership at all levels of PUSD that links recruitment, selection, development in current positions, future career development and performance management to the competencies required to achieve PUSD goals.

* In this plan, wherever “all children” or “every child” is used, it refers to all students within PUSD, including Special Education, English Language Learners, and Gifted and Talented (G.A.T.E).

- b. **Strategy:** Increase the alignment of professional development with adopted curricula, school plans and District goals.
 - c. **Strategy:** Develop and implement personnel department processes that deliver exemplary service to all employees.
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Goal 3: To ensure a clean, safe & orderly environment that supports learning.

- a. **Strategy:** Establish measurements and develop a comprehensive plan for ensuring “clean, safe and orderly” schools.
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Goal 4: To establish and maintain excellent schools close to home and a variety of meaningful school options for every child.

- a. **Strategy:** Open primary center(s) in Northwest Pasadena.
 - b. **Strategy:** Develop and implement policies and a process for taking sweeping action to transform the lowest performing schools.
 - c. **Strategy:** Increase the range of instructional approaches, program/content offerings, grade span, size of school and enrollment processes available at different schools, designed to maximize and promote the unique strengths and interests of each school’s faculty, staff, students, and community while building on the foundation of PUSD’s rigorous curriculum.
 - d. **Strategy:** Reduce and/or prevent socioeconomic isolation across schools.
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Goal 5: To ensure quality management, financial integrity, meaningful accountability and an effective technology and communication infrastructure.

- a. **Strategy:** Build an infrastructure that allows us to collect data on student outcomes (test scores, attendance, graduation rates, etc.) and other key measures in order to measure our progress, evaluate our effectiveness, ensure equity and make changes to programs or practices as needed.
 - b. **Strategy:** Conduct a financial analysis project to collect financial data that will be analyzed and used to guide the planning and budgeting processes, to develop a system for allocating resources equitably to efforts most closely linked to student achievement and to develop program based budgeting.
 - c. **Strategy:** Establish regular program evaluation and evaluation of management practices to ensure effectiveness, using both internal and external evaluators.
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- **Goal 6:** To engage and sustain the trust and involvement of the entire community in our education movement to create excellent schools

- a. **Strategy:** Increase the participation of families in activities that contribute to student achievement.
 - b. **Strategy:** Increase the effectiveness of the communication between schools and families.
 - c. **Strategy:** Increase the effectiveness of the communication, working relationship and level of service between the Central Office and families and between the Central Office and schools.
 - d. **Strategy:** Increase the effectiveness of the communication and working relationship between the Board and District Administration and between the Board and the community.
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Goal 7: To provide the resources necessary to ensure an optimal environment for teaching and learning and accountability for achieving academic success.

- a. **Strategy:** Increase revenue by identifying funding gaps and filling them in creative and aggressive ways.
- b. **Strategy:** Identify those indicators that most effectively track student achievement, develop an accountability plan that enables PUSD to monitor progress and develop a system for allocating resources equitably to support student achievement.