



Strategic Planning Study Session July 2018

Geoff Yantz, Ed.D.

Superintendent of Schools

South Pasadena Unified School District

Overview: Vision Statement

Our students reach their full potential by developing intellectual abilities, emotional maturity, unique talents, love of learning and responsibility for their own learning. They confidently and collaboratively participate in the complex and global community.

Overview: Mission Statement

The SPUSD will provide:

- challenging, rigorous and relevant curriculum that prepares students for college and the world of work.
- formative experiences that develop the physical, social, emotional, ethical, linguistic, creative and cognitive pathways of learning.
- a commitment to recognizing and valuing the abilities of all students and to providing them the encouragement to reach their full potential.
- effective teaching in an environment that is intellectually stimulating, as well as physically and emotionally safe for students and adults.
- qualified, caring and motivated adults who are inspiring and encouraging.
- a professional environment that attracts, supports and retains the highest quality professionals in every position in the District.

Overview: Operating Principles

- We use evidence to focus on results.
- We act ethically and with integrity, and treat everyone with courtesy and respect.
- The equitable and equal distribution of resources (time, expertise and revenue) is considered during the decision making process.
- The boundaries defining organizational roles and responsibilities are clearly delineated and honored.
- Individual and team accountability is indispensable to our work and is supported through the evaluation process with clearly defined and achievable goals.
- We confer and collaborate with our community partners on issues of mutual interest.
- We provide efficient and effective services to all stakeholders.
- Professional development focused on district priorities is offered in a systematic and timely manner to all employees.
- All employees work as a team to realize District mission and goals.

Overview: Core Values

- Accountability
- Collaboration
- Continuous Learning
- Equity
- Inclusiveness
- Integrity
- Respect
- Service
- Teamwork
- Transparency

Strategic Plan

Approved December 13, 2016

Enable Greater Achievement for All Students

- Evaluate and modify existing intervention programs to close the achievement gap for identified sub-groups.
- Enhance offerings in the visual and performing arts at all levels in all mediums to amplify student achievement.
- Expand world language and cultural experiences for students who desire to gain proficiency in speaking, reading, and writing a language other than English.
- Develop relationships with active and supportive regional businesses and educational institutions to provide students with real world experiences.

Strategic Plan

Approved December 13, 2016

Offer State-of-the-Art Curriculum & Instruction

- Identify, develop, and implement articulated Kindergarten through 12th grade curricular pathways to strengthen student engagement for college and career readiness.
- Develop course offerings, curriculum, and resources to support the implementation of the common core in mathematics, language arts, and writing with an emphasis on the 4 c's – communication, collaboration, creativity and critical thinking.
- Differentiate instruction in order to respond to individual student instructional levels.
- Provide ongoing professional development and training to support the performance of all employees and to maximize rigor and meaningful engagement for all students.

Strategic Plan

Approved December 13, 2016

Achieve Financial Strength and Sustainability

- Pursue alternative sources of revenue to sustain and expand student programs.
- Research and consider potential cost saving measures in order to sustain and expand student programs.
- Develop and implement a plan to eliminate the operational deficit.

Strategic Plan

Approved December 13, 2016

Provide Facilities that Support Educational Excellence

- Provide and maintain instructional facilities that support a safe, healthy, and productive learning environment.
- Enhance the technological infrastructure to support instructional practices.

But How?



Strategic Plan

Approved December 13, 2016

Enable Greater Achievement for All Students

Evaluate and modify existing intervention programs to close the achievement gap for identified sub-groups.

- Monitored the effectiveness of Lexia and Imagine Learning through monthly data reviews
- Piloted Dreambox Learning- a math intervention program
- Reviewed data, received teacher feedback, and revised math placement policy at MS and HS
- Multiple SSS-related staff PDs conducted this year, including Aligning IEP Goals & Objectives with the Common Core, Conflict Resolution, Online SSTs/504 Plans, and CPI training
- Multiple SSS-related parent workshops conducted this year, including Special Education & Common Core, Transition Supports, and ABCs of Behavior

Strategic Plan

Approved December 13, 2016

Enable Greater Achievement for All Students, continued

Evaluate and modify existing intervention programs to close the achievement gap for identified sub-groups.

- Implemented Year 3 of TYB to support social-emotional and behavioral development in a manner sensitive to diverse student needs for General Education students at SPMS and SPHS
- Improved ITP responsiveness to diverse cultural backgrounds and values for Special Education students at SPHS
- Addressed needs of students entering school with limited phonemic awareness skills by providing Barton Tutoring support

Strategic Plan

Approved December 13, 2016

Enable Greater Achievement for All Students, continued

Enhance offerings in the Visual and Performing Arts at all levels in all mediums to amplify student achievement.

- Created new CTE middle school Drama Courses as part of CTE Performing Arts Pathway
- Offered PE Dance course at middle school
- Offered AP Photography class at high school

Strategic Plan

Approved December 13, 2016

Enable Greater Achievement for All Students, continued

Expand world language and cultural experiences for students who desire to gain proficiency in speaking, reading, and writing a language other than English

- Recruited and hired “future” Spanish Dual Immersion teachers in grade4
- Recruited and hired “future” Mandarin Dual Immersion teacher for grade 3
- Added digital world language platforms
- Purchased books in multiple languages for all school libraries

Strategic Plan

Approved December 13, 2016

Enable Greater Achievement for All Students, continued

Expand world language and cultural experiences for students who desire to gain proficiency in speaking, reading, and writing a language other than English

- Completed third year of Spanish program
- Completed second year of Mandarin program
- Offered cultural awareness assemblies at elementary schools
- Cinco De Mayo community event at MHS
- SPMS Books without Borders
- School-wide multi-lingual signage at MHS

Strategic Plan

Approved December 13, 2016

Enable Greater Achievement for All Students, continued

Develop relationships with active and supportive regional businesses and educational institutions to provide students with real world experiences.

- Established relationship with 38 business entities for the internship program
- Conducted two CTE Advisory Committee meetings with business leaders
- Renewed PCC course articulation agreements for students to obtain college credit for high school course completion

Strategic Plan

Approved December 13, 2016

Offer State-of-the-Art Curriculum & Instruction

Identify, develop, and implement articulated Kindergarten through 12th grade curricular pathways to strengthen student engagement for college and career readiness.

- Added second science unit of study aligned to the engineering K – 5 pathway
- Added Biomedicine 3rd Year Course, 9-12
- Added Medical Detectives to middle school Biomedical Pathway
- Redefined course sequence for CTE
- Developed Arts Pathway Communication Document

Strategic Plan

Approved December 13, 2016

Offer State-of-the-Art Curriculum & Instruction, continued

Develop course offerings, curriculum, and resources to support the implementation of the Common Core in Mathematics, Language Arts, and Writing with an emphasis on the 4 C's – communication, collaboration, creativity and critical thinking.

- Provided CGI Training for Middle School Math Teachers
- Designed Units of Study for HS Mathematics with UCI
- Conducted ELA/ELD instructional material pilot for middle school ELA teachers and adopted textbook series
- Developed Ethnic Studies/Multi-cultural 9th grade ELA course

Strategic Plan

Approved December 13, 2016

Offer State-of-the-Art Curriculum & Instruction, continued

Differentiate instruction in order to respond to individual student instructional levels.

- Relocated Lower-Grade SDC from MHS to AV to provide improved continuity in supports and services when promoting students from PK SDC
- Greater flexibility in service options for RSP students at all grade levels
- Increased mainstreaming opportunities for SDC students at MHS and AV
- Expanded ITP services at SPHS
- Additional ES-to-MS and MS-to-HS Transition support for parents
- Improved program implementation in SELPA/SPUSD ED SDC at SPMS

Strategic Plan

Approved December 13, 2016

Offer State-of-the-Art Curriculum & Instruction, continued

Differentiate instruction in order to respond to individual student instructional levels.

- Implemented Instructional Calendar that concluded the first semester to allow students to complete final exams prior to Winter break.
- Focused on differentiated ELA instruction through Benchmark Advance
- All high school math UCI units of study focus on differentiated instruction
- Provided refresher training in Thinking Maps for all teachers
- Implemented Character Education, Cultural Awareness, and Social Justice Initiatives
 - Teaching Tolerance, Project Wisdom, Second Step, Newsela, Summer Reading Initiatives, Read it Forward: Books without Borders

Strategic Plan

Approved December 13, 2016

Offer State-of-the-Art Curriculum & Instruction, continued

Provide ongoing professional development and training to support the performance of all employees and to maximize rigor and meaningful engagement for all students.

- Implemented new Suicide Prevention Plan (AB 2246) for students and staff in Grades 7-12
- Increased number of students receiving direct support from TYB
- Project Optimal training for certifying Instructional Aides as RBTs
- CPI training for staff
- Completed Cognitively Guided Instruction training for middle school math teachers and new elementary teachers

Strategic Plan

Approved December 13, 2016

Offer State-of-the-Art Curriculum & Instruction, continued

Provide ongoing professional development and training to support the performance of all employees and to maximize rigor and meaningful engagement for all students.

- Benchmark Advance training for all elementary teachers
- PBL Training for secondary teachers in academic subject areas
- Provided UCI training for all HS math teachers
- CAST Academy for all science and 5th grade teachers
- Dual Immersion teacher training at Occidental College

Strategic Plan

Approved December 13, 2016

Offer State-of-the-Art Curriculum & Instruction, continued

Provide ongoing professional development and training to support the performance of all employees and to maximize rigor and meaningful engagement for all students.

- PLTW training for new elementary teachers
- K – 12 Counseling Summits to improve student and parent communication
- Sex Ed/Health Ed training for MS life science and HS health education lead teachers
- Administrator and teacher training for Thinking Maps implementation
- Provided behavior intervention strategies for Extended Care

Strategic Plan

Approved December 13, 2016

Achieve Financial Strength and Sustainability

Pursue alternative sources of revenue to sustain and expand students programs.

- Applied for and awarded third year of the Career Technical Education Grant (CTEIG)
- Applied for Arts Advancement Grant
- Submitted State matching bond funds application
- Measure S parcel tax approved

Strategic Plan

Approved December 13, 2016

Achieve Financial Strength and Sustainability, continued

Research and consider potential cost saving measures in order to sustain and expand student programs.

- Moved from a home-to-school to a school-to-school transportation model for elementary SDC students
- Replaced 2 NPA ABA BIs with District-employed RBTs
- Increased focus on informal dispute resolution prior to mediation and due process
- Project Optimal RBT certification for Special Education Paraprofessionals
- Refined district-wide HVAC schedule
- Initiated school administration monitoring of energy consumption

Strategic Plan

Approved December 13, 2016

Achieve Financial Strength and Sustainability, continued

Research and consider potential cost saving measures in order to sustain and expand student programs.

- Program Specialist trained to certify staff in CPI techniques
- APEX online classes for Home-Hospital students
- Reduced FTE's at high school level to compensate for decline in 9-12 enrollment
- Completed electronic transfer of high school student records to digital platform

Strategic Plan

Approved December 13, 2016

Achieve Financial Strength and Sustainability, continued

Research and consider potential cost saving measures in order to sustain and expand student programs.

- Began process for transferring personnel records to digital platform
- Created District Meal Charging Policy
- Created Amazon corporate account = cost savings

Strategic Plan

Approved December 13, 2016

Achieve Financial Strength and Sustainability, continued

Develop and implement a plan to eliminate the operational deficit

Goal Achieved!

Strategic Plan

Approved December 13, 2016

Provide Facilities that Support Educational Excellence

Provide and maintain instructional facilities that support a safe, healthy, and productive learning environment.

- Ensured compliance with new notification/reporting requirements for Title IX.
- Established a District-Side safety committee to review District and school site safety processes and procedures.
- Expanded hours for elementary playground supervisors to provide additional supervision before school.
- Implemented new student check-in/check-out procedures for Extended Day students.
- Provided emergency communication devices for Extended Care
- Established regular safety drills for Extended Care

Strategic Plan

Approved December 13, 2016

Provide Facilities that Support Educational Excellence, continued

Provide and maintain instructional facilities that support a safe, healthy, and productive learning environment.

- Added additional morning supervision and earlier arrival time at MHS to lower traffic volume
- Observed Active Shooter drills and trainings at neighboring schools
- Provided all students age appropriate active shooter training
- Installed window cover for each SPMS classroom

Strategic Plan

Approved December 13, 2016

Provide Facilities that Support Educational Excellence, continued

***Provide and maintain instructional facilities that support a safe,
healthy, and productive learning environment.***

- Joined the California Student Privacy Alliance to initiate compliance with new California laws concerning student privacy data
- Converted approximately 70% of high school campus with LED fixtures and motion sensing lighting controls
- Completed the retrofit of the high bay lighting system in the new gym at the middle school with energy efficient LED fixtures
- Completed Marengo roofing/HVAC project on-time and on budget

Strategic Plan

Approved December 13, 2016

Provide Facilities that Support Educational Excellence, continued

Provide and maintain instructional facilities that support a safe, healthy, and productive learning environment.

- Completed Middle School physical education hard court and field project on time and on budget
- Replaced food service delivery truck
- Purchased middle school and high school cafeteria equipment

Strategic Plan

Approved December 13, 2016

Provide Facilities that Support Educational Excellence, continued

Provide and maintain instructional facilities that support a safe, healthy, and productive learning environment.

- Complete replacement of middle school gym floor
- Renovated baseball and softball fields at SPSHS
- Created new protocol for stadium wheelchair lift
- Installed at least one water bottle filling station at each school site

Strategic Plan

Approved December 13, 2016

Achieve Financial Strength and Sustainability

Enhance the technological infrastructure to support instructional practices.

- New intervention curricula, including SAI-friendly Common Core materials
- New test kits and norms, including computer-based assessments
- New iPads and AAC software for students receiving AT services
- Partnered with LACOE to participate in the Passport Data System that allows agencies serving foster and homeless youth to share student data (ie. school districts, Department of Family Services, LA County court system, etc.)
- Migrated school and district websites to new platform and enhanced interface

Looking Forward...

The 2018-2019 School Year...

- Continue to recruit and hire “future” Dual Language Immersion teachers for both Spanish and Mandarin to secure highly qualified staff
- Continue CGI training for new elementary teachers
- Complete UCI training for HS math focusing on assessment
- Further investment in primary language library books

Looking Forward...

The 2018-2019 School Year...

- Additional course offerings: Year 4 of Bio-Medicine at high school, Year 4 of Computer Science at the high school (Engineering Design and Development)
- Thinking Maps continued emphasis and sharing of best practices
- Writer's Workshop Training for elementary teachers– small cohort
- SPHS as Challenge Success Partner School: Continued Training and Planning

Looking Forward...

The 2018-2019 School Year...

- Implement new ELA/ELD MS instructional materials
- Conduct ELA/ELD 9-12 instructional material review
- Continue NGSS training and plan implementation
- Implement Project Based Learning (PBL) units at the secondary level
- Prepare for engineering course offerings at SPHS
- Grades 6 through 12 History curriculum review, development , and adoption
- Implement 9th grade multi-cultural literature course

Looking Forward...

The 2018-2019 School Year...

- Counseling Summit focus on Interventions, SSTs, and 504s
- HS Summer Reading--Social Justice Focus: Trevor Noah's Born a Crime
- CERT Training for SPUSD employees by SP Fire Department
- Active Shooter Training Video for all SPUSD employees
- Tourniquet training for all SPUSD employees
- Implement system to monitor and address chronic absenteeism and the unique needs of our Foster & Homeless students

Looking Forward...

The 2018-2019 School Year...

- Roll out purchasing manual
- Implement adult meal program
- Consider viability of opening additional food serving line at middle school
- Installation of switches at SPHS and SPMS for increased internet speeds
- Evaluate solar panel installation
- Implement improved tracking of SPED student data to monitor and address disproportionality, disciplinary removals, and parental waivers of CAASPP testing

Looking Forward...

The 2018-2019 School Year...

- Installation and configuration of Meraki Wireless Access Points across all Elementary Schools and the District Office to refresh the aging Cisco Enterprise Wireless
- Replace aging server farm
- Convert HR employee files to digital
- Begin SPMS Old Gym Repurpose Project
- Initiate K – 12 Digital Citizenship program
- Initiate deeper level of TYB program – teacher training, student groups, parent education; monitor and address adolescent mental health concerns

Looking Forward...

The 2018-2019 School Year...

- Retrofit football stadium with new LED fixtures and convert all to electronic contactors with remote capabilities
- Complete the approximately 30% remaining of high school main campus to LED lighting
- Implement small group elementary counseling
- Complete SPHS STEM building project
- Initiate District property disposition process