



Strategic Planning Study Session September 6, 2022

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South Pasadena Unified School District

Overview: Vision Statement

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

Overview: Mission Statement (1)

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 diversity, backgrounds, and abilities of all students and to providing them the encouragement to reach their full potential.

Overview: Mission Statement (2)

The SPUSD will provide:

- 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 (1)

- 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.

Overview: Operating Principles (2)

- 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

Enable Greater Achievement for All Students

- Evaluate and modify existing academic intervention programs and social-emotional support services to meet individual and collective student needs to ensure equitable achievement for all students.
- 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

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 reflect the varying cultural experiences and identities of our students and to emphasize 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

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

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

Enable Greater Achievement for All Students

Evaluate and modify existing academic intervention programs and social-emotional support services to meet individual and collective student needs to ensure equitable achievement for all students

- Coordinated elementary reading intervention program (RISE)
- Developed elementary and middle school Jumpstart Program
- Created high school Summer Athletic Program
- Invigorated elementary Second Step Lessons and PBIS
- Offered Summer Credit Recovery Program
- Established high school Learning Centers
- Partnered with Effective School Solutions to offer school-based mental health support for middle & high school students

Strategic Plan

Enable Greater Achievement for All Students

Evaluate and modify existing academic intervention programs and social-emotional support services to meet individual and collective student needs to ensure equitable achievement for all students

- Partnered with Chinatown Service Center to offer community-based mental health support for high school students
- Transitioned to free meals for all students
- Designed and implemented off-season strength and conditioning training program for student-athletes
- Doubled Train Your Brain (TYB) support at middle & high schools
- Delivered elementary Digital Citizenship lessons
- Piloted elementary-level Aperture Social Emotional Assessment

Strategic Plan

Enable Greater Achievement for All Students

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

- Purchased digital resources for band, orchestra, choir, drama, and broadcast journalism
- Purchased visual arts materials, supplies, and furniture for new art rooms at elementary and middle schools
- Modified visual arts materials for independent study students
- Opened three elementary school arts rooms

Strategic Plan

Enable Greater Achievement for All Students

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

- Implemented 6th grade dual language Spanish program
- Designed middle school dual language Mandarin program

Strategic Plan

Enable Greater Achievement for All Students

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

- Expanded current PCC Dual Enrollment course offerings
- Collaborated with PCC to offer new dual enrollment courses during the school day: TV/Audio Production and Spanish language courses
- Re-established cafeteria student worker program (post COVID)

Strategic Plan

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.

- Expanded Year 1 high school Bio-Medicine Program
- Expanded high school Computer Science Program
- Re-designed high school classroom into Tiger Studios
- Collaborated with PCC on TV/Audio Production Pathway

Strategic Plan

Offer State-of-the-Art Curriculum & Instruction

Develop course offerings, curriculum, and resources to reflect the varying cultural experiences and identities of our students and to emphasize the 4 c's – communication, collaboration, creativity and critical thinking.

- Piloted and adopted TCI middle school science
- Adopted World Language 8-12 textbooks in French and Spanish
- Adopted World History and US History high school textbooks
- Provided Culturally Responsive Curricular resources
- Held ADL Anti-Bias training for middle/high school student groups
- Re-vamped Tiger Newspaper course content and operations

Strategic Plan

Offer State-of-the-Art Curriculum & Instruction

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

- Piloted LEXIA English Language Development program for middle school
- Designed and implemented TK-12 Independent Study Program
- Provided small group instruction training for behavioral and academic TOSAs
- Provided Writing Workshop After-School Training
- Piloted STAR Assessment at high school level in ELA and Math

Strategic Plan

Offer State-of-the-Art Curriculum & Instruction

Provide ongoing professional development and training to support the performance of all employees and to maximize rigor and meaningful engagement for all students. (1)

- ADL Anti-Bias training K-12 teachers
- ATDLE for DI Spanish teachers
- Trauma-Informed Practices TK-12 teachers
- Gender identity training for all counselors and administrators
- Training on reducing barriers for LGBTQIA+ and gender variant youth for middle and high school teachers
- Writing Workshop and curriculum development training for DI Mandarin teachers and English partner teachers
- TWIG Science training for middle school science teachers

Strategic Plan

Offer State-of-the-Art Curriculum & Instruction

Provide ongoing professional development and training to support the performance of all employees and to maximize rigor and meaningful engagement for all students. (2)

- After-School Culturally Responsive Pedagogy TK-12 Workshops
- After-School Classroom Digital Application Workshops: Google Workspace, Student Voice and Choice, Podcasting, Formative Assessment Tools, EdPuzzle, Kami, and Newsela
- Training on BEST (finance) and BEST (budget) for school site and district office personnel
- Partnered with Scoot and Indeed for recruitment

Strategic Plan

Achieve Financial Strength and Sustainability

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

- LA County ArtsEd Advancement Grant
- CTEIG
- K-12 Strong Workforce Program
- Dual Language Immersion Grant (waiting on award announcement)
- Federal COVID-19 Grants

Strategic Plan

Achieve Financial Strength and Sustainability

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

- Applied and received \$25K grant for kitchen appliances and infrastructure
- Installed district-wide Voice Over IP, allowing integration of future systems and communication and eliminating toll charges for local calls
- Maintain appropriate position controls
- Continue work with ASCIP partners to reduce long-term Workers Compensation liabilities

Strategic Plan

Achieve Financial Strength and Sustainability

Develop and implement a plan to eliminate the operational deficit

Goal
Maintained!

Strategic Plan

Provide Facilities that Support Educational Excellence

Provide and maintain instructional facilities that support a safe, healthy, and productive learning environment. (1)

- Implemented revised lunch schedules at elementary and middle schools
- Moved the district office to new building with enhanced safety and security
- Completed construction of elementary classrooms and removal of portable classrooms
- Implemented comprehensive Covid-19 safety measures

Strategic Plan

Provide Facilities that Support Educational Excellence

Provide and maintain instructional facilities that support a safe, healthy, and productive learning environment. (2)

- Replaced roofs at SPMS and SPHS
- Installed additional bottle filling stations at various sites
- Resurfaced high school track
- Installed turf at AV for outdoor learning spaces

Strategic Plan

Provide Facilities that Support Educational Excellence

Enhance the technological infrastructure to support instructional practices. (1)

- Upgraded anti-virus software district-wide
- Replaced UPSs from ongoing city-wide electrical outages
- Replaced corrupted servers and damaged hardware in district server room
- Upgraded the district firewall

Strategic Plan

Provide Facilities that Support Educational Excellence

Enhance the technological infrastructure to support the instructional practices. (2)

- Added wireless access points to increase WiFi coverage and enhance student and staff access to the internet
- Implemented Titan software, integrating online meal applications, meal account balances in real time, and synced to Aeries with up-to-date enrollment information
- Created QR codes for students to receive quick access to menus and Titan meal accounts

Looking Forward

The 2022-2023 School Year (1)...

- Implement high school TV/Audio Production Pathway
- Evaluate and consider Alternative High School options
- Monitor middle school Dual Immersion Spanish courses
- Monitor middle school Dual Immersion Mandarin courses
- Implement elementary Mandarin intervention program
- Align Ethnic Studies course (English 9) to curriculum standards
- Refine and further develop TYB supports in relation to current student needs (high school)
- Increase restorative circles and peer support groups (middle & high schools) and implement cultural connections (elementary)
- Develop and implement strategies for rebuilding sense of community and increased school connectedness

Looking Forward

The 2022-2023 School Year (2)...

- Hire specialist to provide lessons to 4-12th graders on the perils of social media
- Implement ELOP for qualifying students
- Implement two new HS Courses: UCLA's Introduction to Data Science (IDS) and CSU's Expository Reading Writing Curriculum (ERWC)
- Upgrade middle school Broadcast Journalism hardware and software
- Hire technical support for middle school black box theater
- Expand PLTW high school bio-medicine and middle school PLTW training
- Train all elementary teachers on TWIG science
- Extend ADL anti-bias training to untrained teachers
- Extend ADL anti-bias training to more middle/high school student groups

Looking Forward

The 2022-2023 School Year (3)...

- Retrain staff on “stop the bleed” practices
- Research and offer professional development to custodians
- Provide small group instructional support with Second Step and RISE through Behavior and Academic TOSAs
- Purchase and Implement Phonemic Awareness Curriculum and Training for Primary and Intervention Teachers
- Review and revise middle school honors placement policies and practices
- Consider Parcel Tax option
- Implement two meals per day at all school sites
- Expand variety of cultural and seasonal menu options
- Expand training program for Food and Nutrition employees
- Increase participation in the high school brunch program
- Roll-out Helios system to digitize personnel files, the on-boarding process, evaluations, etc.
- Shift recruitment timing strategies to better position the District for annual/seasonal hiring challenges

Looking Forward

The 2022-2023 School Year (4)...

- Remove all rented portable classrooms at elementary schools
- Complete business department conversion to BEST system
- Repair/upgrade rain gutters at all five school sites
- Operate digital menu boards at SPMS (1) and SPHS (3)
- Identify highest need buildings and replace roofs
- Copy our on-premises Microsoft Active Directory to the Azure Cloud, allowing staff and students to continue to access Google products when our servers become inaccessible due to outages
- Installed new playground equipment and surfacing at all three elementary schools
- Further develop partnerships with credentialing programs

Looking Forward

The 2022-2023 School Year (5)...

- Complete audio/visual project in district office board room
- Convert all three elementary schools to new clock/paging/bell system
- Improve communication and setting expectations for students and parents regarding 1:1 Chromebook program
- Complete installation of playground equipment at elementary schools
- Install new SmartTimers
- Research and consider alternative sources of energy and monitor SCE service reliability

Recommended Revisions to 2022-2023 Goals

Previous goal: Differentiate instruction in order to respond to individual student instructional levels

Revise to: Modify recruitment strategies to attract more staff who provide high-quality differentiated instruction and respond to individual student needs.