



Strategic Plan

Initiatives for the future

*Action Plans for the
2016-17 School Year*





Welcome

I'm pleased to share with you our 2016-17 Strategic Plan. The six major Objectives with corresponding Action Plans represent the literal roadmap to future plans and innovation in the district.

This plan includes critical components that were identified, shared and revised based on input from stakeholders: parents, staff, students, and the Board of Trustees.

Our plans reinforce our mission and vision while articulating our goals and strategies to continually offer the best education that we can provide. I am confident that the best is yet to come.

I look forward to working with you in implementing our plan throughout this year.

Yours in education,
Paul Johnson



Paul Johnson
Superintendent



VISION

Our learning community inspires, engages, and empowers students to become lifelong learners and productive global citizens.



MISSION

Our mission is to provide an excellent education that enables all students to achieve academic success and reach their full potential. We prepare our students to be responsible, contributing members of our community and wise stewards of the natural environment.

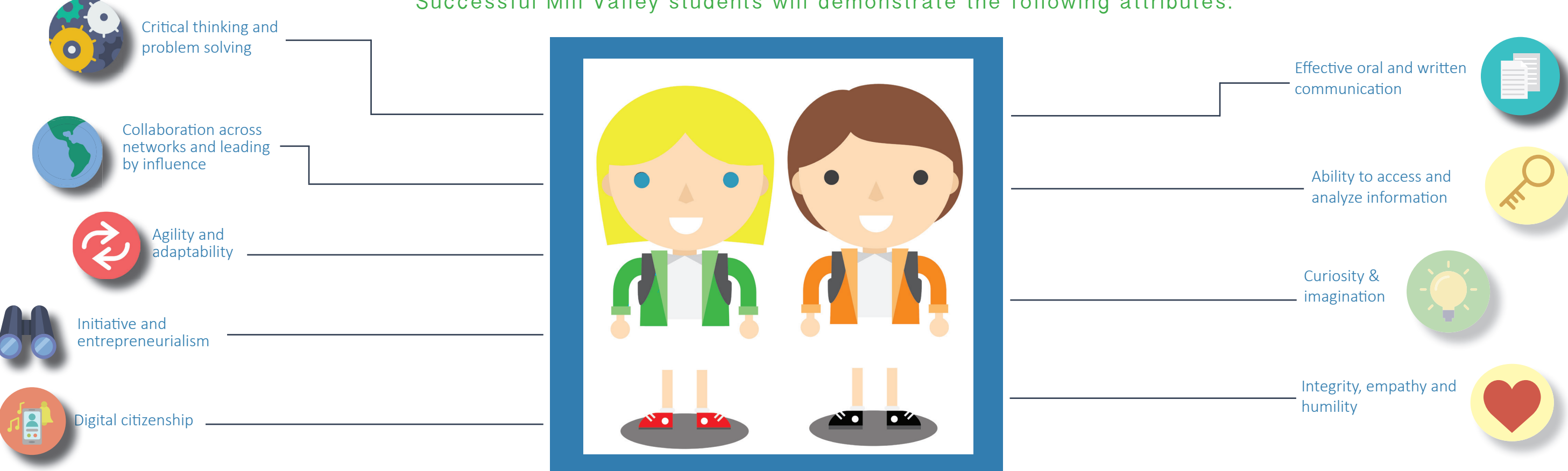
POINTS OF PRIDE

Our Points of Pride reflect what we celebrate as achievements in our schools:

- A whole-child educational approach that emphasizes academic program studies, social emotional development, physical education, and the arts.
- High quality and experienced teachers, administrators, and support staff share decision-making through distributed leadership that values collaboration and diversity of opinion.
- A dynamic place to work, with highly sought-after positions, fairly negotiated union contracts and opportunities for professional development
- Widespread community support for public education in Mill Valley, as specifically demonstrated by strong approval of parcel taxes and bond measures.
- Engaged students who are well prepared for life-long learning in and out of the classroom.
- An exceptional music, art, dance, poetry, and drama program offered to students through the generous support of Kiddo!
- Strong, creative response to critical need from Mill Valley Community Education Foundation (Kiddo!) – with ties to local business community and respected brand-identity and leadership.
- Highly efficient and organized district/school site PTA and PTSA councils that support site level programs, and respond to essential needs of MVSD.
- Educators have the flexibility to design quality curriculum and deliver instruction to deepen student understanding. Students achieve at high levels of learning as demonstrated through multiple measures including standardized test scores.
- Prudent financial planning that helps insulate the district from the state's funding uncertainty. The Community Financial Advisory Committee (CFAC) regularly advises the superintendent and board with a long-term financial forecast model.
- Safe, well designed, equipped, and maintained facilities that reflect the high standards of the community.
- A District that celebrates the success of students, staff, and partnerships with the Mill Valley community.
- Highly regarded schools that protect property values and the investment residents and business owners make in Mill Valley. MVSD is an asset to the community, making Mill Valley a desirable place to live and work.

Profile of a Successful Mill Valley Student

Successful Mill Valley students will demonstrate the following attributes:



High Levels of Student Learning

OBJECTIVE 1

Create a learning environment that provides deep content inquiry-based student learning through project-based and differentiated instruction.

Strategy A
Maintain lower class sizes within the budget.

Indicator of Success
Maintain lower class sizes on an average across the district within budget parameters.

Strategy B
Provide instruction and professional development focused on Common Core State Standards (CCSS) in math and language arts and Next Generation Science Standards (NGSS).

Indicator of Success
Demonstrate high levels of student achievement, as evidenced by local and state assessments.

Strategy C
Offer student learning activities and extracurricular opportunities that reinforce the "Profile of a Successful Mill Valley Student."

Indicator of Success
Recognize and celebrate students who meet the "Profile of a Successful Mill Valley Student."

| # | Action Plan | Assigned to | Starting | Due |
|----|---|--------------------------------------|----------|------|
| B1 | Focus professional development on best instructional practices in CCSS and NGSS. | Director of Curriculum & Instruction | 8/16 | 6/17 |
| B2 | Support all levels of learning by exploring and building professional development opportunities focused on inquiry-based, differentiated instruction (e.g. project based learning). | Director of Curriculum & Instruction | 8/16 | 6/17 |
| C1 | Continue to recognize students who exemplify attributes of the successful Mill Valley Student (e.g. board meeting awards, MV Student Film Festival). | Superintendent, Staff | 10/16 | 6/17 |



High Levels of Student Learning



OBJECTIVE 2

Students will participate in 21st century learning opportunities that foster global/international perspectives and awareness.



Strategy A

Teach and promote global cultural awareness.

Indicator of Success

Reflect an international awareness and global appreciation as part of project-based History/Social Science and general instructional programs, as demonstrated by the work of students.



Strategy B

Continue to offer world language opportunities at the middle school and implement world language instruction at the elementary schools.

Indicator of Success

Students at the middle school successfully complete two years of a world language and continue in high school. Elementary students who successfully complete the elementary program continue world language instruction at the middle school.

| # | Action Plan | Assigned to | Start | Due |
|----|---|--|-------|------|
| A1 | Create a district elementary committee to explore global studies programs. | Director of Curriculum & Instruction | 8/16 | 6/17 |
| A2 | Offer staff opportunities to attend workshops such as World Savvy and/or International Baccalaureate. | AC | 7/16 | 6/17 |
| A3 | Provide teacher release time to a designated teacher to support elementary and middle school global studies instruction. | Superintendent, Principals, Director of Curriculum & Instruction | 7/16 | 6/17 |
| B1 | Create a district elementary committee to explore the reallocation of resources to provide an elementary world language instruction program during the day. | Sub group of AC and teachers, Superintendent, Director of Curriculum & Instruction | 7/16 | 6/17 |

Photograph by Justine Corey Whitehead

High Levels of Student Learning

OBJECTIVE 3

Attract, develop, and retain excellent staff, while encouraging innovation and collaboration.

Strategy A

Target total staff compensation in top quartile of comparable districts.

Indicator of Success

Produce an annual report of total compensation comparisons and a plan for bridging possible gaps in moving towards the top quartile.

Strategy B

Offer a quality professional development program, which focuses on NGSS, technology, and meeting the social-emotional needs of students. Staff collaboration is embedded in all professional development.

Indicator of Success

Produce a plan that will allow teachers to become comfortable with initial implementation steps of NGSS and emphasize effective use of instructional technology. The plan will promote an increase in positive school climate during structured and unstructured times.

Strategy C

Site and district administrators will use appropriate resources to support teachers in their pursuits of innovation in the classroom and in taking educational risks. These pursuits will strengthen the educational program already being offered.

Indicator of Success

Staff share-outs, such as at staff meetings, during learning walks.



2016 Golden Bell Awards Recipients

| # | Action Plan | Assigned to | Start | Due |
|----|---|---|-------|------|
| A1 | Continue to analyze total compensation of all staff, including salary, health and welfare benefits, step, and column requirements. | Superintendent, Asst. Supt. of Business Services, Human Resources | 7/16 | 5/17 |
| A2 | Negotiate with the goal of approving settlements that maintain all units of staff in the top quartile in total compensation. | Negotiating Teams & School Board | 7/16 | 5/17 |
| A3 | Continue to examine policy regarding children of staff enrolling in MVSD schools should the funding sources and facilities become available. | Superintendent & Asst. Supt of Business Services | 8/16 | 6/17 |
| B1 | Utilize experts in the NGSS field to guide MVSD's NGSS implementation. | Director of Curriculum & Instruction | 8/16 | 6/17 |
| B2 | Provide time for grade levels/MVMS science department to discuss science curriculum and lessons during early release time and staff development days. | Principals | 9/16 | 6/17 |
| B3 | Provide professional development opportunities that focus on social-emotional learning. | Director of Student Services | 9/16 | 6/17 |
| C1 | Provide \$25K in funding for strategic plan innovation grants through Kiddo!. | Superintendent | 9/16 | 6/17 |
| C2 | Invite teachers to share innovative programs at board meetings and staff meetings where they are recognized for using new ideas or methods. | AC | 9/16 | 6/17 |
| C3 | Conduct at least one internal learning walk at each site to highlight innovative or best teaching practices. | Principals and Teacher Leaders | 9/16 | 6/17 |

OBJECTIVE 4

High Levels of Student Learning

Research, develop, and implement innovative 21st century instructional technologies that promote quality teaching and student learning through blended and differentiated learning.



Strategy A
Develop and implement a progressive plan to effectively move toward providing innovative devices (e.g. mobile tablets) on a grade-appropriate student to device ratio.

Indicator of Success
Successfully execute a plan that includes teacher professional development and on-going instructional support.



Strategy B
Develop and implement a technology professional development model that includes “in-class” instructional coaching and support.

Indicator of Success
A model plan and implementation will be forthcoming that increases levels of classroom technology integration.



Strategy C
Proactively maintain the technology infrastructure necessary to support the district’s teaching, learning, communication, and management practices.

Indicator of Success
Reassess MVSD technology infrastructure on an annual basis and forecast and implement necessary upgrades.



Strategy D
Establish a plan or specific strategies to differentiate instruction and offer blended learning, including multiple technologies as an instructional tool.

Indicator of Success
A plan or specific strategies will be forthcoming and implemented that will include professional development, collaboration, research-based best practices, and peer-to-peer observations.

| # | Action Plan | Assigned to | Start | Due |
|----|--|---|-------|------|
| A1 | Implement year 3 of the District’s Technology Plan. Review and revise annually, and communicate with stakeholders. | Director of Technology, Instructional Technology Coach, AC District Technology Advisory Committee (DTAC) | 7/16 | 6/17 |
| B1 | In conjunction with DTAC site representatives and/or teacher leaders, the Instructional Technology Coach will develop a plan for delivering PD and support that prioritizes integrated technology use. | Director of Curriculum & Instruction, Instructional Technology Coach, Director of Technology, DTAC, Teacher Leaders | 7/16 | 6/17 |
| C1 | Implement upgrades and review necessary funding and staffing annually to maintain current infrastructure and support future needs. | Director of Technology, AC, DTAC as needed | 7/16 | 6/17 |
| D1 | Encourage teacher inquiry and classroom observation to explore current practice, identify innovative strategies, and recommend best practices for the instructional use of technology. | Director of Curriculum & Instruction, Instructional Technology Coach, DTAC | 7/16 | 6/17 |



Communication and Community Inclusion

OBJECTIVE 5

Maintain strong staff, parent/guardian, and broader community support for our district and schools.



Strategy A

Widely promote our vision for our students' success by effective communication between and among parents/guardians, staff, administration, trustees, and the community-at-large.

Indicator of Success

Utilize digital and "out-of-the-box" media to improve communication.



Strategy B

Proactively communicate future issues by utilizing a Communications Forecast Team.

Indicator of Success

The Communications Forecast Team will meet regularly to advise the district on proactive communication to staff and community.



Strategy C

Evaluate satisfaction levels of parent/guardian, student, community, and staff on an on-going interactive basis.

Indicator of Success

Conduct annual surveys and communicate general results to the community.

| # | Action Plan | Assigned to | Start | Due |
|----|--|---|-------|------|
| A1 | Continue two way communications plan. Review and revise quarterly. | Superintendent, Communications Specialist | 7/16 | 6/17 |
| A2 | Continue to utilize new technology and innovative messaging tools (e.g. infographics, live streaming, and digital story telling) to share key information with constituents. | Superintendent, Communications Specialist | 8/16 | 6/17 |
| A3 | Refine communications to staff and parents for key communication pieces. | Superintendent, Communications Specialistst | 7/16 | 6/17 |
| A4 | Continue to utilize website and social media channels to communicate current news to constituents. | Superintendent, Communications Specialist | 7/16 | 6/17 |
| B1 | Continue to offer opportunities to interface with district, site administrators and school board members at scheduled events. | Superintendent's Office | 9/16 | 6/17 |
| B2 | Communications Forecast Team will meet regularly to assess short and long-term communications and strategize on how to proactively communicate key issues to stakeholders. | Superintendent, Communications Specialist, Communications Forecast Team | 9/16 | 6/17 |
| C1 | Annually evaluate the effectiveness of communications strategies. | Superintendent, Communications Specialist | 9/16 | 6/17 |

Sound Finance and Infrastructure

OBJECTIVE 6

Identify sustainable sources of operating and capital funding to achieve and support the district's strategic goals.



Strategy A
Maintain prudent levels of financial reserves.

Indicator of Success
Work with the Community Financial Advisory Committee (CFAC) to advise the district regarding the district reserve policy.



Strategy B
Continue our commitment to proactive fiscal planning strategies that provide forward-looking projections of key financial drivers and levers.

Indicator of Success
Continue use of the CFAC financial models.



Strategy C
Offer necessary services and instructional support as it relates to enrollment. Explore partnerships with other districts to provide cost effective resources to the staff and instructional programs.

Indicator of Success
Continue use of the CFAC financial models.



Strategy D
Provide safe, equipped, well-maintained, and updated facilities and infrastructure that support our mission, strategic plan, and educational programs.

Indicator of Success
Update the Facilities Master Plan with a future activities timeline.

| # | Action Plan | Assigned to | Start | Due |
|----|---|---|-------|------|
| A1 | Provide staff oversight/review and monitoring of ongoing expenses/commitments, including total compensation. | Asst. Supt. of Business Services | 7/16 | 5/17 |
| A2 | Continue to evaluate the district's adherence to the reserve Board Policy. | Board, Superintendent, Asst. Supt. of Business Services, Community Financial Advisory Committee (CFAC) | 7/16 | 5/17 |
| A3 | Provide recommendations for the district's policy on Other Post Employee Benefits (OPEB) long-term liability and feasible contribution. | Superintendent, Asst. Supt. of Business Services, CFAC | 7/16 | 6/17 |
| B1 | Address planning needs for future growth through the Enrollment Growth Committee (EGC). | District, AC, Board, CFAC | 7/16 | 6/17 |
| B2 | Work with Community Financial Advisory Committee (CFAC) on financial scenarios. Present updated forecast models to the district. | Superintendent, Asst. Supt. of Business Services, CFAC | 7/16 | 6/17 |
| C1 | Continue to explore partnerships with neighboring school districts (professional development, curriculum & instruction, business services, technology, etc.). | Superintendent, Asst. Supt. of Business Services, Board, Director of Maintenance & Operations (M&O), Director of Curriculum & Instruction (C&I) | 7/16 | 6/17 |
| C2 | Implement an organizational plan that provides the necessary support for our staff and instructional programs. | Superintendent, Asst. Supt. of Business Services, Board, Director of C&I | 7/16 | 6/17 |
| D1 | Update the Facilities Master Plan, including Educational Specifications and Conditions Assessment. | Director of M&O, Facilities Master Plan Committee, Vendor | 7/16 | 6/17 |
| D2 | Review bonding capacity annually. | Board, CFAC | 7/16 | 6/17 |
| D3 | Assess and evaluate sustainable energy options. | Director of M&O, Superintendent, Asst. Supt. of Business Services | 7/16 | 6/17 |
| D4 | Strengthen MVSD's emergency response by working with local law enforcement, fire, and insurance on safety risk management. | Principals and Teacher Leaders | 8/16 | 6/17 |



Providing excellent
education.

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