

**THE PROCESS:**

In the fall of 2002, more than 135 staff members, parents, community leaders, and students worked together to develop a comprehensive strategic plan in support of the two district goals. The district staff and superintendent worked closely with the Board of Education during the spring of 2003 to reduce the number of goals from as many as 40 annually, to two goals that would be in place through the spring of 2008. The two goal areas focus on: 1) literacy in reading, writing, and mathematics, and 2) facilities to support teaching and learning. We recognized that we could collectively make even greater strides by having these goals take center stage both at school sites and throughout the district.

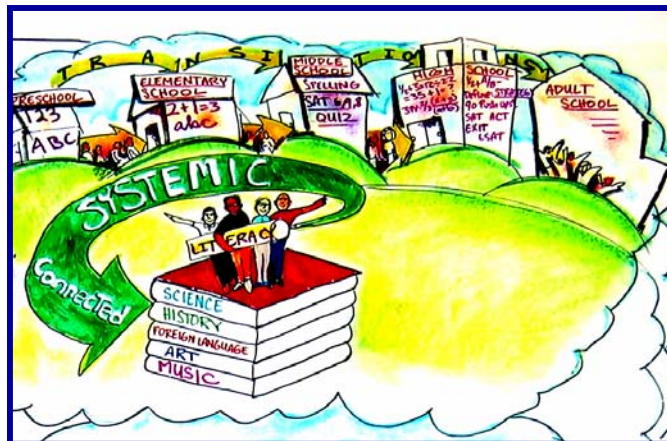
The strategic planning process helped the district obtain a broad base of input from the school community which was used to develop the key initiatives that would drive the effort. The three-day workshop focused on developing key initiatives and work plans for each initiative, as well as a timeline for implementation over the next six years.

In 2003, specific measurable targets were developed. These measures became critical indicators of progress that are addressed in the annual State of the District Report.

Strategic planning gave the district a work plan to move forward. Thanks to the work by all who participated, the district has a strong foundation upon which to confirm its improvement efforts.

**Goal I****Increase Achievement for All Students Through a Comprehensive Literacy Effort****GOAL I - INITIATIVES:**

1. Identify basic curriculum for reading, writing, and mathematics literacy.
2. Develop and implement an effective, coherent curriculum integrating literacy across all subject areas.
3. Close the existing achievement gap for subgroups.
4. Demonstrate consistently that we honor and value diversity.
5. Personalize learning for each student.
6. Develop and implement a data and information system.
7. Promote and support innovative practices.



Portion of mural drawn during 2002 Strategic Planning sessions depicting the district Goal of Literacy.

## GOAL I - Targets

- By 2008, increase the percentage of all students, including all subgroups, performing at the college readiness levels of Proficient and Advanced on the California Standards Tests as follows:

California Standards Tests Target for 2008				
Grade Span	English/Language Arts		Mathematics	
	2003	2008	2003	2008
2-5	69%	80%	72%	80%
6-8	66%	76%	58%	70%
9-12	60%	65%	32%	60%

- By 2008, 100% of all schools in the district achieving No Child Left Behind (NCLB) requirements.
- By 2008, improve the initial pass rate of 10<sup>th</sup> grade students achieving college readiness scores of 380 or higher on the California High School Exit Exam from 78% in English/Language Arts and 68% in Mathematics to 85% in English/Language Arts and 78% in Mathematics by 2008.
- By 2006, improve the pass rate of 12<sup>th</sup> grade students achieving the basic passing scores on the California High School Exit Exam from 91% in English/Language Arts and 88% in Mathematics to 100% on each.
- By 2008, increase from 53% to a minimum of 60%, the percentage of graduating students, including all subgroups, who complete the UC and CSU college prep, a-g requirements.
- By 2008, increase from 29% to 50% the percentage of high school graduates, including all subgroups, who satisfactorily complete at least one Advanced Placement course as preparation for college.
- By 2008, increase from 63% to 74% the percentage of students at the comprehensive high schools who take the SAT at least once, while maintaining or improving the district's average score.



Poway Unified School District's College Readiness for All focus has resulted in many school-based programs and family and student events. In the photo on the left, Morning Creek Elementary School students share their letters and information from colleges across the nation. Through a grant program with the San Diego County Office of Education, the staff at Morning Creek worked with students and families to increase their knowledge about postsecondary education.

## Goal II

Provide a Physical Learning Environment to Support Student Learning for All

### GOAL II - INITIATIVES:

1. Recruit, hire, support, and retain a diverse staff.
2. Explore best practices around optimal learning environments.
3. Design secure, efficient, sustainable facilities.
4. Research and address enrollment fluctuations.
5. Continue to seek outside funding to support grants and partnerships.

### GOAL II - Targets

- By 2012, complete the repair and renovation of the 24 Poway Unified schools funded by the Proposition U, *Building for Success*, bond passed by voters in 2002.
- By 2010, plan, design, and build new schools in the western portion of the school district, as determined by enrollment.
- Monitor and proactively address enrollment changes and short-term and long-term growth or enrollment fluctuations through 2010.
- By 2008, increase the percentage of diverse staff to bring that percentage closer to the ethnic make-up of the student population.
- By 2008, continue the establishment of a strong base for the outside funding for grants and support partnerships that advance the Poway Unified School District goals and targets.



Portion of mural drawn during 2002 Strategic Planning sessions depicting the district Goal of Facilities.

# STRATEGIC PLAN - Goal Area I

## Increase achievement for all students through a comprehensive literacy effort

**Goal Area I – All Students Learning**  
**INCREASE ACHIEVEMENT FOR ALL STUDENTS THROUGH A COMPREHENSIVE LITERACY EFFORT\***

**Broad-Based Educational Opportunities**

**Critical Question #1**

**Critical Question #2**

**Critical Question #3**

What do we want students to know and be able to do?

How will we know students are learning, and where are the gaps?

What are we going to do differently to ensure students succeed?

**Parents as Partners**

- How connected
- Evidence of impact
- Effective initiatives

**Staff Involvement and Commitment**

- How connected
- Evidence of impact
- Effective initiatives

**Community Involvement/Commitment**

- How connected
- Evidence of impact
- Effective initiatives

**Curriculum (Changes, initiatives)**

- How connected
- Evidence of impact
- Effective initiatives

**School/Organization**

- How connected
- Evidence of impact
- Effective initiatives

**Technology Applications**

- How connected
- Evidence of impact
- Effective initiatives

**Student Readiness and Engagement**

- How connected
- Evidence of impact
- Effective initiatives

**Staff Development**

- How connected
- Evidence of impact
- Effective initiatives

**RESULTS**

**Exemplary Practice**

*All Students Learning*

**LITERACY FOCUS**

**Tie to Standards**

Define critical skills

Data to support focus

**ACCOUNTABILITY**

**\*Attract, Develop, and Retain Quality Staff**

**\*Efficient and Effective Management of Resources**

# STRATEGIC PLAN - Goal Area II

Provide a physical learning environment to support student learning for all

**Goal Area II – Safe, Orderly, and Attractive Environment**

**PROVIDE A PHYSICAL LEARNING ENVIRONMENT TO SUPPORT STUDENT LEARNING FOR ALL\***

**Equity of Educational Opportunities**

**TARGET AREAS**

- Maintain strong sense of PUSD community
- Update existing facilities to provide equitable educational opportunities
- Bring new schools on line to meet enrollment changes
- Proactively manage enrollment growth



**\*Attract, Develop, and Retain Quality Staff**

**\*Efficient and Effective Management of Resources**