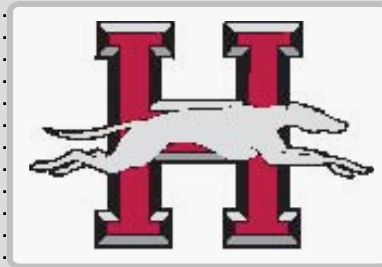


HEALDSBURG 20/20

The Vision for the Future of Our Schools



Draft –

January 6, 2010

Introduction

To Our Parents, Faculty, Staff, and Community:

We are grateful to all of you for your support of the Healdsburg Unified School District over the years, and particularly for your participation in the development of this strategic plan. Beginning in July of 2009, the Vision 20/20 process has included interviews, focus groups, and large community meetings. More than 250 people have participated – community members, parents, students, faculty, staff, District leadership, and members of the School Board and Healdsburg Education Foundation Board and staff.

This has been an exciting and informative process. The Steering Committee, with the guidance and support of our consultant, Michael Wright of The Results Group, has compiled a wealth of information, considered a wide range of views and ideas, and honed it into the goals and strategies on the following pages.

Now, to the action phase. Based on this document, staff has developed Action Plans for the current and next academic years, which specify timelines and responsible parties for each of the action steps listed under the strategies in this document. Some of these are already underway, and more will be implemented over the next two years.

This will be a living document. While the overarching goals are not likely to change dramatically over the next three years, the strategies and action steps will be revisited and updated annually as we complete some tasks and launch new initiatives. We will be reporting our progress on a regular basis through a range of mechanisms, including presentations to the School Board and in the community, in District newsletters and other publications, and through the media.

This is an ambitious plan, and will require the commitment and dedicated effort of not just District staff and faculty, but the entire community. We look forward to working with all of you to make this Vision a reality.

Jeff Harding,
Superintendent

Judy Velasquez,
School Board President

Henry Hersch,
Steering Committee Chair

Our District's Mission and Vision

The mission of the Healdsburg Unified School District is to deliver a broad, student-centered, research-driven educational program which will enable our students to be humane, responsible, contributing member of their community and the world at large.

Our students will be contributing, responsible, and active participants in their community, demonstrating individual respect and responsibility.

Our District will implement new ideas, strategies, and technologies to provide a model academic program that others will emulate.

Our educational program will be innovative and propel our students into the second half of the 21st century.

Our schools will prepare our students to be leaders in the world they will enter.

Our Guiding Principles

We will:

- Establish a culture where parents are partners, and are treated as such.
- Reach out to each young person with understanding and respect.
- Provide students with educational experiences that give joy and create attachment to learning.
- Offer a broad-based education that focuses on critical thinking, in addition to measurable curriculum and standardized tests.
- Provide authentic learning experiences, tied to our community and real-life applications.
- Design instruction to challenge all students and support their success so that they reach higher goals and fulfill their potential.

Our Overarching Goals

Powerful Teaching and Learning

All students are fully engaged in a meaningful, rigorous and student-centered educational program enabling them to reach their fullest potential.

Honoring Our Diverse Community

All students and families – regardless of ethnicity, gender, disability, sexual orientation, or economic status – are valued and respected for their contributions.

Our Staff – Our Greatest Resource

Our District attracts, develops, retains and rewards a highly dedicated, passionate, and diverse staff.

Dynamic Leadership Working With An Engaged Community

District leaders partner with the community to build a culture of mutual respect, active and transparent communication, and sound fiscal practices.

Goal 1. Powerful Teaching and Learning

All students are fully engaged in a meaningful, rigorous and student-centered educational program enabling them to reach their fullest potential.

Strategy A. Provide a rigorous academic program that challenges and engages students.

1. Establish weekly elementary teacher collaboration sessions (common planning time) to promote rigorous instruction and to extend the instructional day for K-5 students.
2. Implement new math curriculum.
3. Select and implement new English language arts curriculum.
4. Implement a new LEA plan that challenges all students and provides the support necessary to promote success.
5. Maintain or implement at least one Advanced Placement course in each major subject area at Healdsburg High School.
6. Improve integration of curriculum between schools and grade levels through collaboration among teachers at different grade levels.
7. Revise instructional program for the Marce Becerra Academy to prepare students to enter a competitive work environment.
8. Pursue WASC Accreditation for Marce Becerra Academy.

Strategy B. Engage students in authentic learning, tying both academic and career-oriented instruction to community and real-life experiences.

1. Research regional economic needs, assess and revise existing course offerings, and develop new courses and programs to better prepare students for the emerging work world.
2. Partner with neighboring districts to expand career/technical education and leverage state funds (e.g., Carl Perkins funding).
3. Develop and implement the Construction Technology/Environmental Science program.
4. Incorporate an academy format in career technical education, with the academic components required for real life success (e.g., English language arts, mathematics, and science).
5. Assess current community learning experiences and expand the number and quality of these experiences to promote real-world application of curriculum.
6. Develop an articulated career guidance program for students in grades 6-12.
7. Implement a Career Exploratory Program at the Junior High School.
8. Provide internship and mentoring opportunities linking students to community members, and work with local businesses and non-profits to provide internship and summer work opportunities.
9. Continue to support successful career and college development programs (e.g., career center, scholarship program).

Strategy C. Expand offerings to involve students and enrich their education.

1. Reinstate and support the Healdsburg High School Leadership Class to prepare students to take leadership roles and support student participation in school activities.
2. Add K-5 enrichment classes in art, drama, robotics, chess, music, poetry, technology, PE, gardening, and/or Spanish.
3. Offer high school courses in Cisco Networking Year Two, Culinary Arts, Digital Photography and Guitar.
4. Expand participation in the Healdsburg Science Fair.
5. Expand the partnership with the Kennedy Center for the Arts and Wells Fargo Center.
6. Expand the athletics program to include 6th grade students and promote vertical articulation between junior high school coaches, high school coaches and local youth athletic programs.

Strategy D. Utilize technology to support powerful teaching and learning.

1. Update the District Technology Plan and establish new technology priorities.
2. Finalize the expenditure of the Microsoft Settlement funds to purchase and install new servers to increase access speed at schools.
3. Purchase laptops and carts with wireless hardware for Healdsburg Junior High School.
4. Expand the use of data reporting software (e.g., EduSoft, Data Director).
5. Expand technology integration in core curriculum to support learning.

Strategy E. Explore longer-range options to enhance our educational programs.

1. Develop a comprehensive instructional vision for the District to define student outcomes, inform instruction and guide the selection of materials for students K-12 including articulated plans for arts, science and physical education.
2. Provide all students with second language instruction before entering high school.
3. Explore ways to fully adhere to the model of English-Spanish immersion research to increase student acquisition of both languages.
4. Emphasize healthy living by conducting an independent study on the nutritional content of District food, and develop a comprehensive K-12 wellness plan to improve District food and health instruction at all grades.
5. Investigate the merits of Junior and Senior Projects as graduation requirements.
6. Guarantee admission to Sonoma State University for all HHS graduates who meet minimum admission criteria for the California State University system.

Goal 2. Honoring Our Diverse Community

All students and families – regardless of ethnicity, gender, disability, sexual orientation, or economic status – are valued and respected for their contributions.

Strategy A. Close the gap between the achievement of our most successful students and struggling students.

1. Implement AVID classes in every grade level from 6-12.
2. Implement English language arts and math support classes in secondary schools for struggling students.
3. Offer after-school tutoring in core subjects at various grade levels.
4. Expand after-school support (i.e., 21st Century Grant, ASES program, etc.) in collaboration with the City of Healdsburg and the Boys and Girls Club.
5. Implement a Developmental Kindergarten program to address the needs of our youngest Kindergarten students.
6. Refine the K-12 ELD program to increase English proficiency.
7. Continue to support the initiatives of the Public School Success Team (PSST).
8. Extend afternoon hours at secondary school libraries.
9. Implement elementary intervention instruction in English language arts and math.

Strategy B. Increase opportunities and methods for Latino parents to be involved in the schools and their students' education.

1. Implement the use of translation technology at large events.
2. Provide training for English Learner Advisory Committee leaders.
3. Increase the number of documents translated into Spanish.
4. Provide additional pay for Spanish-speaking support staff.

Strategy C. Promote the success and well-being of students with diverse needs.

1. Conduct a special education program review; implement needed changes.
2. Complete and implement a special education procedure handbook and parent handbook.
3. Support and participate in new Special Education Parent Group.
4. Develop and implement community-based instructional activities for special needs students to support their transition from high school to independent living; expand vocational curriculum within the community for appropriate special education students.
5. Bring special education classes back into the district to avoid parent transportation or lengthy bus trips to schools outside Healdsburg.
6. Support student organizations for diverse populations (e.g., Gay/Straight Alliance Club, M.E.Ch.A. Club, Progressive Club).

Goal 3. Our Staff – Our Greatest Resource

Our District attracts, develops, retains and rewards a highly dedicated, passionate, and diverse staff.

Strategy A. Retain existing excellent staff and attract new talented educators to our District.

1. Complete a comprehensive salary analysis for all staff positions.
2. Offer competitive salaries for all HUSD employees.
3. Recruit and hire new staff as early as possible in the year to increase the applicant pool and hire the most skilled candidates.
4. Conduct an employee orientation for all new staff.
5. Implement an “Employee of the Year” acknowledgement in collaboration with a local service club.
6. Conduct a district-wide staff survey to determine strengths and future needs.

Strategy B. Maximize opportunities for staff collaboration, communication, and professional development.

1. Create and implement a plan for targeted professional development for staff.
2. Continue to offer summer collaboration opportunities for teachers to improve instructional strategies for the upcoming school year.
3. Train K-5 teachers to implement new math adoption during the summer.
4. Train instructional assistants, administrators and teachers in behavior issues for special education students
5. Train administrative staff in laws relating to sexual harassment.
6. Publish a Superintendent/Board newsletter (“Inside HUSD”).
7. Publish a Human Resources newsletter (“The Scoop”) for staff.

Strategy C. Establish and maintain agreements, policies, and procedures that support excellence in education.

1. Develop and implement an evaluation process that provides support, training and accountability for all District employees.
2. Update and maintain collective bargaining agreements that promote service to our students and respect for our staff.
3. Communicate an expectation to all employees throughout the District for excellent service to our students and families.
4. Develop and distribute a staff handbook with policies, expectations and procedures.
5. Review current workers’ compensation claims to ensure proper benefits are provided to District employees; resolve workers’ compensation cases to minimize future premiums.
6. Develop and implement a process for the self-evaluation of the Board of Trustees in order to build upon the leadership capacity of the Board.

Goal 4. Dynamic Leadership Working with an Engaged Community

District leaders partner with the community to build a culture of mutual respect, active and transparent communication, and sound fiscal practices.

Strategy A. Partner with parents to support student success.

1. Each school will develop an avenue for parent input (e.g., principal coffees, parent surveys)
2. Provide parents continuous electronic access to their student's grades and progress reports.
3. Continue to support and expand successful programs, including SAY parenting classes, Adult Education, DELAC, and ELAC.
4. Implement an Exit Survey for all parents who leave the District to determine levels of satisfaction.

Strategy B. Work with community organizations, other public agencies, and volunteers to enhance the District's ability to meet student and community needs.

1. Continue to collaborate with local organizations to support District initiatives (i.e., Healdsburg Education Foundation, City of Healdsburg, service clubs, Boys and Girls Club, PSST, Boosters, PTO, etc.).
2. Work with community-based organizations to support successful intervention programs (e.g., Safe Schools Ambassadors, SAY drug-alcohol intervention, Project Success).

Strategy C. Develop sustainable funding, sound policies, and effective procedures that will support the achievement of the District's goals.

1. Fully implement the District Fiscal Recovery Plan; provide regular updates to the public and the Board on the progress of the plan's implementation.
2. Pass a parcel tax to increase revenue in order to fund district initiatives.
3. Improve financial certification from "negative" to "qualified" and eventually to "positive," and maintain that status.
4. Rent Foss Creek School to the City of Healdsburg for \$8,800,000 over 20 years.
5. Raise at least \$300,000 per year working collaboratively with the Healdsburg Education Foundation.
6. Significantly reduce legal costs.
7. Transition to a new county-wide personnel and financial management system.
8. Review the functional needs of the District Office staff and find appropriate office space that promotes efficiency and productivity of District staff.
9. Review and update all school board policies to reflect the community's values, sound district governance and current law.

10. Revamp the District's field trip procedures and forms to promote instructionally sound field trips and increase student safety.
11. Examine the health and welfare benefits provided to all retirees to insure that the benefits provided are consistent with prior contractual agreements.
12. Expand the District's emergency preparedness planning and procedures; conduct trainings for staff and conform to all requirements set forth by the District's liability insurance carrier (RESIG).
13. Examine existing practices and policies regarding student fees.
14. Improve the appearance of targeted school facilities so our campuses are more welcoming.
15. Develop comprehensive plans for key areas:
 - Athletic plan to define roles, identify costs, and ensure the long-term viability of athletics.
 - Handbook for athletic coaches.
 - Comprehensive Safe Schools Plan.
 - District Communication Plan.
 - Facility Master Plan (including technology and furniture).