



# Strategic Plan

*Initiatives for the future*

*Action Plans for the  
2018-19 School Year*





# Welcome!

On behalf of the Mill Valley School District we are pleased to present the 2018-19 Strategic Plan--- Initiatives for the Future!

The development of the Strategic Plan was driven by extensive stakeholder engagement and feedback. Through this process, a vision and a mission were developed, along with clear objectives and strategies for our school community. This new roadmap will assist us in continuing to refine and improve all that we offer each and every student we serve in the Mill Valley School District. The plan calls out our achievements as well as the action steps we believe are necessary to support our students to truly demonstrate the new attributes of the Mill Valley Learner Profile.

As we engage in the work outlined in this plan, we are confident that our school district will thrive and continue to evolve into a forward-thinking, globally-minded, and creative community. Together with district staff and administrators, I very much look forward to collaborating with the team to implement such a rigorous and thoughtful plan on behalf of our Mill Valley students.

Get ready - it is going to be an exciting school year!

Raquel Rose  
Mill Valley School District Interim Superintendent



Raquel Rose,  
Interim Superintendent



## VISION

Our learning community is dedicated to developing globally-minded, compassionate, resilient, and courageous students empowered to learn and lead change in their world.



## MISSION

We provide a balanced education, enabling all students to achieve academic success in an environment that fosters social-emotional development, equity, and creativity. We prepare our students to be responsible, contributing members of our community, to be wise stewards of our natural environment, and to thrive as global citizens in a rapidly changing world.

## POINTS OF PRIDE

### Our Points of Pride celebrate the achievements of the Mill Valley School District:

- A balanced educational approach that emphasizes academic excellence, social-emotional growth, physical education, and the arts.
- High quality 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 growth.
- Widespread community support for public education in Mill Valley, as specifically demonstrated by approval of parcel taxes and bond measures.
- Strong financial support from Kiddo! (the Mill Valley Schools Community Foundation) in response to critical needs of the Mill Valley School District.
- Visual and performing arts, physical education, world studies/ language, and technology programs offered to students through parent and community financial support of Kiddo!
- Highly efficient, collaborative, and organized PTAs that support site-level programs, and respond to essential needs of Mill Valley School District.
- Engaged students who are well-prepared for lifelong learning and becoming global citizens.
- Educators with the flexibility to design quality curriculum and deliver instruction to deepen student understanding within the district framework.
- Students achieving at high levels of learning as demonstrated through multiple measures including standardized and authentic assessments.
- Prudent financial planning that helps insulate the district from funding uncertainties. 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.
- District that recognizes 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. Mill Valley School District is an asset to the community, making Mill Valley a desirable place to live and work.



Balanced



Critical Thinkers



Collaborative



Communicators



Courageous



Reflective



# District Learner Profile

Strive To Be:



Perseverant



Empathetic



Inquirers



Knowledgeable



Open-minded



Principled



All students will learn in an environment that fosters social-emotional well-being, equity, global perspectives, and awareness through inquiry and project-based instruction.

## Strategy A

Integrate social-emotional learning (SEL) by embedding the attributes of the Mill Valley School District (MVSD) Learner Profile into the curriculum.

## Indicators of Success

1. Students demonstrate the attributes of the MVSD Learner Profile: Balanced, Collaborative, Communicator, Courageous, Critical Thinker, Empathetic, Inquirer, Knowledgeable, Open-minded, Perseverant, Principled, and Reflective.
2. Appropriate levels of counseling support for students across the district will be determined and provided.



## Strategy B

Students will reach high levels of achievement as evidenced by standardized and authentic performance assessments.

## Indicators of Success

1. Educators differentiate instruction to reach all learners.
2. Students demonstrate their progress toward standards.
3. The balanced learner is supported through instruction in the arts.
4. Technology is used to enhance instruction.



## Strategy C

Student learning opportunities will foster global-mindedness through perspective taking, investigating the world, communicating effectively, and taking action.

## Indicators of Success

1. Sites use a global studies framework as a guide for developing curriculum and instruction.
2. Students have opportunities for world language instruction/exposure.
3. Students engage in service learning projects.





#	Action Plan	Assigned to	Starting	Due
A1	Integrate MVSD Learner Profile attributes in each school's culture and recognize these traits in students.	Site Administrators, Instructional Staff, Superintendent	8/18	6/19
A2	Create welcoming environments where all school community members feel included, regardless of race, religion, gender, gender identity, disability, socio-economic status, sexual orientation.	Superintendent, Site Administrators, Instructional Staff, District Administration Team	8/18	6/19
A3	Gather and analyze data about student social-emotional health to inform decision-making.	Director of Student Services, Site Administrators, Counseling Staff	8/18	6/19
A4	Identify and develop social-emotional learning (SEL) programs and provide support for consistent implementation across the district.	Director of Student Services, Site Administrators, Counseling Staff	8/18	6/19
B1	Analyze student assessment data and implement key differentiation strategies to support the progress of all learners.	Director of Curriculum & Instruction, Site Principals, Instructional Staff, Director for Student Support Services	10/18	6/19
B2	Analyze student assessment data and implement targeted intervention strategies to close the achievement gap between student groups.	Director of Curriculum & Instruction, Site Principals, District Administration Team, Instructional Staff, District Equity Committee, Superintendent	8/18	6/19
B3	Provide teachers with professional development opportunities in technology and digital citizenship to enhance instruction.	Director of Technology, Instructional Tech Coach, Director of Curriculum	9/18	5/19
C1	Identify a global studies framework and provide support for developing curriculum and instruction.	Director of Curriculum, Global Studies Coach, Site Administrators, Global Studies Committee	8/18	6/19
C2	Implement district-wide kindergarten pilot of Spanish language instruction, with additional grade-level planning.	Director of Curriculum, Site Administrators, Spanish Teachers	8/18	6/19
C3	Explore service learning opportunities for students.	Director of Curriculum, Global Studies Coach, Site Administrators, Global Studies Committee	8/18	6/19

## OBJECTIVE 2

**A**ttract, develop, and retain excellent staff in a quality work environment.

### Strategy A

Target total staff compensation in top quartile of comparable districts.

### Indicator of Success

Report of total compensation comparisons will be produced as needed for the purpose of bridging possible gaps in moving toward the top quartile.

### Strategy B

Implement a staff wellness plan that includes mindfulness training and support, community and morale building, and other opportunities that support staff health and wellness.

### Indicator of Success

Wellness and training opportunities will be offered to all staff. Staff feedback will be collected on an annual basis through focus groups, surveys, or other means.

### Strategy C

Provide high-quality professional development that increases the staff's capacity to collaborate, design, and implement innovative curriculum. Incorporate staff input when planning professional development.

### Indicator of Success

Staff feedback, gathered through focus groups, surveys, or other means, will be used to plan and evaluate professional development.





Award Recipients

### Strategy D

Support teachers in their pursuits of innovation in the classroom.

#### Indicators of Success

1. Site and district administrators will help all staff reach their potential by prioritizing formal and informal classroom visits followed by constructive and supportive feedback.
2. Innovative practices will be observed through Learning Walks, classroom visits, student work, and engagement.
3. Teachers will make use of district-provided opportunities for training, collaboration, and mini-grants.

### Strategy E

Maintain equitable class sizes across the district among grade levels given the budget, enrollment patterns, and class size loading guidelines.

#### Indicator of Success

Maintain equitable targeted class sizes.



#	Action Plan	Assigned to	Start	Due
A1	Continue to analyze total compensation of all staff, including salary, health and welfare benefits, and step and column (salary advancement) requirements.	Superintendent, Assistant Superintendent of Business Services, Human Resources	9/18	6/19
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	10/18	5/19
B1	Provide the opportunity for mindfulness training and support in classrooms district-wide.	Director of Student Services, Principals, Instructional Staff	8/18	5/19
B2	Acknowledge the contribution of MVSD staff members throughout the year at the district and site level.	District Administration Team	8/18	6/19
B3	Prioritize opportunities for community-building among staff throughout the school year.	Site Principals, Site Leadership Teams	8/18	6/19
B4	Explore and promote community resources available to district employees to support health and wellness.	Staff Wellness Committee, Director of Student Services	8/18	6/19
B5	Continue to examine policy regarding children of staff enrolling in MVSD schools, should the funding sources and facilities become available.	Superintendent, Assistant Superintendent of Business Services, Board	11/18	6/19
C1	Consult with staff to plan high-quality site-based and district-wide professional development.	Staff & Site Principals, District Administration Team, Site Leadership Teams	8/18	5/19
D1	Prioritize classroom visits.	Principals, District Administration Team, Site Leadership Teams	8/18	5/19
D2	Provide \$25,000 in funding for strategic plan innovation grants through Kiddo!.	Superintendent, District Administrative Council, Kiddo!	8/18	5/19
D3	Continue to conduct at least one "Learning Walk" at each site to highlight innovative or best teaching practices.	Site Principals, Site Leadership Team	9/18	5/19

E1 Monitor equitable class sizes.

District Administration Team 7/18 6/19

E2 Proactively communicate enrollment trends, class size averages, and class size guidelines to staff.

District Administration Team 9/18 6/19



## OBJECTIVE 3

**M**aintain positive student, staff, parent/guardian, and broader community support for our district and schools.



### Strategy A

Widely promote the District's vision for all students' success by effectively communicating with students, parent/guardians, staff, trustees, and the community-at-large.

### Strategy B

Proactively communicate future issues, initiatives, and opportunities.

### Strategy C

Encourage open communication (through focus group interaction between school officials and staff/community).

### Indicators of Success

1. A well-informed school community and stakeholders.
2. A positive trend in reach and engagement on digital communications platforms.

### Indicator of Success

An aware school community and stakeholders as gauged by satisfaction levels with focus group/forum opportunities and survey data.

### Indicator of Success

Gauge satisfaction levels with focus group/forum opportunities, in addition to survey data.

#	Action Plan	Assigned to	Start	Due
A1	Continue open communications plan. Review and revise quarterly.	Superintendent, Communications Specialist, Board	7/18	6/19
A2	Continue to utilize technology and digital communications tools (social media, live-streaming, website, newsletter, video, etc.) to share key information with the school community.	Superintendent, Communications Specialist, Board	8/18	6/19
B1	Continue to offer opportunities to interact with district staff, site administrators, and school board members at school and community events	Superintendent's Office, Board	9/18	6/19
B2	District Communications team will meet regularly and strategize on how to proactively communicate key information to stakeholders.	Superintendent, Communications Forecast Team	9/18	6/19
C1	Analyze survey data and digital communications analytics for effectiveness of communications strategies.	Superintendent, Communications Specialist	9/18	6/19



## OBJECTIVE 4

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



### Strategy A

Issue bonds to modernize and reconstruct Mill Valley Middle School (MVMS).

### Indicator of Success

A rebuilt, modernized MVMS.

### Strategy B

Maintain prudent levels of financial reserves for long-term financial solvency.

### Indicator of Success

Routinely monitor district reserve levels with the Community Financial Advisory Committee (CFAC).

### Strategy C

Continue our commitment to the proactive fiscal planning strategies that provide long-term projections of key financial drivers and levers.

### Indicator of Success

Leverage CFAC members' expertise and financial forecast model.



### Strategy D

Adjust services and instructional support commensurate with enrollment changes.

### Indicator of Success

Provide the necessary support and facilities for students, staff, and instructional programs.



### Strategy E

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

### Indicator of Success

Optimal instructional learning environment.



#	Action Plan	Assigned to	Start	Due
A1	Update the Facilities Master Plan for MVMS, including Educational Specifications and Conditions Assessment.	Assistant Superintendent of Business Services, Director of Maintenance & Operations	8/18	6/19
A2	Review bonding capacity and projected construction timeline.	Board, Superintendent, Assistant Superintendent, Community Financial Advisory Committee (CFAC), Director of Maintenance & Operations	8/18	6/19
B1	Provide staff oversight/review and monitoring of ongoing expenses/commitments, including total compensation, Other Post Employee Benefits (OPEB), and pensions.	Superintendent, Assistant Superintendent of Business Services, CFAC	7/18	6/19
B2	Continue to evaluate the district's adherence to the reserve Board Policy to ensure long-term financial solvency.	District, AC, Board, CFAC	7/18	6/19
C1	Continue to partner with Community Financial Advisory Committee (CFAC) on financial scenarios. Present updated forecast models to the district.	Superintendent, Assistant Superintendent of Business Services, CFAC	7/18	6/19
D1	Proactively plan to address changes in enrollment.	Superintendent, Assistant Superintendent of Business Services, Board	7/18	6/19
E1	Continue to assess and evaluate new technologies to drive sustainable energy options.	Superintendent, Assistant Superintendent of Business Services, Board, Director of Maintenance & Operations	7/18	6/19
E2	Strengthen MVSD's emergency response by working with law enforcement, fire, and insurance on safety risk management.	Director of Maintenance and Operations, District Administrative Council	7/18	6/19

Thank you for  
being kinder  
than necessary.



# MILL VALLEY SCHOOL DISTRICT



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