



**2018-2023  
STRATEGIC PLAN**

**2019-20  
Action Plans**

**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.

## Balanced Learners

### Objective 1

**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.

#	OBJECTIVE 1 ACTION STEP	Assigned To:	Starting Date	Due Date
A1	Integrate MVSD Learner Profile attributes in each school's culture and recognize these traits in students.	Site Administrators, Instructional Staff, Superintendent	8/19	6/20
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 Administrative Council	8/19	6/20
A3	Gather and analyze data about student social-emotional health to inform decision-making.	Director of Student Services, Site Administrators, Counseling Staff	8/19	6/20
A4	Implement social-emotional learning (SEL) programs and provide support for consistency across the district.	Director of Student Services, Site Administrators, Counseling Staff	8/19	6/20
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	10/19	6/20
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 Administrative Council, Instructional Staff, District Equity Committee, Superintendent	8/19	6/20
B3	Provide teachers with professional development opportunities in technology and digital citizenship to enhance instruction.	Director of Technology, Instructional Tech Coach, Director of Curriculum	9/19	5/20
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	8/19	6/20
C2	Implement Kindergarten and first-grade pilot of Spanish language instruction district-wide, with additional grade level planning.	Director of Curriculum, Site Administrators, Spanish Teachers	8/19	6/20

<b>C3</b>	Identify opportunities for students to connect content or units of study to service learning.	Director of Curriculum, Global Studies Coach, Site Administrators, Global Studies Committee	8/19	6/20
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## Supported Staff

### Objective 2

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

#### **Strategy A**

Target 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.

#### **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.

#	OBJECTIVE 2 ACTION STEP	Assigned To	Starting Date	Due Date
<b>A1</b>	Continue to analyze total compensation of all staff, including salary, health and welfare benefits, step, and column (salary advancement) requirements.	Superintendent, Assistant Superintendent of Business Services, Human Resources	9/19	6/20
<b>A2</b>	Negotiate with the goal of approving settlements that maintain all units of staff in the top quartile in total compensation of comparable districts.	Negotiating Teams & School Board	10/19	5/20
<b>B1</b>	Provide the opportunity for mindfulness support and implementation in classrooms district-wide.	Director of Student Services, Principals, Instructional Staff	8/19	5/20
<b>B2</b>	Acknowledge the contribution of MVSD staff members throughout the year at the district and site level.	District Administrative Council	8/19	6/20
<b>B3</b>	Prioritize opportunities for community-building among staff throughout the school year.	Site Principals, Site Leadership Teams	8/19	6/20
<b>B4</b>	Explore and share community resources available to district employees to support health and wellness.	Staff Wellness Committee, Director of Student Services	8/19	5/20
<b>B5</b>	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	11/19	6/20
<b>C1</b>	Consult with staff to plan high-quality, site-based and district-wide professional development.	Staff & Site Principals, District Administrative Council, Site Leadership Teams	8/19	5/20



<b>D1</b>	Prioritize classroom visits.	Principals, District Administrative Council	8/19	5/20
<b>D2</b>	Provide \$25,000 in funding for strategic plan innovation grants through Kiddo!, including measurable outcomes.	Superintendent, District Administration Council, Kiddo!	8/19	5/20
<b>D3</b>	Highlight innovative or best teaching practices through activities such as learning walks, lesson studies, teacher visitations, etc.	Site Principals, Site Leadership Team	9/19	5/20
<b>E1</b>	Monitor equitable class sizes within grade level.	District Administrative Council	7/19	6/20
<b>E2</b>	Proactively communicate enrollment trends, class size averages, and class size guidelines to staff.	District Administrative Council	8/19	6/20

## Communications

### Objective 3

**Maintain 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.

#### **Indicators of Success**

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

#### **Strategy B**

Proactively communicate future issues, initiatives, and opportunities.

#### **Indicator of Success**

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

#### **Strategy C**

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

#### **Indicator of Success**

Gauge satisfaction levels through annual survey data and provide multiple avenues of communication.

#	OBJECTION 3 ACTION STEP	Assigned To:	Starting Date	Due Date
A1	Continue open communications plan. Review and revise regularly.	Superintendent, Communications Specialist, Board	7/19	6/20
A2	Continue to utilize technology and digital communications tools (social media, live streaming, website, newsletters, video, etc.) to share key information with the school community.	Superintendent, Communications Specialist	8/19	6/20
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	8/19	6/20
B2	District Communications team will meet regularly and strategize on how to proactively communicate key information to stakeholders.	Superintendent, Communications Forecast Team, Communications Specialist	8/19	6/20
C1	Analyze effectiveness of communications strategies using survey data and digital communications analytics.	Superintendent, Communications Specialist	8/19	6/20

## Sound Finance and Infrastructure

### 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 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.

#	OBJECTIVE 4 ACTION STEP	Assigned To:	Starting Date	Due Date
A1	Update the Facilities Master Plan for MVMS, including Educational Specifications and Conditions Assessment.	Assistant Superintendent of Business Services, Director of Maintenance & Operations	8/19	6/20
A2	Review bonding capacity and projected construction timeline.	Board, Superintendent, Assistant Superintendent, Community Financial Advisory Committee (CFAC), Director of Maintenance & Operations	9/19	6/20
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	7/19	6/20
B2	Continue to evaluate the district's adherence to the reserve Board Policy to ensure long-term fiscal solvency.	District, AC, Board, CFAC	7/19	6/20
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	7/19	6/20
D1	Proactively plan to address changes in enrollment as it relates to staffing and facilities.	Superintendent, Assistant Superintendent of Business Services, Board	7/19	6/20
E1	Continue to assess and evaluate new technologies to drive sustainable energy options.	Superintendent, Assistant Superintendent of Business Services, Board, Director of Maintenance & Operations	7/19	6/20

<b>E2</b>	Strengthen MVSD's emergency response by collaborating with law enforcement, fire, and insurance on safety risk management.	Director of Maintenance and Operations, Facilities Master Plan Committee	7/19	6/20
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