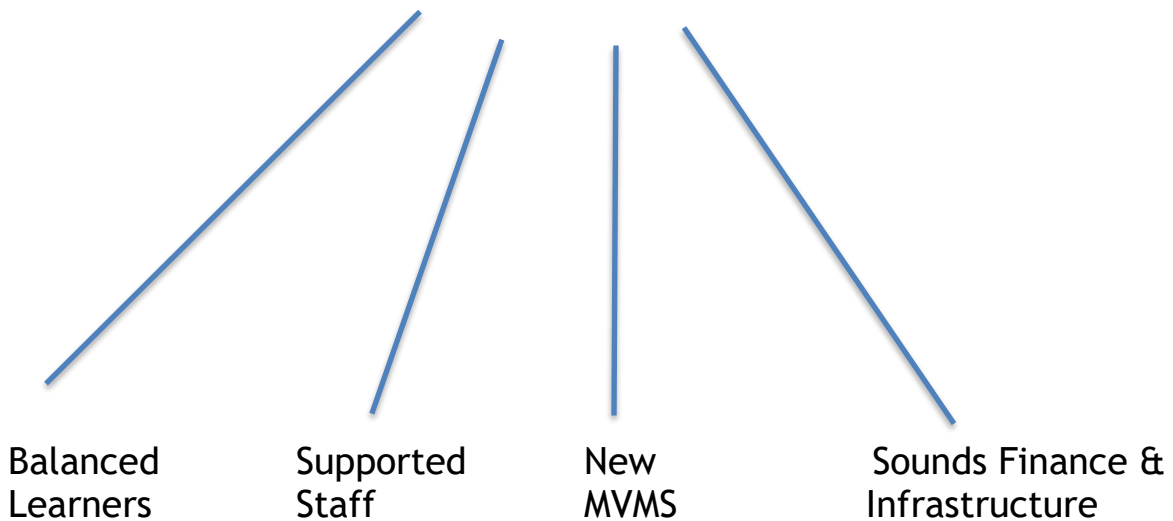


Strategic Plan
Opportunities for the Future
2018-2023
Draft 3-22-18



BUILD



Vision

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

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 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 our natural environment. (Former)~~

We provide a balanced education that enables 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, wise stewards of our natural environment, and thrive as global citizens in a rapidly changing world.

Points of Pride

Our Points of Pride reflect what we celebrate as achievements in the Mill Valley School District:

- A balanced educational approach that emphasizes academic excellence, social emotional growth, physical education, and the arts.
- Engaged students who are well-prepared for lifelong learning and becoming global citizens.
- 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 MVSD.
- 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 Commission (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 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. MVSD is an asset to the community, making Mill Valley a desirable place to live and work.

Four Objectives - DRAFT 3-22-18

1. Balanced Learners

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

2. Supported Staff

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

3. Communications

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

4. Sound Finance and Infrastructure

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

Four Objectives with Strategies/Indicators of Success

Balanced Learners

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

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

Indicators of Success

1. Students demonstrate the attributes of the MVSD learner profile: Principled, Responsible, Respectful, Perseverant, Inquirer, Open-minded, Reflective, Communicator, Collaborative, Courageous, Balanced, Knowledgeable, Empathetic/caring, and Critical Thinker (*draft as of 3-15-18 to be finalized by Global Studies Committee*).
2. Appropriate levels of counseling support for students across the district will be determined and provided.

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 towards standards.
3. The balanced learner is supported through instruction in the arts.
4. Technology is used to enhance instruction.

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.

Supported Staff

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

- 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 towards the top quartile.

- 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.

- 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.

- 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.

- 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.

Communications

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

- 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.

Indicator of Success

A well-informed school community and stakeholders.

- B) Proactively communicate future issues, initiatives, and opportunities.

Indicator of Success

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

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

Indicator of Success

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

Sound Finance and Infrastructure

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

- A) Issue bonds to modernize and reconstruct the Mill Valley Middle School.

Indicator of Success

A rebuilt modernized Mill Valley Middle School

- 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).

- 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.

- 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.

- 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.