



REED UNION  
SCHOOL DISTRICT

# Strategic Plan 2006 - 2011

February 26, 2010

2009-2010

Board of Trustees

Lisa Mathews, President  
Merrill Boyce, Vice President  
Howard Block, Clerk  
Nancy O'Neill, Member  
Robert Scannell, Member

## *Mission Statement*

*Together we provide our children  
with extraordinary opportunities  
to enlighten their minds,  
inspire their hearts,  
and strengthen their resolve  
to positively impact their world.*

## **BELIEFS**

### ***We believe that:***

- ◆ Each person is unique with inherent abilities, gifts, and passions.
- ◆ All people need the tools and opportunities to make responsible choices.
- ◆ All people deserve to be treated with respect.
- ◆ People have the power to influence and effect change.
- ◆ Thoughtful dialogue creates understanding, trust, and resilience in relationships.
- ◆ Family is the most powerful influence in an individual's life.
- ◆ Guidance and discipline are necessary for people to be productive and ethical members of society.
- ◆ A safe environment and culture that encourages curiosity, creativity, and fun inspires a passion for learning.

## **OBJECTIVES**

- ◆ Every student will succeed in completing an academically rigorous, creative, and inspiring program.
- ◆ Every student will approach life with curiosity, enthusiasm, and joy.
- ◆ Every student will discover and honor uniqueness, build strength of character, and embrace social responsibility.

## **PARAMETERS**

*(Guidelines for individual and System Behavior)*

- ◆ We will always act in the best interests of the students.
- ◆ We will treat all people with dignity and respect.
- ◆ We will not limit our aspirations.
- ◆ We will be responsible and accountable both individually and collectively.

## STRATEGY #1

***WE WILL CREATE THE LEARNING ENVIRONMENT OF THE FUTURE UTILIZING RESEARCH-BASED INSTRUCTION WITHIN A CREATIVE AND FLEXIBLE SCHOOL STRUCTURE.***

**Professional Learning Communities (PLC): Board Adopted 2007-08 (Continue)**

*"A Professional Learning Community does not exist until common assessments are administered and evaluated", Rick Dufour*

It is critical that the PLC work started two years ago continue. Much has been accomplished especially in writing and identifying common assessments but the work is not finished. Next year's PLC focus will be to finish identifying and administer the three benchmark common assessments in Language Arts and Math in grades K-4. Grade five will also include science. The middle school needs to continue the work to identify 3 benchmark assessments in all core subjects. The timeline to administer the assessments is October/November, January/February and March/April.

The assessment data will be input into Data Director so teachers can use it to analyze student progress towards meeting standards. Teachers will continue to be trained to use Data Director by teachers in the district who are proficient users.

PLC teams will evaluate their work using the Critical Issues for Team Consideration survey at the beginning and end of year.

**PLAN #1: Board Adopted 2006-2007, Continue**

***Specific Result:*** Create a challenging and engaging, developmentally appropriate, consistent K-8 mathematics curriculum that will enable students to become confident and competent problem solvers, meeting or exceeding grade level standards, while developing an appreciation and enjoyment of mathematics.

*An Algebra readiness task force will be formed that includes grade 5-8 teachers, the Del Mar Principal, and Superintendent. The goal of the task force is to develop a plan for students to be successful in Algebra. Work will consist of identifying the essential standards for Algebra readiness in grades 5-7, the assessments for the Algebra readiness standards as well as the essential skills that must be covered in 8<sup>th</sup> grade Algebra. Articulation with the public and private high schools will also be part of the task force work. A parent communication plan will be designed so that parents understand the math options for their students as they complete 8<sup>th</sup> grade Algebra. Options for tutoring students who need extra assistance will be identified.*

**PLAN #2: Board Adopted 2008-2009**

***Specific Result:*** Implement a challenging and motivating K-8 hands-on, inquiry-based science curriculum, utilizing relevant community resources, to expand students' natural curiosity for the world around them.

### **PLAN #3**

***Specific Result:*** Implement instructional K-8 practices to develop strategic, active, and motivated readers who demonstrate comprehension.

### **PLAN #4: Board Adopted 2008-2009**

***Specific Result:*** Create a challenging, student-centered K-8 writing curriculum that will enable students to learn and use successful writing strategies modeled by professional writers.

The work to develop a comprehensive writing program in the district will continue next year.

The Columbia Writing Project will expand to 3<sup>rd</sup> grade. Training will be offered to teachers in Gr. K-3. The middle school will work with MTN consultant to support the Language Arts Department in the area of writing.

### **PLAN #5**

***Specific Result:*** Further develop a quality arts education program at each school site, with increased time and opportunities for student learning in the arts.

### **PLAN #6**

***Specific Result:*** Ensure that all students receive an array of enrichment opportunities, which extend and influence their passion for learning.

### **PLAN #7: Board Adopted 2006-2007**

***Specific Result:*** Implement differentiation of curriculum, which includes teacher training and support across grades K-8.

### **PLAN #8: Board Adopted 2007-2008, Continue 2008-2009**

***Specific Result:*** Develop GATE program goals that provide creative opportunities and challenging extensions of the curriculum.

### **PLAN #9: Board Adopted 2006-2007, Continue 2008-2009**

***Specific Result:*** Create and deliver an articulated K-8 foreign language program, which is based on the national standards of foreign language instruction, and encompasses a global perspective.

### **Plan #10: Board Adopted 2007-2008, Completed**

***Specific Result:*** Implement a new social studies program, which fosters the ideals of citizenship and social responsibility.

### **Plan #11**

***Specific Result:*** Create flexible school schedule models that support evolving curriculum and enrichment initiatives.

## **STRATEGY #2**

***WE WILL CULTIVATE COURAGE AND STRENGTH OF CHARACTER IN OUR STUDENTS ENABLING THEM TO MAKE HEALTHY, ETHICAL DECISIONS TODAY AND THROUGHOUT LIFE.***

**PLAN #1: Board Adopted 2006-2007, Completed**

***Specific Result:*** Adopt and implement the Reed Union School District Student Wellness policy.

**PLAN #2**

***Specific Result:*** Establish a Reed Schools Family Fitness Run and Health Fair to promote physical fitness and healthy habits.

**PLAN #3**

***Specific Result:*** Create the Character Coordinator position for the District to organize and facilitate the Character Education Program, including the implementation of a Conflict Resolution Program in Reed Union School District.

**PLAN #4: Board Adopted 2007-2008 Continue 2008-2009**

***Specific Result:*** Create a District-wide Conflict Resolution Committee to choose a Conflict Resolution Program, including guiding implementation and training.

**PLAN #5: Board Adopted 2008-2009**

***Specific Result:*** Adopt and implement a District-wide Conflict Resolution Program that complements the six pillars of value education.

**PLAN #6**

***Specific Result:*** Develop a mentoring program between high school students and District students, and between older and younger students within the District.

**PLAN #7**

***Specific Result:*** Provide leadership models through information communication technology (web casts).

**PLAN #8**

***Specific Result:*** Incorporate ethical decision-making instruction into Grades 4-8.

## **STRATEGY #3**

***WE WILL CREATE A CARING, RESPONSIVE SCHOOL CULTURE THAT PROMOTES INVOLVEMENT AND CONNECTION FOR ALL***

**PLAN #1: Board Adopted 2006-2007, Continue 2008-2009**

***Specific Result:*** Establish and promote a culture of kindness, caring, consideration, and inclusion among parents and students.

**PLAN #2**

***Specific Result:*** Increase the number and diversity (socioeconomic, gender, marital status, race, ethnicity) of parents who volunteer regularly in school, classroom and District activities at all levels of participation.

**PLAN #3: Board Adopted 2008-2009**

***Specific Result:*** The District will provide increased opportunities to make connections with diverse populations, both within and outside the school and its community, in order to instill appreciation, understanding, and respect for all, to enrich learning, and to create global citizens.

**PLAN #4: Board Adopted 2007-2008**

***Specific Result:*** Ensure that all students make successful transitions between schools, including those students entering and graduating from Reed Union School District.

**PLAN #5: Board Adopted 2007-2008**

***Specific Result:*** Establish and promote opportunities for all students to be actively and meaningfully involved in programs during the lunch break.

**PLAN #6**

***Specific Result:*** Promote and expand opportunities for students to be actively and meaningfully involved in their local and global communities.

## **STRATEGY #4**

***WE WILL VALUE ALL EMPLOYEES, INSPIRE PROFESSIONAL GROWTH, RECOGNIZE AND SUPPORT EXCELLENCE AND CREATIVITY, AND EXPLORE INNOVATIVE WORK-LIFE MODELS THAT BENEFIT STUDENTS AND EMPLOYEES***

### **PLAN #1: Board Adopted 2006-2007, Continue 2007-2008**

***Specific Result:*** Encourage professional growth for credentialed staff by providing new financial incentives that promote advancement of job-related skills and knowledge.

### **PLAN #2: Board Adopted 2006-2007, Continue 2008-2009**

***Specific Result:*** Encourage professional growth for classified staff by providing new financial incentives that promote advancement of job-related skills and knowledge.

### **PLAN #3: Board Adopted 2006-2007, Continue 2008-2009**

***Specific Result:*** Provide new financial incentives for excellence for administrators who demonstrate exceptional performance.

### **PLAN #4**

***Specific Result:*** Provide all employees with a variety of opportunities for staff development.

### **PLAN #5**

***Specific Result:*** Evaluate the feasibility of a new financial model to reward classified and administrative staff who demonstrate excellence in job performance.

### **PLAN #6**

***Specific Result:*** Improve work-life conditions for employees with young children (3rd grade and younger).

### **PLAN #7: Board Adopted 2007-2008**

***Specific Result:*** Increase the number of appreciation events and awards for all employees.

## **STRATEGY #5**

*WE WILL CREATE A CULTURE THAT EMBRACES AND BOLDLY UTILIZES TECHNOLOGY.*

### **PLAN #1: Board Adopted 2006-2007**

*Specific Result:* Ensure that the infrastructure has the capacity and flexibility to support change and expansion of technology.

### **Primary Commitment**

### **PLAN #2: Board Adopted 2008-2009**

*Specific Result* Establish staff development opportunities that utilize technology and support all staff.

### **PLAN #3: Board Adopted 2007-2008**

*Specific Result:* Ensure that classroom access to technology has the capacity and flexibility to maximize learning.

### **PLAN #4: Board Adopted 2007-2008**

*Specific Result:* Utilize technology for differentiated instruction and offer learning opportunities for all students.

### **PLAN #5**

*Specific Result:* Evaluate the impact of technology on student learning.

### **PLAN #6**

*Specific Result:* Use technology to evaluate student learning.

### **PLAN #7**

*Specific Result:* Define and implement a localized digital citizenship curriculum.

### **PLAN #8**

*Specific Result:* Implement enhanced and expanded technology-based school-home communication.

## **STRATEGY #6**

***WE WILL AGGRESSIVELY PURSUE AND MANAGE RESOURCES TO ENSURE OUR FINANCIAL SUSTAINABILITY.***

**PLAN #1: Board Adopted 2007-2008**

***Specific Result:*** Renew and potentially increase Parcel Tax.

**PLAN #2: Board Adopted 2008-2009**

***Specific Result:*** Develop a reserve level that promotes financial stability.

**PLAN #3: Board Adopted 2008-2009**

***Specific result:*** The Reed Union School District will partner with The Foundation for Reed Schools to explore the creation of a pool of long-term funds, such as an endowment.

## PLANNING TEAM MEMBERS

The Reed Union School District's Strategic Planning Team, a group representing various constituents in our community, developed this plan. By consensus, the Planning Team identified beliefs, created a mission, and developed objectives, parameters and strategies to support the mission.

### 2004 - 2005

Andee Abramson, School District  
Jerry Bayer, Community  
Aileen Carew, School District  
Terry Castle, Community  
Christine Carter, School District  
Mima Cataldo, School District  
Laura Cox, Foundation  
John Frick, School District  
Rikard Grunnan, Student  
Allan Gold, School District  
Dan Guliasi, School District  
Al Hart, School District  
Sandy Kuzma, School District  
Lisa Mathews, Community  
Vickie Mavromihalis, Community  
Lexie Sifford, School District  
Juli Tantum Community  
Robert Weisberg, School Board  
and  
Lindsey Gunn, Facilitator

### 2005 - 2006

Andee Abramson, School District  
Eliece Aiman, School District  
Merrill Boyce, School Board  
Jeff Brain, School District  
Aileen Carew, School District  
Christine Carter, School District  
Terry Castle, Community  
Mima Cataldo, School District  
Andrea Dyer, Community  
John Frick, School District  
Jean Fair, Community  
Alice Fredericks, Community  
Allan Gold, School District  
Dan Guliasi, School District  
Al Hart, School District  
Dan Guliasi, School District  
Christine Heilmann, School District  
Teri Jacks, School Board  
Dan Jackson, School Board  
Sandy Kuzma, School District  
Mary Marshall, School District  
Vickie Mavromihalis, School Board  
Laura McLeran, School District  
Bruce Mulder, Community  
Gretchen Neal, School District  
Mimi Ogden, PTA  
Sheryl Ott, Foundation  
Angelo Prato, School District  
Patti Purcell, School District  
Janet Raiche, Community  
Lexie Sifford, School District  
Patti Stadlin, Community  
Juli Tantum Community  
and  
Lindsey Gunn, Facilitator

### 2006 - 2007

Andee Abramson, School District  
Merrill Boyce, School Board  
Christine Carter, School District  
Terry Castle, Community  
Janet Cerni, School District  
Diane Darrow, School District  
Andrea Dyer, Community  
John Frick, School District  
Alice Fredericks, Community  
Allan Gold, School District  
Al Hart, School District  
Jim Hermann, Community  
Teri Jacks, School Board  
Debbie Johnston, School District  
Sydney Joyner, Community  
Mary Marshall, School District  
Lisa Mathews, School Board  
Vickie Mavromihalis, School Board  
Julia Mueller, School District  
Mimi Ogden, PTA  
Sheryl Ott, Foundation  
Patti Purcell, School District  
David Sawyer, School District  
Jason Shern, School District  
Lexie Sifford, School District  
Aaron Snyder, School District  
Patti Stadlin, Community  
Alan Vann Gardner, School District  
and  
Lindsey Gunn, Facilitator

2007-2008

Andee Abramson, School District  
Cathleen Andreucci, Belvedere-Tiburon  
Recreation  
Merrill Boyce, School Board  
Jeff Brain, RDTA  
Christine Carter, School District  
Terry Castle, Community  
Janet Cerni, School District  
Randi Curhan, Community  
Diane Darrow, School District  
Andrea Dyer, Community  
Bob Ferguson, TUHSD Superintendent  
John Frick, School District  
Alice Fredericks, Community  
Allan Gold, School District  
Al Hart, School District  
Teri Jacks, School Board  
Adam Joseph, Redwood HS Student  
Casey Kelly, Redwood HS Student  
Ralph Leighton, Community  
Jean Lin, PTA  
Lisa Mathews, School Board  
Vickie Mavromihalis, School Board  
Julia Mueller, School District  
Mary Niesyn, School District  
Kit Pappenheimer, School District  
Allison Pence, Community  
Patti Purcell, School District  
David Sawyer, School District  
Nancy Shapiro, Community  
Jason Shern, School District  
Lexie Sifford, School District  
Patti Stadlin, Foundation  
Julia Tantum, Community  
Alan Vann Gardner, School District  
Bob Walter, TUHSD Trustee  
Laurel Wilson, Community  
and  
Lindsey Gunn, Facilitator

2008-2009

Andee Abramson, School District  
Cathleen Andreucci, Belvedere-Tiburon  
Recreation  
Mary Bender, Community  
Jeremy Biddle, School District  
Merrill Boyce, School Board  
Jeff Brain, RDTA  
Billy Cameron, School District  
Christine Carter, School District  
Terry Castle, Community  
Mike Chitwood, CSEA  
Diane Darrow, School District  
Andrea Dyer, Community  
John Frick, School District  
Alice Fredericks, Community  
Allan Gold, School District  
Susan Goldwasser, Community  
Al Hart, School District  
Teri Jacks, School Board  
Adam Joseph, Redwood HS Student  
Sydney Joyner, Community  
Casey Kelly, Redwood HS Student  
Laurie Kimbrel, TUHSD Superintendent  
Jean Lin, PTA  
Lisa Mathews, School Board  
Vickie Mavromihalis, School Board  
Sarah Meindl, Community  
Mary Niesyn, School District  
Abby O'Leary, School District  
Kit Pappenheimer, School District  
Patti Purcell, School District  
Nancy Shapiro, Community  
Lexie Sifford, School District  
Patti Stadlin, Foundation  
Julia Tantum, Community  
Valerie Torres, School District  
Alan Vann Gardner, School District  
Bob Walter, TUHSD Trustee  
Laurel Wilson, Community  
and  
Lindsey Gunn, Facilitator

## 2005-2006 Action Teams

Six action teams (school and community members) brought the strategies to life. Forty-three specific results were identified; becoming the basis for the action plans.

Adrienne Borge  
Aileen Carew  
Allan Gold  
Andee Abramson  
Angelo Prato  
Ann Swart  
Barbara Baird  
Bill Hendrickson  
Bill Osher  
Christine Heilmann  
Coral Kisseberth  
Dan Guliasi  
Debbie Canevaro  
Diane Darrow  
Edy Raby  
Elizabeth Nestor  
Gretchen Graham  
Gretchen Neal  
Heidi Obermeyer  
Janet Raiche  
Jason Shern  
Jean Fair  
Jeff Brain  
Jill Kinney  
John Frick  
Julie Tantum  
Kari Boosalis  
Kathy Farmer-Flynn  
Kay Corocran  
Kay Freeman  
Kendra Bontz  
Laura Cox  
Lexie Sifford  
Lisa Brigulio  
Lisa Moretti  
Mar Neisyn  
Margaret Schein  
Margee Poen  
Margie Gab  
Margot Geitheim  
Martha Vujovich  
Mary Aloj  
Mary Marshall  
Mike Canady  
Nancy O'Neill  
Patti Purcell  
Patti Stadlin  
Patty Hoyt  
Shideh Shadan  
Susie Mariam  
Theresa Perreault  
Tom Newell  
Windy Linden



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***Christine M. Carter***  
***Superintendent***