



Mountain View  
Whisman  
School District

# Strategic Plan 2027 Update

March 24, 2022



# Strategic plan process

- Strategic Plan 2027
  - aligns with two cycles of the District's 3-year Local Control and Accountability Plan (LCAP)
  - builds on and expands the former plan's successes and areas of need for students.
- Process began in Sept 2020
- Parent, students and staff engagement
  - Conducted districtwide survey with 1134 respondents
  - Facilitated input sessions in districtwide groups (PTA leaders, DELAC, DAC)
  - Conducted interviews with all Board members
  - Facilitated a strategy session with 60 representative stakeholders (parents, board members, teachers, classified staff, school administrators and district leaders)

# Strategic plan process

Input on this framework (October 2020) (five major goal areas and the general outcomes and themes in each)

- Reported to the Board
- Parents and staff members gave input at school meetings
- Districtwide survey of all stakeholders about potential changes they'd like to see in the framework.
- DAC, DELAC, PTA, SSC

Identified goal areas and objectives (November 2020)

- Approved by Board

Teams worked on creating initiatives (Jan/Feb 2021)

- Five teams of leadership members worked over 6 weeks to research, discuss and propose initiatives for each Goal/Objective area

Action plans for each goal area (March 2021- present)

- Implementation began in August 2021.

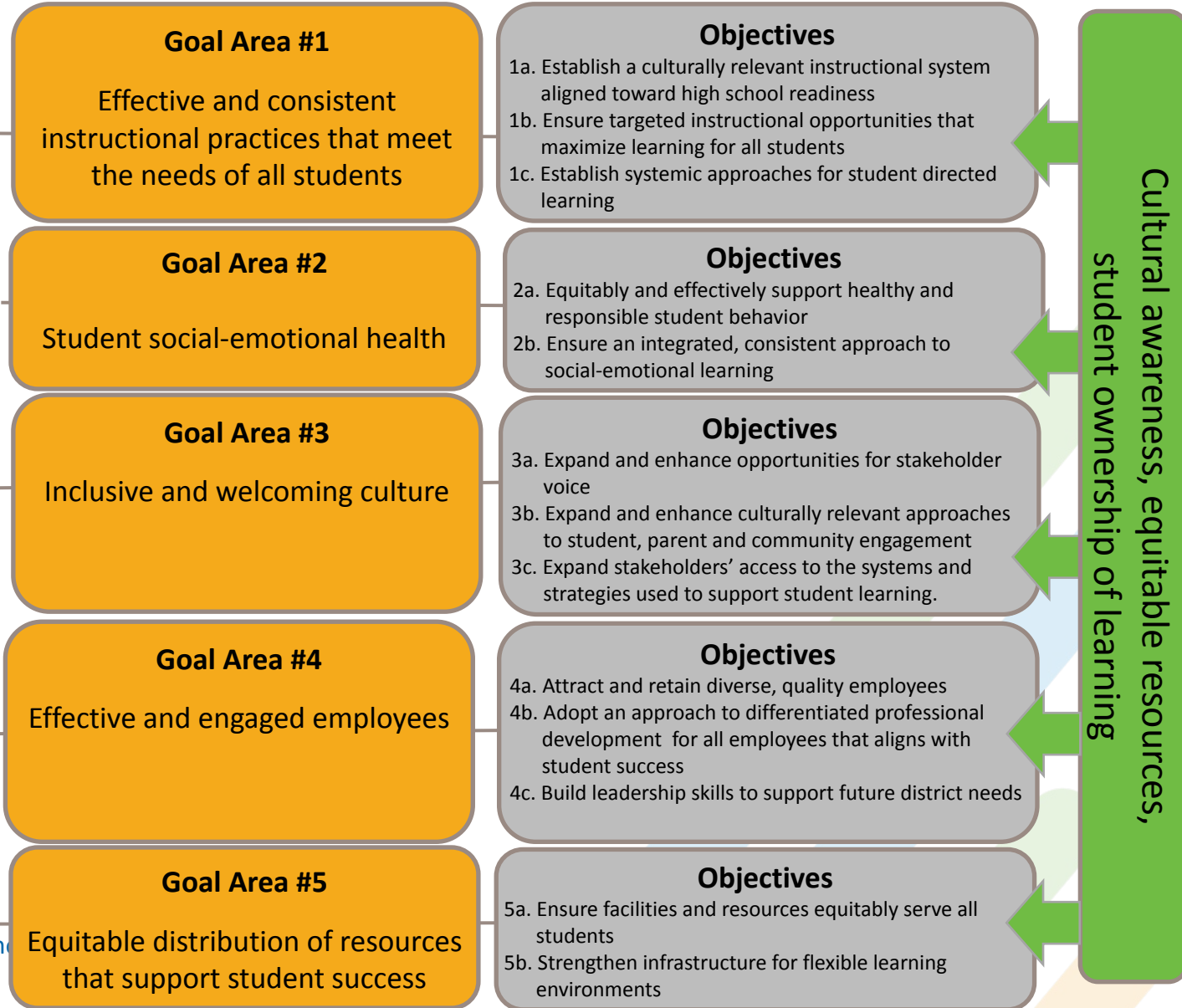
Strategic Plan  
Framework  
11.17.2020

**Priority  
Student  
Outcomes**

- Increase achievement for all students while closing gaps among student groups
- Ensure at least one year of academic growth for each student
- Strengthen student engagement and well being
- Ensure all students are prepared for high school

**Vision Statement**

Every student, family, staff and community member is engaged and committed to learning in a collaborative, diverse, and innovative partnership



# Goal areas



**1**

## **Instruction**

Effective and consistent instructional practices that meet the needs of all students

**2**

## **SEL**

Student social-emotional health

**3**

## **Culture**

Inclusive and welcoming culture

**4**

## **Employees**

Effective and engaged employees

**5**

## **Resources**

Equitable distribution of resources that support student success

# 1 Instruction

Effective and consistent instructional practices that meet the needs of all students

	Objectives	Strategic Initiatives	Outcomes	Owner
	1a. Establish a culturally relevant instructional system aligned toward high school readiness	1a.1. Improve the quality of instruction by developing a rigorous and culturally relevant instructional program that is consistently implemented.	All teachers will be trained in culturally-responsive instructional methods and the District's curriculum will be reflective of the District's diversity.	Chief Academic Officer/Director of Equity
		1a.2. Design and implement a highly coordinated college and career readiness program for all students beginning in elementary school.	Each school will have activities that support college, career, and high-school readiness.	Chief Academic Officer

## Actions

2022-23	2023-24	2024-25	2025-26	2026-27
Assess cultural awareness and cultural responsiveness of teaching methods of all teachers to inform the development of competences	Engage multiple stakeholder groups to formalize culturally responsive instructional competencies. Develop a culturally responsive curriculum scorecard.	Develop instructional strategies to align with the culturally responsive competencies. Develop train the trainer model. Review adopted curriculum using the scorecard to determine needs.	Purchase additional materials to supplement curriculum based on results of the scorecard reviews. Train site leaders on cultural responsive competencies and instructional strategies and supplemental materials. Site leaders train teachers.	Implementation of culturally responsive competencies and integration of instructional practices into the evaluation process. Begin using new supplemental materials.
None in 2022-23  Mountain View Whisman School District	None in 2023-24	Conduct self assessment of current practices already in place across the District and explore approaches used successfully in other Districts.	Design site based and grade level activities for high school, college and career readiness	Train staff and implement activities. Assess implementation, revise and refine

# 1 Instruction

Effective and consistent instructional practices that meet the needs of all students

	Objectives	Strategic Initiatives	Outcomes	Owner
	1a. Establish a culturally relevant instructional system aligned toward high school readiness	1a.3. Develop programs to increase opportunities for underrepresented students to reach high levels of academic success.	Underrepresented students will enroll in accelerated courses at a proportional rate to their peers.	Chief Academic Officer

Actions				
2022-23	2023-24	2024-25	2025-26	2026-27
Use Equity Framework to collect and analyze data related to underrepresented student groups and systemic barriers negatively impacting these groups in enrolling in accelerated courses or programs.	Engage multiple stakeholder groups in order to build a comprehensive, multi-phase plan that addresses the representation of student groups in accelerated courses of study and or other District programs.	Implement the first phase of the plan that aims to support the instruction of underrepresented student groups with a focus on elementary educators and site leaders.	Implement the second phase of the plan that aims to support the instruction of underrepresented student groups with a focus on middle school educators and site leaders.	Conduct a summative assessment of the efforts in elementary and middle school to make a determination of the long term strategy for accelerated learning pathways and or programs.

# 1 Instruction

Effective and consistent instructional practices that meet the needs of all students

Objectives	Strategic Initiatives	Outcomes	Owner
1b. Ensure targeted instructional opportunities that maximize learning for all students	1b.1. Fully develop MVWSD's Multi Tiered System of support to improve instruction, differentiate learning and align systems.	All site staff will be trained and implement the district wide MTSS.	Chief Academic Officer
1c. Establish systemic approaches for student directed learning	1c.1. Develop and implement innovative, student-directed instructional approaches and guiding principles to create a culture of student directed learning.	Sites will identify student-directed approach and train their staff.	Chief Academic Officer

## Actions

2022-23	2023-24	2024-25	2025-26	2026-27
Design and formalize all prongs of the MTSS, including tiers, pre-referral and referral process, forms, procedures and data analysis. Design rollout and implementation for remaining years.	Test prongs of the MTSS to prepare for training and initial implementation	Train site leaders and staff and implement	Revise and refine based on initial implementation	Full implementation and evaluation of MTSS
None in 2022-23	None in 2023-24	Assess current teaching methods in terms of teacher directed versus student directed to inform the development of approaches and strategies	Engage multiple stakeholder groups to develop student directed approaches and strategies Develop a train the trainer model	Train site leaders on approaches and instructional strategies. Site leaders work with staff to identify approach and train staff. Sites will implement their approach, evaluate its effectiveness, and make adjustments as needed in 2027-28.



## 2 SEL

Student social-emotional health

Objectives	Strategic Initiatives	Outcomes	Owner
2a. Equitably and effectively support positive student behavior	2a.1. Develop and implement a “whole school, whole community, whole child” model.	MVWSD will implement a whole school, whole community, whole child approach that provides a safe and supportive campus.	Director, Health and Wellness

Actions				
2022-23	2023-24	2024-25	2025-26	2026-27
Communicate Health & Wellness (H&W) Goals . Conduct resource mapping to identify site-based Professional Development needs related to H&W goals.	Provide site-based trainings for resource mapping outcomes to support H & W goals	Administer H&W survey. Update H&W goals & refine site based PD to meet new goals.	Continue site based trainings to support H&W goals.	Evaluate and determine next steps.

## 2 SEL

Student social-emotional health

Objectives	Strategic Initiatives	Outcomes	Owner
2b. Ensure an integrated, consistent approach to social emotional learning	2b.1. Implement a competency-based SEL model	MVWSD will have a clearly defined approach for social emotional instructional practices that includes annual training.	Director, Health and Wellness
	2b.2. Develop and implement a comprehensive social-emotional continuum of care embedded within the district MTSS	Students and families will have access to evidence-based prevention and mental health interventions.	Director, Health and Wellness

Actions				
2022-23	2023-24	2024-25	2025-26	2026-27
Disseminate & seek stakeholder feedback on Social Emotional Developmental Targets and define MVWSD-focused targets and instructional practices. Begin roll out of Social Emotional Measurement Tool.	Begin training differentiated cohorts of teachers on MVWSD-focused Social Emotional Developmental Targets & instructional practices. Evaluate and expand use of SE Measurement Tool.	Continue training cohorts & evaluate use of instructional practices. Continue to expand use of SE Measurement tool.	Continue training cohorts. Full implementation of SE Measurement Tool.	Evaluate effectiveness of SE Measurement Tool. Evaluate continuum of social-emotional instructional practices. Determine next steps.
Analyze data to inform and identify continuum of care. Train District & school site on development of Coordination of Services Team (COST).	Study existing continuum of care alignment with initial MTSS design. Begin implementing District & site COST Meetings. Examine readiness for Wellness Center expansion.	Full implementation of District and site COST meetings. Utilize MTSS-aligned continuum of care & revise as needed.	Continue use of District and site COST meetings. Utilize MTSS-aligned continuum of care & revise as needed.	Review COST process and data to evaluate student and family access to MTSS-aligned continuum of care. Determine next steps.

### 3 Culture

Inclusive and welcoming culture

Objectives	Strategic Initiatives	Outcomes	Owner
3a. Expand and enhance opportunities for stakeholder voice	3a.1. Identify and assess meaningful, ongoing and sustainable community engagement practices and patterns - including stakeholders not typically active in the engagement process, - beginning with a vision for what meaningful engagement with diverse stakeholders and strategies looks like.	MVWSD and school sites will have multiple modes and mediums for parent and community engagement.	Director of Federal, State, and Strategic Programs

#### Actions

2022-23	2023-24	2024-25	2025-26	2026-27
Continue needs assessment via stakeholder feedback on challenges to engagement. Establish a vision for meaningful engagement and determine the next steps that are within our control.	Identify and collect the most common issues for which families seek out assistance from staff and other parents/community members. Create an "engagement index," a tool that can be used as a reference by any community member to identify the most likely sources of help for any common situation.	Assess and refine the vision and tools created so far. Examine the role of various established groups in our school district that promote (or inadvertently stifle) active parent engagement to determine next steps.	Assess and refine the vision and tools created so far. Examine the role of site and district personnel and practices that promote (or inadvertently stifle) active parent engagement to determine next steps.	Assess and refine.

### 3 Culture

Inclusive and welcoming culture

Objectives	Strategic Initiatives	Outcomes	Owner
3a. Expand and enhance opportunities for stakeholder voice	3a.2. Establish and conduct identity-based affinity groups that give stakeholders opportunities to connect, share, and offer suggestions to improve MVWSD.	Students and parents will have access to affinity groups. Each site will be able to provide age-appropriate information and supports based on the needs of each group.	Director of Equity

#### Actions

2022-23	2023-24	2024-25	2025-26	2026-27
Conduct needs assessment at all school sites to determine areas of need for student and family-based affinity groups while also engaging with existing affinity groups to collect information on the current structure and function of those groups.	Develop a streamlined procedure for the development and support of all affinity groups across the district.	Pilot new parent and student-based affinity groups across the district based on the needs and desires of the community while refining the structure and supports of existing groups.	Establish an affinity group council to increase collaboration between groups and continue to refine/revise process for hosting/conducting student and parent-based affinity groups	Summative evaluation of processes and procedures related to the development and continuation of parent and student-based affinity groups.

### 3 Culture

Inclusive and welcoming culture

Objectives	Strategic Initiatives	Outcomes	Owner
3b. Expand and enhance culturally relevant approaches to student, parent and community engagement	3b.1. Engage in actions based on a Community Equity Framework that will help us build habits of practice to increase inclusivity.	An Equity Dashboard will be created that is reported out to the community on an annual basis.	Director of Equity

#### Actions

2022-23	2023-24	2024-25	2025-26	2026-27
Engage multiple stakeholder groups in a process to identify and crystalize a set of Equity metrics (framework) along with a reporting mechanism (scorecard) for school sites to use to chart the progress of their work towards more equitable outcomes for student groups.	Train all site leaders in the data analysis processes and tools necessary to self-evaluate their site using the Equity framework and scorecard. By the end of the year, pilot the scorecard reporting and communication with the broader community.	Integrate the Equity framework and scorecard elements into site goals that inform that year's school site engagement with equity needs and pilot the use of a public-facing dashboard to share our district's progress towards educational equity.	Use previous year's data to report on comparative data sets (metrics over time) while revising/enhancing set of metrics and dashboard as needed.	Summative evaluation of integration of Equity framework metrics; report on comparative data sets (metrics over time); Given progress or struggle -- target specific pieces of Equity framework that can be leveraged more effectively in the next strategic plan

### 3 Culture

Inclusive and welcoming culture

Objectives	Strategic Initiatives	Outcomes	Owner
3c. Enhance capacity of all parents to support student learning	3c.1. Streamline and differentiate communication streams so parents get information that more closely matches their family attributes and communication preferences and tone.	District and School communities will have access to effectively differentiate communications by audience, supported by written procedures, training and an effective, web-based communication system.	Public Information Officer, Director of Federal, State, and Strategic Programs, Communications Specialist, Director of Technology

#### Actions

2022-23	2023-24	2024-25	2025-26	2026-27
Continue to research systems, tools, practices, formats, etc, for audience segmentation. Set up pilots. Obtain feedback from stakeholders on results of research and analysis. Secure new products, protocols and pilots. Refine new policies and practices and communicate with stakeholders. Test.	Train and implement new tools and approaches.	Evaluate new tools and approaches and make changes if necessary.	Evaluate new tools and approaches and make changes if necessary.	Evaluate new tools and approaches and make changes if necessary.

### 3 Culture

Inclusive and welcoming culture

Objectives	Strategic Initiatives	Outcomes	Owner
3c. Enhance capacity of all parents to support student learning	3c.2. School communities create a regular (yearly, semesterly) community action project(s) that address real needs, are culturally relevant and involve all families.	Every school site will have yearly common event(s) that targets to increase engagement with all stakeholder groups.	Director of Federal, State, and Strategic Programs
	3c.3. Work directly and collaboratively with parents to build our mutual capacity to support student learning	MVWSD will provide access to instructional resources to help parents support their children's learning.	Director of Federal, State, and Strategic Programs, Public Information Officer

#### Actions

2022-23	2023-24	2024-25	2025-26	2026-27
Research examples of community events/projects that engage all stakeholder groups, including current or past traditions at MVWSD schools. Find or build a tool to evaluate events through an equity lens, then evaluate examples using that tool.	Each school's representative stakeholder group identify, plan, an execute one new or revised community event or project.	Each school's representative stakeholder group identify, plan, an execute an additional event or project.	Each school's representative stakeholder group identify, plan, an execute an additional event or project.	Assess the impact of these new common events/projects at each site and make adjustments as needed.
Assessment of current Parent University practices; updated Parent University coursework	Research and develop standards for parent understanding of how to support their children with school.	Refine and deliver improved parent education events that reflects learning from research and development; promote parent standards.	Refine and deliver improved parent education events that reflects learning from research and development; promote parent standards.	Refine and deliver improved parent education events that reflects learning from research and development; promote parent standards.

## 4 Employees

Effective and engaged employees

Objectives	Strategic Initiatives	Outcomes	Owner
4a. Attract and retain diverse, quality employees	4a.1. Develop and implement district level recruiting and hiring practices that reflect the diversity of our student population.	Demographics of new staff will more closely reflect the student demographics in MVWSD.	Chief Human Relations Officer
	4a.2. Develop and consistently implement district-wide policies and practices that focus on retention, differentiation, and ongoing support.	MVWSD will have a clear approach to professional development, differentiation, and ongoing staff support.	Chief Human Relations Officer

### Actions

2022-23	2023-24	2024-25	2025-26	2026-27
Assess staff and student diversity and current recruiting and hiring practices , and explore best practices for recruiting and hiring a diverse workforce.	Engage stakeholder groups in the development of a plan to recruit and hire a more diverse workforce. Provide diversity and equity training to hiring teams .	Implement recruiting and hiring practices that reflect the diversity of MVWSD students.	Refine and revise recruiting and hiring practices. Provide additional training to the hiring teams relating to quality and diversity in staff recruiting and hiring. Continue to assess staff and student diversity.	Implement revised recruiting and hiring practices that reflect the diversity of MVWSD students. Continue to assess and revise recruiting and hiring strategies.
Assess MVWSD's current approach to professional development, differentiation, and ongoing staff support. Assess retention rates and exit surveys.	Engage stakeholder groups to develop clear approaches to professional development	Engage stakeholder groups to develop clear approaches to differentiation and ongoing staff support	Implement approaches to professional development, differentiation, and ongoing staff support. Assess retention rates and exit surveys.	Assess, refine and implement approaches to professional development, differentiation, and ongoing staff support. Continue to assess retention rates and exit surveys and refine plans as appropriate.



## 4 Employees

Effective and engaged employees

Objectives	Strategic Initiatives	Outcomes	Owner
4b. Adopt an approach to differentiated professional development aligned with student success for all employee	4b.1. Develop and implement a comprehensive Differentiated Professional Development program that clearly identifies a process of data driven, collaborative, targeted, and recurring cycles of collective inquiry that are ongoing and meet the needs of sites and staff.	MVWSD will have a clear PD program that is data driven, collaborative, targeted, and meets the needs of staff.	Chief Human Relations Officer
4c. Build leadership skills to support future district needs	4c.1. Develop a system that promotes opportunities for growth, leadership, and career advancement for all staff.	MVWSD will create clear leadership pathways and provide clear leadership opportunities for all staff.	Chief Human Relations Officer

### Actions

	2022-23	2023-24	2024-25	2025-26	2026-27
No action in this year.		Convene certificated and classified professional development committees to develop a high quality professional development programs including differentiation, collaboration, and data driven practices .	Implement high quality professional development programs.	Assess the effectiveness of the professional development programs.	Refine and revise professional development programs for all staff. Continue to assess effectiveness for all staff.
No action in this year.		Conduct an assessment of leadership opportunities for staff	Engage stakeholder groups to develop clear leadership pathways	Develop systems to promote leadership opportunities and pathways	Assess and refine leadership pathways and leadership opportunities for all staff

## 5 Resources

Equitable distribution of resources that support student success

Objectives	Strategic Initiatives	Outcomes	Owner
5a. Ensure facilities and resources equitably serve all students	5a.1. District-wide equitable facility, technology, and student resource standards that are publicly available and shared with stakeholders. Standards are reviewed annually.	All schools meet the District standard for facilities, technology, and student resources by 2027.	Chief Business Officer
	5a.2. Ensure every child that needs food has the opportunity for a nutritionally balanced daily meal.	Every student has access to a nutritionally balanced daily meal.	Chief Business Officer, Director of Food Service

### Actions

2022-23

2023-24

2024-25

2025-26

2026-27

Hold meetings with relevant stakeholders to identify standards across the District and create documentation of standards.

Train staff on identification of standards and work towards standardization.

Continue to train staff on identification of standards and work towards standardization.

Continue to train staff on identification of standards and work towards standardization.

Have fully implemented standards at all sites.

Continue to support access to breakfast and lunch that meet or exceed National School Lunch standards and find ways to improve meal quality while balancing the Child Nutrition Fund.

Research and adjust areas of child nutrition found to need support. This includes food quality and labor costs. Continue to hold focus group to discuss parent, student, and staff requests.

Research and adjust strategy based on findings. Continue focus group meetings.

Research and adjust strategy based on findings. Conduct student and parent survey in addition to holding the focus group.

Implemented

## 5 Resources

Equitable distribution of resources that support student success

Objectives	Strategic Initiatives	Outcomes	Owner
5a. Ensure facilities and resources equitably serve all students	5a.3. Provide feasible District run after school program for academics and social support for all students.	Due to the Expanded Learning Opportunity Program (ELOP) this goal will now fall under the ELOP program.	Chief Business Officer

### Actions

2022-23	2023-24	2024-25	2025-26	2026-27
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## 5 Resources

Equitable distribution of resources that support student success

Objectives	Strategic Initiatives	Outcomes	Owner
5b. Strengthen infrastructure for flexible learning environments	5b.1. Implement feasible opportunities to offer flexible learning from home, from different schools, at different times and other environments.	Provide students and parents with 24 hour access to curriculum supports and activities to support learning.	Chief Business Officer
	5b.2. Ensure that students have access to the internet inside and outside of school with support for families.	Students will have access to Internet in/out of school, and receive tech support and education.	Chief Business Officer, Technology Director

### Actions

2022-23	2023-24	2024-25	2025-26	2026-27
Hold meetings with Ed Services and Technology to determine what additional programs and curriculum could be available for students to access from home or after school. Involve relevant stakeholders in a needs discussion. Start research on possible options that could be provided.	Research and create a timeline for implementation with specific programs based on needs.	Analyze implementation and usage of programs. Adjust based on student and parent needs.	Monitor usage and evolving areas of need for students and parents. Adjust offerings as needed.	Implemented
CBRS implemented at all school sites. Initial rollout of CBRS routers to families	Review of CBRS coverage to identify dead zone. Additional distribution of CBRS routers to families	Research and implement solutions to address dead zones in coverage. Additional distribution of CBRS routers to families	Research and implement solutions to address dead zones in coverage. Additional distribution of CBRS routers to families	Research latest CBRS technology to determine if newer equipment needed at high usage sites. Additional distribution of CBRS routers to families

## 5 Resources

Equitable distribution of resources that support student success

Objectives	Strategic Initiatives	Outcomes	Owner
5b. Strengthen infrastructure for flexible learning environments	5b.3. Investigate and implement practical flexible physical learning environments inside and outside the classrooms that meet the needs of diverse student learners.	Provide flexible learning environments inside and outside the classroom which meet the diverse needs of students.	Chief Business Officer

Actions				
2022-23	2023-24	2024-25	2025-26	2026-27
Internally start the planning process by looking at current conditions and looking at equity across sites.	Beginning the planning process with stakeholders and architects to determine areas of need and growth.	After stakeholder input, schedule construction.	Construction	Implemented

# Next Steps

- Budgeting and Staffing
- Monitoring and reporting process (Dashboard)
- Strategic plan communication