



Mountain View
Whisman
School District

Strategic Plan 2027 Update

June 1, 2023



Strategic plan process

- Strategic Plan 2027
 - aligns with 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.
- Launched in August 2021
- Finishing 2nd school year of implementation
- Update to the Board in March 2022
- Refinements to the plan in Spring 2023 to accommodate crucial initiatives and timelines

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

Objectives	Strategic Initiatives	Outcomes	Owner	Actions				
				2022-23	2023-24	2024-25	2025-26	2026-27
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	None in 2022-23	None in 2023-24	None in 2024-25	Assess cultural awareness and cultural responsiveness of teaching methods of all teachers in ELA/literacy to inform the development of competences and the development of instructional strategies in ELA/literacy aligned to the competencies.	Implementation of culturally responsive competencies and strategies in ELA
	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	None in 2022-23	None in 2023-24	None in 2024-25	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 and train staff for implementation in 2027-28

1

Instruction

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

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

Objectives	Strategic Initiatives	Outcomes	Owner	Actions				
				2022-23	2023-24	2024-25	2025-26	2026-27
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	None in 2022-23	Review data associated with accelerated courses to determine potential barriers for impacting the enrollment of underrepresented groups in these courses. Research practices in middle school math in surrounding districts including pathways, criteria for placement, curricula, and assessments as a foundation for the work in 2024-25	Convene a team of staff and stakeholders to create a plan to ensure that underrepresented students enroll in accelerated courses, specifically, middle school math pathways at proportional rates to their peers. This team will review and adjust math pathways, criteria for placement, and review and recommend new curriculum at the middle school level.	Implement the the middle school plan and make revisions as necessary. Research practices in elementary school math in surrounding districts including instructional strategies, support staff, curricula and assessments as a foundation for the work in 2024-25	Convene a team of staff and stakeholders to create a plan to ensure that underrepresented students enroll in accelerated courses, specifically, middle school math pathways at proportional rates to their peers. This team will review and recommend new curriculum at the elementary school level and recommend supplemental supports for improving math instruction in elementary schools (i.e. math specific coaches, strategies etc).

1 Instruction

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

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

Objectives	Strategic	Outcomes	Owner	Actions				
				2022-23	2023-24	2024-25	2025-26	2026-27
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	Design and formalize procedures and forms for data analysis using universal data cycles (UDC) & coordination of services (COST) team process. Develop first iteration of tiered structure and interventions. Design rollout and implementation plan for remaining years. Provide initial training to site leaders.	Full implementation of UDC and COST processes. Gather feedback on UDC and COST process to revise and refine as needed. Train leaders on SST process and implementation. Examine current practices in academics, social & emotional, and behavior to build upon tiered system of interventions.	Continued implementation of UDC, COST, and SST Processes. Continue to build and refine tiered practices in academics, social & emotional, and behavior.	Revise and refine based on data collected during implementation	Full implementation and evaluation of MTSS
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	None in 2022-23	None in 2023-24	None in 2024-25	None in 2025-26	Assess current teaching methods in terms of teacher directed versus student directed to inform the development of approaches and strategies

1
Instruction

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

1

Instruction

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

Progress this year - MTSS

Universal Data Protocol and Data Cycles

- The first phase of the District's newly developed Multi-Tiered System of Support, Universal Data Protocol and Data Cycles were rolled out in the 2022-23 school year
 - Principals were trained in July and Staff had initial training in August
 - Data meetings were held with each Principal, members of cabinet and the Superintendent in December
 - Additional training was provided during leadership team meetings and on the January 9th staff development day
 - The Universal Data Protocol and Data Cycles are the foundation of the MTSS system

1

Instruction

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

Progress this year - MTSS

Coordination of Services Teams (COST)

- The purpose of the COST is to support students' academic, social-emotional, and behavioral needs when they have not responded to differentiated classroom instruction, reteaching or other interventions through multiple Universal Data Cycle cycles.
 - The Leadership Team and applicable staff were trained on the Coordination of Services Team process in April
 - Sites were asked to train their staff and hold at least one COST meeting before June 2023
 - COST is expected to be fully implemented beginning fall 2023
 - COST replaces the old "Kid Talk" process used in the District
 - The COST process has been fully integrated into Powerschool which allows sites to document student interventions in a consistent manner and track student progress.

1

Instruction

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

Progress this year - MTSS

Next Steps

- An MTSS Feedback Session was held with site leaders at the May 30th Leadership Team meeting.
 - The meeting included a recap of this year's MTSS implementation along with opportunities for administrators to provide feedback, reflect and discuss the process with their colleagues
- In July/August 2023 the Student Success Team Process will be rolled out and implemented
 - This process is also fully integrated into Powerschool
- All MTSS components are accessible to staff on the District's Intranet including a comprehensive MTSS Guide which is continually updated

#2 Student social emotional health

Objectives	Strategic Initiatives	Outcomes	Owner	Actions				
				2022-23	2023-24	2024-25	2025-26	2026-27
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 of Student Support Services and Special Education	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.
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 of Student Support Services and Special Education	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.

2 SEL

Student social-emotional health

#2 Student social emotional health

Objectives	Strategic Initiatives	Outcomes	Owner	Actions				
				2022-23	2023-24	2024-25	2025-26	2026-27
2b. Ensure an integrated, consistent approach to social emotional learning	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 of Student Support Services and Special Education	Analyze data to inform and identify continuum of SEL care. Training and development of COST teams is moved to MTSS Goal 1.b.1	Study existing continuum of care alignment with initial MTSS design. Examine readiness for Wellness Center expansion. Implementation of District & site COST meetings is moved to MTSS Goal 1.b.1	Utilize MTSS-aligned continuum of care & revise as needed.	Utilize MTSS-aligned continuum of care & revise as needed.	Utilize MTSS-aligned continuum of care & revise as needed.

2 SEL

Student social-emotional health

2 SEL

Student social-
emotional health

Progress this year - SEL

Sown to Grow and Social Emotional Learning

- Sown to Grow began its initial implementation for all students in grades TK-5.
 - Principals were trained on the platform in September and teachers had initial training in October.
 - Teachers began full implementation in November
 - Monthly data updates were shared with Principals
 - Additional training was provided to Instructional Coaches in March.
- 279 students from Crittenden and Graham participated in an 8 week trial of Sown to Grow for middle school.
- SEL Workgroup unpacked Transformative Social Emotional Learning (T-SEL) competencies and began development of an SEL competencies progression plan.

2 SEL

Student social-
emotional health

Progress this year - SEL

Student Health & Wellness

- MVWSD partnered with Assemblymember Marc Berman to hold a Health Fair at Castro/Mistral on September 24 that benefited more 1,000 students, parents, and members of our community.
- MVWSD held three awareness campaigns that focused on suicide prevention, nutrition promotion and mental health.
- In April, principals received professional development on utilizing the Smart Snacks Checklist
- Site walkthroughs and stakeholder feedback confirmed accessibility of physical activity during recess and lunch breaks and compliance with board policy on withholding physical activity as a disciplinary practice.

2 SEL

Student social-
emotional health

Progress this year - SEL

Next Steps

- Sown to Grow middle school teacher training and initial implementation in August 2023.
 - Collaboration with middle school site principals on implementation plan
 - Ongoing alignment of Sown to Grow data with MTSS
- Professional development plan for 2023-24 will align with Local School Wellness Policy Goals
- Evaluation of readiness for Wellness Center expansion
- SEL professional development; development of SEL guidebook as a district-wide staff resource

#3 Inclusive and welcoming culture

Objectives	Strategic Initiatives	Outcomes	Owner	2022-23	2023-24	Actions		
						2024-25	2025-26	2026-27
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	No action in this year.	<p>Conduct needs assessment via stakeholder feedback on challenges to engagement. Establish a vision for meaningful engagement and determine next steps, including affinity groups if applicable.</p> <p>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.</p>	<p>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.</p> <p>Each school's representative stakeholder group identifies, plans, and executes one new or revised community event that is culturally relevant and engaging.</p>	<p>Assess and refine the vision and tools created so far. Examine the role of district and site personnel as well as various established groups in our school district that promote (or inadvertently stifle) active parent engagement to determine next steps.</p> <p>Each school's representative stakeholder group identifies, plans, and executes one additional new or revised community event.</p>	Assess and refine

3

Culture

Inclusive and welcoming culture

#3 Inclusive and welcoming culture

Objectives	Strategic Initiatives	Outcomes	Owner	Actions				
				2022-23	2023-24	2024-25	2025-26	2026-27
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	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

#3 Inclusive and welcoming culture

Objectives	Strategic Initiatives	Outcomes	Owner	Actions				
				2022-23	2023-24	2024-25	2025-26	2026-27
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	Research systems, tools, practices, formats, etc, for audience segmentation. Refine new policies and practices and communicate with stakeholders.	Spring 2024: Set up pilot and obtain feedback from stakeholders on testing.	Fall 2024: Rollout new platform at more schools. Train and implement new tools and approaches.	Train and implement new tools and approaches.	Evaluate new tools and approaches and make changes if necessary.

3

Culture

Inclusive and welcoming culture

#3 Inclusive and welcoming culture

Objectives	Strategic Initiatives	Outcomes	Owner	2022-23	Actions			
					2023-24	2024-25	2025-26	2026-27
3c. Enhance capacity of all parents to support student learning	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	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.

3

Culture

Inclusive and welcoming culture

3

Culture

Inclusive and
welcoming culture

Progress this year

Equity Scorecard

- Completed an Equity Metrics and Scorecard draft that includes metrics for progress monitoring of working towards equitable outcomes in the following areas:
 - Academic readiness, Access, Representation, and Wellness
 - Scorecard will be released this Fall 2023 and used by sites to inform future planning and progress monitoring

Communications Platforms

- Research phase on tools to streamline and personalize parent communications is complete
- After an initial meta-analysis, a DO team studied a vetted list of 13 communications platforms.
- Developed a rubric, goals and ratings sheet
- Held interviews with 5 companies (Bloomz, Apptegy/Thrillshare, Gabbart, ParentSquare, Blackboard/Finalsite).
- In the 2023-24 school year, we will pilot ParentSquare at one school location

3

Culture

Inclusive and
welcoming culture

Progress this year - Parent U

Parent U

- Parent University coursework was redesigned based on feedback from stakeholder groups. We began offering multiple ways for parents to access learning and also increased the total number of sessions:
 - Speaker Series: District-wide sessions on general topics of interest
 - Seminario: Multi-session Spanish-language seminar in partnership with the Family Engagement Institute.
 - Extension Series: Each school designed and delivered 2 sessions that addressed specific topics based on the needs of the school community.
 - **Overall attendance increased by over 50%** from last year due in large part to the redesign.

#4 Effective and engaged employees

Objectives	Strategic Initiatives	Outcomes	Owner	Actions				
				2022-23	2023-24	2024-25	2025-26	2026-27
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	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 equality 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.

4

Employees

Effective and engaged employees

#4 Effective and engaged employees

Objectives	Strategic Initiatives	Outcomes	Owner	2022-23	Actions			
					2023-24	2024-25	2025-26	2026-27
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	No action in this year.	Assess MVWSD's current approach to professional development, differentiation, and ongoing staff support. Assess retention rates and exit surveys.	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.
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	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

4 Employees

Effective and
engaged
employees

Progress this year - Recruiting/Hiring

The first steps in developing and implementing district level recruiting and hiring practices that reflect the diversity of our school population were implemented this year in the following ways:

- Collected, reviewed, and analyzed demographic data from our student and staff populations.
- Worked with Equimetrics to review and analyze current student and staff demographics and District hiring practices
 - Highlighted best practices in the Human Resources Department
 - Recommended strategies to more effectively engage and recruit diverse staff
- Trained and calibrated with the District certificated hiring team
 - Reviewed interview questions and scoring rubrics, qualities and attributes that the District desires in staff
 - Reviewed data from previous hires, placements, and return rates of staff.
- Recruited and trained members of the classified hiring team
 - Reviewed best practices for interviewing and selecting classified staff
 - Hiring standards, confidentiality, interview questions, rubrics, and calibration

4 Employees

Effective and
engaged
employees

Progress this year - Recruiting/Hiring

- Participated in recruiting events at University of Pacific, San Francisco State University, DeAnza College, Santa Clara County Office of Education, and The Hispanic Heritage Hiring Fair. Advertised all positions on our District Jobs page and EdJoin to increase visibility of jobs
- Developed a new referral program to engage more staff in recruiting
- Worked with the Communications Department to uplevel communications and display materials
 - Table display materials were especially designed to highlight soon-to-open staff housing and competitive benefits
 - Social media for hard-to-fill positions continued with 14,220 impressions on social media for a variety of employment promotions and job listings.
- Met with Site and District Administrators multiple times to discuss site staff placements and hiring needs.
- Developed a new process to bring newly hired teachers and site administrators to a “Meet and Greet” event, allowing new teachers and administrators to meet each other and provide preferences and feedback about placement.

#5 Equitable distribution of resources that support student success

Objectives	Strategic Initiatives	Outcomes	Owner	Actions				
				2022-23	2023-24	2024-25	2025-26	2026-27
5a. Ensure facilities and resources equitably serve all students	5a.1. District-wide equitable facility standards that are publicly available and shared with stakeholders. Standards are reviewed annually.	All schools meet the District standard for facilities by 2027.	Chief Business Officer	Hold meetings with relevant stakeholders to identify resources standards across the District and create documentation	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.
	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	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.	Improved meal delivery/ quality strategy implemented

5

Resources

Equitable distribution of resources that support student success

#5 Equitable distribution of resources that support student success

Objectives	Strategic Initiatives	Outcomes	Owner	Actions				
				2022-23	2023-24	2024-25	2025-26	2026-27
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	--	--	--	--	--
5b. Strengthen infrastructure for flexible learning environments	5b.1. Create a web-page that holds resources that parents can access 24 hours a day and during the summer to help their child with academics.	Provide students and parents with 24 hour access to curriculum supports and activities to support learning.	Chief Business Officer	Hold meetings with Ed Services and Technology to determine what additional programs and curriculum could be accessible for students from home or after school. Involve relevant stakeholders as needed.	Research and create a timeline for implementation of 24 hour access with specific programs based on needs.	Analyze implementation and usage of 24 hour access programs. Adjust based on student and parent needs.	Monitor usage and evolving areas of need for students and parents related to 24 hour learning access. Adjust offerings as needed.	24 hour learning access implemented

5

Resources

Equitable distribution of resources that support student success

#5 Equitable distribution of resources that support student success

Objectives	Strategic Initiatives	Outcomes	Owner	Actions				
				2022-23	2023-24	2024-25	2025-26	2026-27
5b. Strengthen infrastructure for flexible learning environments	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	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
	5b.3. Investigate and implement practical flexible learning environments outside the classrooms that meet the needs of diverse student learners and create green campuses. Work to find solutions to the future student growth.	Provide flexible and environmental ly-sustainable learning environments outside the classroom which meet the diverse needs of students and plan for future student growth	Chief Business Officer	Internally start the planning process of flexible learning environments by looking at current conditions and greenery. Meet with Environmental Sustainability Advisory Council to develop a Green Score for each school site.	Beginning the flexible learning environments planning process with stakeholders and architects to determine areas of need and growth. Start to plan for future growth.	Flexible physical learning environments: After stakeholder input, schedule construction. Continue the conversation about future growth with stakeholders.	Flexible physical learning environments: Construction. Continue the conversation about future growth with stakeholders.	Flexible physical learning environments: Implemented Continue the conversation about future growth with stakeholders.

5 Resources

Equitable distribution of resources that support student success

5

Resources

Equitable distribution of resources that support student success

Progress this year - Resources

Child Nutrition- cost neutral and food quality

- Survey of students at Graham and Crittenden. Menu options were adjusted based on feedback from students.
- Focus group was held with parents, students, and staff to discuss food options.
- Child Nutrition was cost neutral for the first time in over eight years.
- Participation in the breakfast program went from pre-pandemic 24.7% to 35.2%
- Participation in the lunch program went from pre-pandemic 35.2% to 59.6%

Resources for Parents

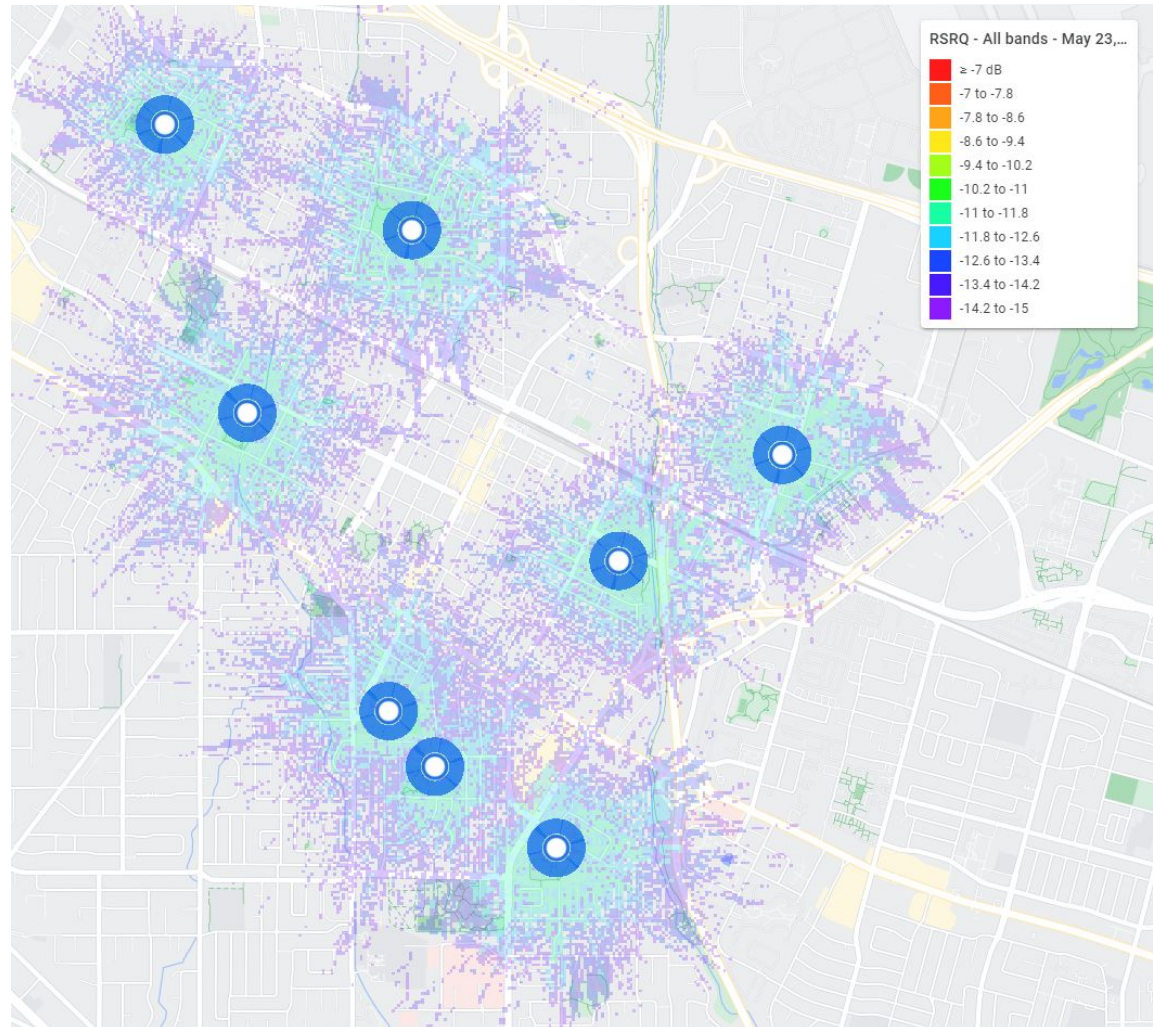
- Technology webpage was completely reformatted with an emphasis on services and resources: mvwsd.org/technology
- List of resources with directions on how to access resources (log into Clever, i-Ready, Khan Academy etc.)
- Easy to access web-based information about summer meals and academics in two languages. mvwsd.org/summer

5 Resources

Equitable distribution of resources that support student success

Progress this year

- Deployed CBRS radios at five additional sites
- Migrated students over from portable hotspots to CBRS routers
- Purchased Chromebooks with CBRS
- Purchased CBRS devices for staff to allow for Internet access anywhere on campus
- Additional locations for CBRS radios: Crittenden, Whisman, Community Center, and staff housing



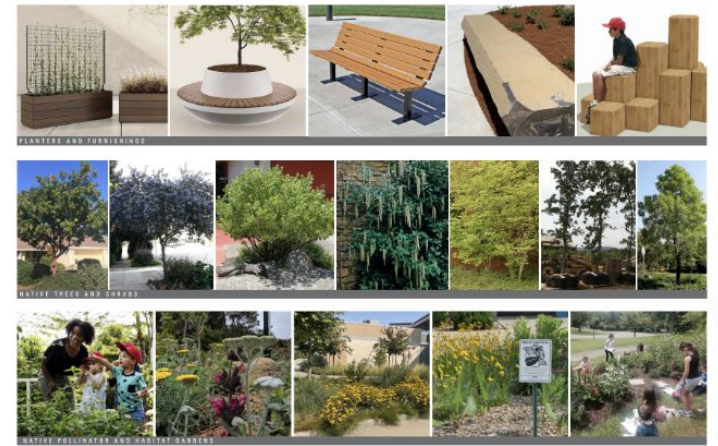
5 Resources

Equitable
distribution of
resources that
support student
success





Progress this year - Flexible Learning

Flexible learning environments and greening


- Established the Environmental Advisory Committee comprised of teacher, principal, community members, parents, Canopy, Living Classroom, and Greenspaces Mountview.
- Series of meetings started with architects to create a Green Index based on LAUSD
- Meeting with SPED to create inclusive spaces
- Application and resolution for Cal Fire Grant
- Vargas as a greening pilot site with plans completed
- Phase 1 of planting to take place in summer of 23-24 with Canopy educational component.






Dashboard

Key	
	Completed, ahead of the year in which the action was due
	Completed (or almost) in the year the action was due
	In progress
	Remediation plan in progress




#1 Effective and consistent instructional practices that meet the needs of all students - 2022-23

Status	Action	Success Criteria: By the end of the year we will ...	Owner
	Design and formalize procedures and forms for data analysis using universal data cycles (UDC) & coordination of services (COST) team process. Develop first iteration of tiered structure and interventions. Design rollout and implementation plan for remaining years. Provide initial training to site leaders.	Revise and refine MTSS process and develop Phase 2 rollout/implementation plan for 2023-24	Chief Academic Officer

#2 Student social emotional health - 2022-23


Status	Action	Success Criteria: By the end of the year we will ...	Owner
	Communicate Health & Wellness (H&W) Goals. Conduct resource mapping to identify site-based Professional Development needs related to H&W goals.	Create Professional Development plan related to H&W goals.	Director of Student Support Services and Special Education
	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.	Roll out Social Emotional Measurement Tool (Sown to Grow).	Director of Student Support Services and Special Education
	Analyze data to inform and identify continuum of SEL care.	Identify Coordination of Services Team (COST) members.	Director of Student Support Services and Special Education

#3 Inclusive and welcoming culture - 2022-23






Status	Action	Success Criteria: By the end of the year we will ...	Owner
	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.	Identify a set of Equity metrics for an Equity scorecard.	Director of Equity
	Research systems, tools, practices, formats, etc, for audience segmentation. Refine new policies and practices and communicate with stakeholders.	Assess a variety and select a communications vendor for pilot testing with our parents and staff members.	Public Information Officer
	Assessment of current Parent University practices; updated Parent University coursework	Analyze survey data from new parent university coursework to inform adjustments for 23-24.	Director of Federal, State and Strategic Programs





Dashboard

#4 Effective and engaged employees - 2022-23

Status	Action	Success Criteria: By the end of the year we will ...	Owner
	Assess staff and student diversity and current recruiting and hiring practices and explore best practices for recruiting and hiring a diverse workforce.	1.) Review current data to identify how staff diversity reflects student demographics. 2.) Identify best practices in recruiting and hiring a diverse workforce.	Chief Human Resources Officer

#5 Equitable distribution of resources that support student success - 2022-23

Status	Action	Success Criteria: By the end of the year we will ...	Owner
	Hold meetings with relevant stakeholders to identify facilities standards across the District and create documentation.	Develop district standard for facilities.	Chief Business Officer
	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.	Create a list of recommendations for a cost-neutral food service program.	Chief Business Officer
	Hold meetings with Ed Services and Technology to determine what additional programs and curriculum could be accessible for students from home or after school. Involve relevant stakeholders as needed.	Create a list for parents for at-home, asynchronous learning opportunities.	Chief Business Officer
	CBRS implemented at all school sites. Initial rollout of CBRS routers to families	CBRS radios installed at every school campus and 250 users using the network	Chief Business Officer, Director of Technology
	Internally start the planning process of flexible learning environments by looking at current conditions and greenery. Work to develop a Green Score.	N/A	Chief Business Officer

Key	
	Completed, ahead of the year in which the action was due
	Completed (or almost) in the year the action was due
	In progress
	Remediation plan in progress

Premier: State of the Schools video

