

West Contra Costa School District
Strategic Plan Goals and District Level Indicators
Adopted October 18, 2006
Amended July 11, 2007

Introduction

In March 2005, the Board, recognizing that the prior Strategic Plan was about to expire, charged a strategic planning core team to design and lead the process of developing recommendations for the District's next strategic plan. The Board approved the formation of an accountability task force in December 2005, and instructed that group to develop a set of measures or indicators by which the Board and community could understand and gauge the progress toward meeting the goals of a new strategic plan.

In May 2006, the Board formally adopted the five goals for the strategic plan. The Accountability Task Force met throughout the spring and summer of 2006, completing its work in August by recommending strategic plan indicators to the superintendent. Below are the goals, objectives, and indicators approved by the Board.

In July 2007, the Board approved the addition of the Stewardship goal. Stewardship is defined as the building and maintaining of public confidence and trust through the wise and effective use of public resources.

The work of this plan only begins with approval of the district-level indicators. The Accountability Task Force also generated many school-level indicators that will be used by schools in the school improvement process to align their work with the Board goals and the indicators of the strategic plan. The components of this accountability system include:

1. District-wide goals, objectives, and the indicators that measure the progress toward the adopted goals.
2. School-level indicators which show progress that each school is making toward its unique objectives that are aligned to the adopted goals.
3. Division/department indicators which show the progress that each division/department is making toward the division/department objectives that are aligned to the adopted goals.
4. Quarterly reports to the Board and community that include approximately one-fourth of the indicators. These reports will include the goal, the indicator, data for the previous year(s), current data, the annual target, and whether or not the target was met. The narrative will include an explanation of the strategies that were used, an analysis of the degree to which those strategies had a positive impact on achieving the target, and description of the next steps—or what will be continued or done differently—during the next reporting period.
5. Project plans for each indicator that include the goal, the objective, the name of the project owner, the activities, the deliverables, and the measures by which progress on the indicator will be demonstrated. The superintendent's cabinet will review each project plan twice during each calendar year.

6. An annual report to the Board and community that includes a “report card” on each indicator.

District Strategic Goals

- A. Student Achievement:** Provide a clear, well-resourced and rigorous student achievement program that addresses the full range of student needs and results in students prepared for a successful life.
- B. Accountability for All:** Build and implement a system of accountability that nurtures a culture which holds everyone—administrators, community members, district employees, families, students, and teachers—accountable for student success.
- C. Equity:** Implement fair, consistent district-wide and school-level policies and actions that ensure
 - Each student counts,
 - All students have the opportunity to learn,
 - All resources are developed and deployed based on recognition and acknowledgement of the needs and strengths of each student,
 - Stakeholders feel valued as members of the WCCUSD community.
- D. Safety:** Implement strategies that ensure 1) safe, positive learning and working environments; 2) site preparedness for any crisis or emergency.
- E. Community Engagement:** Engage the community in a process that
 - Provides for open, transparent, and inclusive participation of community stakeholders in WCCUSD planning, with all affected community stakeholders meaningfully involved in decision-making at every step,
 - Includes communications systems and processes which facilitate two-way information flows that are implemented and tailored to the specific needs of district families and communities,
 - Will be fostered and sustained on a district-wide level by continuously improving WCCUSD internal capacities and capabilities.
- F. Stewardship:** Build and maintain public confidence and trust through the wise and effective use of public resources.

District Level Accountability Indicators

For each goal a set of indicators has been selected. Data will be disaggregated and presented for multiple years. When relevant data are available, disaggregation will be by ethnicity, gender, language proficiency, socio-economic status, school of attendance, parent educational level and program, e.g. special education.

Goal A: Student Achievement

Student Achievement: Provide a clear, well-resourced and rigorous student achievement program that addresses the full range of student needs and results in all students being prepared for a successful life.

Objective for Goal A:

All students will be proficient or advanced in writing, reading, mathematics, and other subject areas such as science and social studies.

Indicators for Goal A:

Writing

Indicator 1: The percentage of 4th-, 7th-, and 11th-grade students scoring proficient or advanced in writing will increase as measured by the California Standards Test in Writing.

Indicator 2: The percentage of students proficient or advanced at grades Kindergarten through 11th will increase as measured by the District Writing Benchmark assessments.

Reading

Indicator 3: The percentage of students 2nd through 11th grade who score proficient or advanced in Reading/Language Arts will increase as measured by the California Standards Test in Reading/Language Arts.

Indicator 3: The percentage of students Kindergarten through 11th grade who score proficient or advanced on Reading /Language Arts District Bench mark assessments will increase as measured by the District Benchmark Assessments in Reading/Language Arts.

Math

Indicator 4: The percentage of students passing algebra at the first attempt, the percent of 8th through 11th graders scoring at the proficient or advanced levels in algebra, the percent of students taking mathematics beyond algebra will increase as measured by course grades and CST tests.

Indicator 5: The percentage of 2nd through 10th grade students proficient or advanced in math will increase as measured by the California Standards Test in Math.

Indicator 6: The percentage of students Kindergarten through 11th grade who score proficient or advanced on Math District Bench mark assessments will increase as measured by the District Benchmark Assessments.

Academic Success for All Students

Indicator 7: The percentage of schools meeting AYP and API targets will increase as measured by CDE reports.

Indicator 8: The percentage of 10th students who pass both sections of the high school exit exam will increase as measured by the California High School Exit Exam results.

Indicator 9: The district's graduation rate will increase as measured by CDE reports.

Indicator 10: The number of students who complete A-G requirements will increase as measured by a review of enrollment and transcript data.

Indicator 11: The percentage of students to take the PSAT and SAT will increase as measured by reports from the College Board.

Indicator 12: Percentage of students who enroll in postsecondary education or vocational options will increase as measured by post-secondary the 12th grade high school exit survey.

Indicator 13: The numbers of students enrolled in advanced placement courses, passing the AP tests, and scoring 4's and 5's on the exams will increase, as measured by enrollment information and data from College Board.

Indicator 14: The percentage of students receiving special education services will decrease as measured by annual enrollment data.

English Language Proficiency

Indicator 15: The percentage of English Language students who move one CELDT level per year or more will increase as measured by California English Language Development Test (CELDT).

Indicator 16: The percentage of EL students who obtain English Language proficiency within five years of entering the ELD program will increase as measured by California English Language Development Test (CELDT).

Science

Indicator 17: The percentage of students in grades 5th, 8th and 10th who are proficient or advanced in science will increase as measured by the California State Science Criterion Referenced Test.

Social Science

Indicator 18: The percentage of students in grades 8, 10, 11 who are proficient or advanced in Social Studies as measured by the California State Social Studies Criterion Referenced Test

Nationally Certified Teachers

Indicator 19: The percentage of teachers who are certified by the National Board of Professional Teaching Standards (NBPTS) will increase as measured by the NBPTS.

Goal B: Accountability for All

Accountability for All: Build and implement a system of accountability that nurtures a culture which holds everyone—administrators, community members, district employees, families, students, and teachers—accountable for student success.

Objectives for Goal B:

1. The District will generate an annual accountability report in October of each year.
2. Quarterly reports on the various indicators will be provided to the Board and community.
3. School Site Plans will reflect the focus on the district strategic priorities and the accountability plan goals and objectives.
4. The successes of students, staff, school personnel, and community involvement will be recognized and celebrated on a regular basis.
5. Non-district organizations will take an increasingly active role in ensuring WCCUSD student success.

Indicators for Goal B:

Indicator 1: The District will generate reports on the strategic plan indicators of approximately ¼ of the indicators four times each year.

Indicator 2: The District will distribute an Annual Accountability report by October 15 of each year that includes a “report card” for each indicator illustrating the degree to which the improvement target was achieved.

Indicator 3: The District will complete an annual review of school improvement plans and compile and distribute a report that shows, on a school by school basis, the degree of alignment between district and school indicators.

Indicator 4: The District will improve customer service for timeliness, responsiveness and respect, as measured by annual satisfaction surveys from staff, students, parents and community.

Indicator 5: At least three non-district organizations (cities, community-based organizations, foundations, service clubs, etc.) will initiate significant new collaborative activities with the WCCUSD as indicated by formal memoranda of understanding, grant agreements, or letters of commitment.

Goal C: Equity

Equity: Implement fair, consistent district-wide and school-level policies and actions that ensure

- Each student counts,
- All students have the opportunity to learn,
- All resources are developed and deployed based on recognition and acknowledgement of the needs and strengths of each student,
- Stakeholders feel valued as members of the WCCUSD community.

Objective for Goal C:

While raising achievement for all, the District will reduce the gaps between the highest and lowest achievers and eliminate the predictability of race, socio-economic status, and home language in student learning.

Indicators for Goal C:

Indicator 1: The District will reduce the achievement gaps for race, socio-economic and home language as measured in the indicators for Goal A, Student Achievement, above.

Indicator 2: The District will improve teacher quality in all schools and reduce the teacher quality gap between Title I and non-Title I schools as measured by federal standards for Highly Qualified Teachers and by a measure of teacher retention.

Indicator 3: The District will increase the opportunities for participation in the visual and performing arts as well as the opportunities for advanced classes in core subjects.

Indicator 4: Through the implementation of career technical academies, the District will provide students with career options as measured by percentage of students who enroll in postsecondary education or skilled vocational positions.

Goal D: Safety

Safety: Implement strategies that ensure 1) safe, positive learning and working environments; 2) site preparedness for any crisis or emergency.

Objectives for Goal D:

1. Community members and the educational community will recognize WCCUSD as a safe and secure place for teaching and learning.
2. All students, staff and community members will contribute to safe, positive, learning and working environments.
3. Each site in WCCUSD will have a plan of responses for emergencies and will communicate this plan to site staff and relevant parties.

Indicators for Goal D:

Indicator 1: All schools and other facilities will create and maintain safety plans and will conduct emergency drills as required by law and district policy as measured by monthly and annual reports.

Indicator 2: The percentage of students not involved in a serious discipline incident will increase as measured by student discipline data and specific codes for inappropriate conduct such as fighting, assaults, weapons on campus, use or sale of prohibited substances etc.

Indicator 3: Percent of parents, students and staff agreeing that the school is a safe place to be will increase as measured by surveys of students, staff, and parents.

Goal E: Community Engagement

Community Engagement: Engage the community in a process that

- Provides for open, transparent, and inclusive participation of community stakeholders in WCCUSD planning, with all affected community stakeholders meaningfully involved in decision making at every step,
- Includes communications systems and processes which facilitate two-way information flows that are implemented and tailored to the specific needs of district families and communities,
- Will be fostered and sustained on a district-wide level by continuously improving WCCUSD internal capacities and capabilities.

Objectives for Goal E:

1. The WCCUSD will provide opportunities for all stakeholders to engage in meaningful dialogue on important issues and key decisions.
2. WCCUSD will provide parent education on student academic achievement.

3. WCCUSD will engage the community to support academic achievement and career tech achievements.

Indicators for Goal E:

Community

Indicator 1: The percentage of community members satisfied that the Board/District responds to community concerns and issues will increase as measured by the annual community survey.

Indicator 2: The percentage of community members satisfied that they can influence decisions of the Board/District will increase as measured by the annual community survey.

Indicator 3: The percentage of community members satisfied that the District provides information about pending decisions before the decisions are made will increase as measured by the annual community survey.

Indicator 4: Through Academy Career Tech Advisory Boards WCCUSD will engage the business community as measured by businesses' contribution to technical curriculum, Lab facilities, and student internships.

Parents

Indicator 5: The percentage of parents satisfied with the information they receive about district/school programs and opportunities will increase as measured by the annual parent survey.

Indicator 6: The percentage of parents satisfied with the quality, timeliness and accuracy of district and school information will increase as measured by the annual parent survey.

Indicator 7: The percentage of parents satisfied that they can influence district / school decisions will increase as measured by the annual parent survey.

Indicator 8: The percentage of parents who contact the district/school (visit, phone, conference) and who are satisfied with the results of that contact will increase as measured by the annual parent survey.

Students

Indicator 9: The percentage of students satisfied with the information they receive about programs and opportunities will increase as measured by the annual student survey.

Indicator 10: The percentage of students satisfied that their concerns or issues have been addressed will increase as measured by the annual student survey.

Goal F: Stewardship

Stewardship: Build and maintain public trust and confidence through the wise and effective use of public resources.

Objective for Goal F:

Develop and execute a plan to improve organizational efficiency and effectiveness and build public trust through implementing the MGT of America report recommendations over the next three years.

Indicators for Goal F:

Indicator 1: The percentage of MGT recommendations implemented by chapter for 2007-08, 2008-09, and 2009-10 increase each year and reach a 75 percent milestone by the end of 2009-10.

Indicator 2: The amount of money saved as a result of implementing the MGT recommendations will increase each year.