



**Strategic
Planning Process**
for Eugene School District 4J

**Strategic Plan Framework
2016–2021**

**VISION: Every student connected to community
and empowered to succeed**

**GOAL I: Educational Excellence with Equitable Access and
Outcomes for Every Student**

GOAL II: Multiple Pathways to Student Success

GOAL III: Communication and Connection with Community

GOAL IV: Diverse World-Class Workforce

GOAL V: Stable, Sustainable Stewardship

GOAL I: Educational Excellence with Equitable Access and Outcomes for Every Student

Provide all students with a high-quality, well-rounded educational experience that is rigorous, culturally responsive, healthful and engaging.

Objective 1:

Support student learning with rigorous, relevant, consistent curriculum and clear expectations for teaching and learning

Key Tactics:

- Articulate curriculum and coursework between levels
- Adopt updated curriculum aligned to state standards using an approved process

Objective 2:

Provide instructional supports and systems to meet the needs of all students.

Key Tactics:

- Implement full schedules for 10th graders
- Develop staff capacity to provide culturally responsive instruction
- Support grade-level transitions

Objective 3:

Support struggling learners with interventions, resources and training.

Key Tactics:

- Expand multi-tiered system of academic interventions
- Implement attendance intervention system
- Strengthen behavioral intervention system

Objective 4:

Streamline assessment system to provide effective, efficient, meaningful assessments to inform instruction and maximize time for learning.

Key Tactics:

- Conduct an audit of currently used assessments and their purpose, parameters, frequency, cost and time impact.
- Develop and undertake an assessment adoption process.
- Align and articulate assessments used across the system, and reduce the number of assessments where possible.
- Provide professional development on assessment use.
- Ensure that working professional learning communities review and interpret data to guide student learning.

GOAL II: Multiple Pathways to Student Success

Provide multiple pathways to student success, including instructional and career pathways to engage all students for post-graduate readiness.

Objective 1:

Provide rigorous academic programs in both neighborhood and alternative (magnet) schools.

Key Tactics:

- Improve articulation of immersion programs.
- Investigate the potential for expansion of immersion programs.
- Expand accelerated learning opportunities.
- Pilot the expansion of AVID to the elementary level.

Objective 2:

Provide equitable educational opportunities at all comprehensive secondary schools.

Key Tactics:

- Develop a visioning process for the distinct district regions, beginning with the North Eugene region.
- Review and potentially recommend changes regarding the current common secondary schedule.
- Review the school choice process.

Objective 3:

Provide strong and varied career and technical education programs.

Key Tactics:

- Review existing career and technical education programs.
- Create connections among existing 4J programs.
- Deepen community and industry relationships.
- Connect with city, county, state and other resources to expand opportunities.
- Develop plan to expand and articulate career and technical education programs in all high schools.

Objective 4:

Support student engagement in alternative educational settings.

Key Tactics:

- Review alternative education programs and recommend program changes and additions.
- Explore options for providing middle school alternative programs.
- Develop a framework for online learning.

Goal I & II Key Performance Indicators:

- Graduation & completion rates (4 & 5 year)
- 40-40-20 progress (postsecondary success indicators)
- Suspension & expulsion rates
- Attendance data
- 3rd grade reading
- 9th grade on track to graduate
- Opportunity and achievement gaps in all indicators

GOAL III: Communication and Connection with Community

Foster proactive and positive communication, engagement and partnerships with stakeholders.

Objective 1:

Implement a comprehensive communication strategy that provides timely, family-centered, two-way communication.

Key Tactics:

- Develop and implement a comprehensive communications plan.
- Develop and implement an annual communications calendar.
- Increase output of timely communication about processes, activities and events.
- Design engagement strategies into major initiatives.
- Expand outreach to under-engaged communities.

Objective 2:

Strengthen connections between our schools and our community.

Key Tactics:

- Develop and support partnerships with community organizations and businesses.
- Provide multiple school communication platforms and pathways.
- Provide opportunities for community engagement.

Objective 3:

Support active school–family communication and engagement.

Key Tactics:

- Establish a baseline standard for school communications.
- Provide consistent communication resources to schools.
- Provide clear and timely school–family communication.
- Improve customer service to enhance parent experience.

Objective 4:

Provide multiple pathways to engagement.

Key Tactics:

- Share important information through multiple channels to meet diverse needs.
- Provide opportunities for two-way communication.
- Increase targeted outreach to under-engaged communities.
- Communicate effectively with families in their home language.

Goal III Key Performance Indicators:

- Communication output and outcome metrics
- Community satisfaction with district communication, engagement and transparency (survey)
- Parent satisfaction with school communication, engagement and transparency (survey)

GOAL IV: Diverse World-Class Workforce

Ensure that every classroom has a high-quality, effective teacher, supported by high-quality, effective administrators and support staff.

Objective 1:

Attract, hire and retain high-quality, passionate and diverse staff.

Key Tactics:

- Strengthen collaboration with colleges to develop hiring plans for pre-service candidates.
- Develop in-district programs to provide avenues to diversify the workforce (EAs, students, mentoring, leadership development).

Objective 2:

Elevate the professional capacity of our workforce to meet the needs of today's learners.

Key Tactics:

- Develop and implement a mentoring program for new teachers and administrators.
- Develop and implement a coherent professional development plan for all staff.

Goal IV Key Performance Indicators:

- Staff retention rates
- Staff diversity compared with student diversity

GOAL V: Stable, Sustainable Stewardship

Provide effective, efficient, and equitable stewardship of district resources to best support our instructional mission.

Objective 1:

Optimize efficiencies and improve effectiveness.

Key Tactics:

- Audit internal and external systems and recommend improvements.
- Articulate district systems to ensure effectiveness and efficiency.
- Integrate and improve data reporting, automation, and data quality across processes and systems.
- Restructure district departments to provide more efficient support of schools.

Objective 2:

Provide transparent, accountable financial management.

Key Tactics:

- Provide comprehensive financial and accountability information that is easy to locate and understand.
- Present budget overview in clear, consistent, plain language that is accessible by a layperson.
- Integrate all sources of income and how those sources are spent within the school district.

Objective 3:

Allocate resources in an equitable manner to meet every student's needs.

Key Tactics:

- Review how resources are allocated to schools based on enrollment and needs index.
- Provide resources to reduce class sizes where possible, with attention to student need levels.

Objective 4:

Develop a sustainable budget aligned to district goals, strategies and objectives.

Key Tactics:

- Prioritize budget additions and reductions to align with district goals.
- Develop long-range funding plans to reduce class sizes, restore specialists, update curriculum and technology, continue to provide a full school year, and other priorities.
- Utilize master plans and replacement schedules to inform priorities.

- Develop processes to review funded systems, processes and programs and determine whether spending should continue, expand, reduce or halt.
- Maintain appropriate reserve levels

Objective 5:

Provide safe, secure, sustainable learning spaces that meet educational needs.

Key Tactics:

- Complete a demographic study to analyze future student enrollment patterns.
- Update the long-range facilities plan for future construction priorities.
- Seek direction from the board, budget and bond committees on a potential future construction bond.
- Complete construction priorities on-time and on-budget.

Objective 6:

Optimize technology to meet instructional and operational needs.

Key Tactics:

- Develop a long-range technology plan with a stable and secure platform and standards aligned to curriculum framework.
- Integrate technology into curriculum and instruction in a coherent, articulated manner.
- Promote technology through our organizational structure.
- Expand technology infrastructure to ensure all district sites have equitable access to technology.

Goal V Key Performance Indicators:

- Reserve levels (per board policy)
- Class sizes and staffing ratios
- Access and use of technology devices
- District progress on long-range facilities plan