

**WEST SONOMA COUNTY UNION HIGH SCHOOL DISTRICT**

**TO:** Kellie Noe, Board President  
**FROM:** Keller McDonald, Superintendent  
**DATE:** April 23, 2014  
**ITEM:** **2014-2015 DISTRICT GOAL SETTING WORKSHOP**

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**BACKGROUND INFORMATION:**

School Boards often find it helpful to set goals and success indicators to pursue during the upcoming school year. Goals help focus the work of District leaders on particular areas that have been identified as especially important. Typically, the Board and Superintendent periodically monitor progress toward achieving District goals as the year progresses. Our District uses the District Goals in the Superintendent evaluation process.

**CURRENT CONSIDERATION:**

The Board has successfully used the following process in previous years.

Trustees prepare for the workshop individually by reviewing:

- WSCUHSD Guiding Principles, General Guidelines and Screening Criteria for Proposed District Goals
- Public school district governance teams key activities and key areas of focus
- District Goals for the current school year and last school year
- Final Recommendations of the District Enrollment Strategies Committee
- Major projects and initiatives scheduled for the upcoming school year
- Suggestions from the Superintendent for the Board to consider as possible District Goals

At the workshop:

- Board refines (if needed) and gains agreement on the WSCUHSD Guiding Principles, General Guidelines and Screening Criteria for Proposed District Goals
- Trustees take turns suggesting goals (listed on wall chart) until all suggestions are heard
- Board collects input and additional suggestions from the public
- Board discusses the challenges and opportunities facing the District that each suggested goal might address
- If needed, Board groups, simplifies or reduces proposed goals
- Board gains agreement on 2-6 proposed goals for the upcoming school year
- Board gains agreement on success indicators for each goal
- If needed, Board directs staff to develop wording for proposed goals and success indicators
- At Board's direction, staff places consideration of approving district goals for the upcoming school year on the action agenda of a subsequent Board meeting

**RECOMMENDATIONS:**

The administration recommends the Board create proposed goals for the 2014-2015 school year. Staff is available to take direction on this matter. This is not an action item at this time. At the Board's direction, consideration of approving goals for 2014-2015 will be put on a subsequent Board agenda.

**ATTACHMENTS:**

Yes

# **DISTRICT GOALS WORKSHOP**

## **WSCUHSD GUIDING PRINCIPLES**

**The following Guiding Principles are to be used when making changes and/or solving problems:**

- Make decisions that are best for kids
- Model respect and dignity in how we treat others
- Hold people accountable for doing what they agree to do
- Be responsive and responsible to all members of our constituency
- Enhance the sense of pride and inclusion throughout the District
- Consider both short and long term district needs

## **GENERAL GUIDELINES**

- Be mindful of WSCUHSD Guiding Principles
- Adopt 2-6 goals, with success indicator(s) for each goal
- Consider goals that
  - Improve existing or continuing district functions or programs
  - Establish new ventures
  - Focus on staff needs
  - Focus on Board needs

## **SCREENING CRITERIA for PROPOSED DISTRICT GOALS**

- Is what is being proposed truly a goal, or is it a strategy to reach an unstated goal?
- Is the achievement of the goal in our control?
- Is the achievement of the goal outside the scope of collective bargaining?
- Can the goal be accomplished during the upcoming school year?
- Can achievement of the goal be adequately measured?
- Is the focus of the goal district-wide?

## Public School District Governance Teams

### Some Key Activities

- Promote success of all students
- Concentrate district efforts on learning and achievement
- Value, support and advocate for public education
- Recognize and respect differences of perspective; ensure that a diverse range of views inform board decisions
- Build unity of purpose, communicate a common vision and create a positive organizational culture
- Accept leadership responsibility and accountability for developing implementing the vision, goals and policies of the district

### Some Key Areas of Focus

- **Curriculum, Instruction and Assessment** (examples: courses offered, measures of student achievement, K-16 articulation, instructional use of technology)
- **Student Support** (examples: counseling, student wellness, student attendance, credit make-up, campus climate, school-to-home communication, extracurricular activities)
- **Facilities** (examples: facility improvement, facility maintenance)
- **Human Resources** (examples: attracting and retaining staff, professional development)
- **Fiscal Management** (examples: expanding resources, creating efficiencies, maximizing enrollment)
- **Community Relations** (examples: communicating with stakeholders, building community involvement, encouraging school-community partnerships)

***West Sonoma County Union High School District***  
**District Goals for 2012-2013**

**Goals approved by School Board 05-09-12, revised 10-10-12**

***“The mission of the West Sonoma County Union High School District is to provide high quality instruction, as student achievement is our top priority.”***

**Students Achieving Proficiency in Academic Standards**

Goal 1: Implement a district-wide data system to inform instruction and raise student achievement.

Success Indicator 1A: With input from professional staff and leadership from the superintendent, the District will select and implement a district-wide data system.

Success Indicator 1B: Each school will demonstrate instructional decisions informed by the district-wide data system.

**Community Engagement**

Goal 2: Engage the community in passing a Parcel Tax to support educational programs for students.

Success Indicator 2: The District will work with community volunteers, as appropriate, to help support passing a Parcel Tax.

Goal 3: Involve the community with the District to widely benefit all.

Success Indicator 3A: West County high schools and community members will develop new partnerships to support educational programs (for example, time, expertise, materials, funds).

Success Indicator 3B: Explore and report on ways to expand community use of District facilities.

**Fiscal Solvency**

Goal 4: Maintain the fiscal solvency of the District for 2012-2013 through 2014-2015.

Success Indicator 4A: The District will explore ways to expand resources to stay fiscally solvent.

**West Sonoma County Union High School District  
District Goals for 2013-2014  
Adopted June 26, 2013**

*“The mission of the West Sonoma County Union High School District is to provide high quality instruction, as student achievement is our top priority.”*

**Community Involvement**

Goal 1: Involve the community with the District to widely benefit the diverse groups in West Sonoma County

Success Indicator:

Our schools and District will explore and recommend ways to expand community partnerships and use of District facilities, including Community School concept and other means of bringing community-based support services to students at school

**Student Wellness**

Goal 2: Focus resources from the District and community to support student wellness

Success Indicator:

Our District will use a collaborative community process to create a system to measure student wellness (e.g. a wellness index) aligned with the County of Sonoma Health Action goals and Cradle to Career goals for the year 2020 (some examples to consider: percent of students with health insurance; percent of District students with a usual source of health care; percent of qualifying District families receiving food aid; percent of students connected to support resources in the community; percent of students who demonstrate high self-esteem or other resiliency factors; percent of students overall and in significant subgroups who graduate; percent of students who complete university A-G requirements, who take and pass the Early Assessment Program assessments, and other measures of college- and career-readiness)

**College and Career Readiness**

Goal 3: Restructure curriculum, instruction and assessment to align with the 21<sup>st</sup> Century Teaching and Learning Model, including Common Core State Standards

Success Indicator:

Each school will participate in the Smarter Balanced Assessment pilot project and use the experience to align curriculum, instruction and assessment with the 21<sup>st</sup> Century Teaching and Learning Model

**Enrollment**

Goal 4: Achieve student enrollment targets for each WSCUHSD high school and implement policies and practices to reach those targets

Success Indicators:

With input from stakeholders, the District will set enrollment targets

The District will review the impact of interdistrict and intradistrict transfer policies on achievement of enrollment targets

# **WEST COUNTY UNION HIGH SCHOOL DISTRICT ENROLLMENT STRATEGIES COMMITTEE**

## **FINAL REPORT AND RECOMMENDATIONS TO SCHOOL BOARD April 16, 2014**

### **BACKGROUND**

At the direction of the Board, the Superintendent convened a committee of District stakeholders to recommend to the Board approximately three high priority strategies to boost District enrollment to consider implementing in the 2014-2015.

The Committee comprised of 17 positions representing students, parents, community members, certificated staff, classified staff, administrators, and Board. Some of the positions were shared between two individuals. The Committee had three evening meetings in February, March and April. Jen Lewis from the County Department of Health Services facilitated the meetings. Committee members were

WSCTA (3 El Molino, 1 Analy) – 4 reps

Eric Wycoff, Michele Larkin shared with Kate Oitzinger, Doug Pepe,  
Shauna Ferdinandson

CSEA (El Molino) – 1 rep

Darlene Packard

El Molino ASB – 2 reps

Kelsey Sword, Ella Griffith

Analy ASB – 1 rep

Madeline Chanin-Meiers shared with Mikaela Dibble-Kahn

El Molino Action Alliance – 2 reps

Patty Sullivan, Glenn Fricker

El Molino Site Council – 1 Parent / Community rep

Jim Walton

El Molino Community At-Large – 1 rep

Herman Hernandez

Analy Community At-Large – 1 rep

Tony Gossner

El Molino Administration – 1 rep

Matt Dunkle

School Board – 2 reps

Kellie Noe, Ted Walker

Superintendent

Keller McDonald

Facilitator – non-voting

Jen Lewis

The Committee agreed on criteria for determining possible strategies to consider. For the Committee to consider the strategy, it must:

- Be achievable in less than 2 years
- Support students to be college and career ready
- Have strong educational value and improve student learning
- Create niche programs that provide opportunities at each school
- Not benefit one school at the detriment of another school

The Committee discussed a wide variety of strategies and ideas from previous Town Hall meetings and other sources. The Committee then narrowed the field to eleven top strategies. The Committee used a voting process to identify the priority strategies to recommend to the School Board. The vote results should not be interpreted to mean that the Committee members did not value these options as viable strategies to boost enrollment. The purpose of the voting was to identify the priority strategies to recommend to the Board. The results of the voting process are shown below.

### **Results of First Round of Voting on Eleven Priority Options**

- |          |   |
|----------|---|
| 11 votes | Allocate resources to create an integrated STEAM (science, technology, engineering, arts, and mathematics) curriculum   |
| 8 votes  | Create a new position or positions to expand, coordinate, and evaluate marketing, including outreach alumni, parent and community outreach, and outreach to middle schools  |
| 6 votes  | Allocate resources to create a Farm to Table curriculum (if possible, partner with SRJC Shone Farms)  |
| 6 votes  | Allocate resources to offer online courses and blended "computer" classrooms  |
| 6 votes  | Create a new position or positions to coordinate, expand, and evaluate support for Hispanic families, including ELAC support  |
| 3 votes  | Create a new position or positions to develop, coordinate, and evaluate partnerships, including reaching out to local business and community to create partnership and internships and to develop stronger partnerships with higher education |
| 2 votes  | Allocate resources to create a public safety magnet program (if possible, partner with SRJC)  |
| 2 votes  | Allocate resources to create an adult education school, including ELL classes, parent skills, parent ambassadors, GED   |
| 1 vote   | Allocate resources to create a strengthened music program   |



- 0 votes      Allocate resources to create a health care magnet program (if possible, partner with SRJC)
- 0 votes      Allocate resources to expand SRJC course offerings on District campuses and in West County; before, during and after the regular school day

**Results of Second Round of Voting on Options Tied with Six Votes Each**

- 7 votes      Allocate resources to create a Farm to Table curriculum (if possible, partner with SRJC Shone Farms)
- 5 votes      Allocate resources to offer online courses and blended “computer” classrooms
- 3 votes      Create a new position or positions to coordinate, expand, and evaluate support for Hispanic families, including ELAC support

**RECOMMENDATIONS TO SCHOOL BOARD**

Over the course of three meetings, the District Enrollment Strategies Committee considered a wide variety of options and ideas. The Committee is recommending to the School Board the following strategies to boost District enrollment in 2014-2015. In the near future, the Committee will also provide the Board with additional input to consider and share with staff when planning to implement these strategies.

- 1. Allocate resources (e.g. staff time) to explore best practices; assess viability; establish an evaluation plan; and develop and execute an implementation plan to create an integrated STEAM (science, technology, engineering, arts, and mathematics) curriculum**
- 2. Create a new position or positions to expand, coordinate, and evaluate marketing, including outreach alumni, parent and community outreach, and outreach to middle schools**
- 3. Allocate resources (e.g. staff time) to explore best practices; assess viability; establish an evaluation plan; and develop and execute an implementation plan to offer online courses and blended “computer” classrooms**

**Date: April 18, 2014**

**To: Board of Trustees**

**From: Keller McDonald, Superintendent**

**Re: Major District-wide Projects for 2014-2015 (as of April 18, 2014)**

Implement multiple strategies to improve District enrollment (especially at El Molino and Laguna), including specific strategies approved by School Board

Revise the LCAP for 2015-2016 by June 30, 2015

- Refine stakeholder engagement plan to make it efficient and effective
- Identify specific measures to evaluate achievement of the eight LCAP priority areas

Update the District Single Plan for Student Achievement, coordinated with LCAP

Help lead implement of curriculum, instruction and assessment aligned with the Common Core State Standards in grades K-12 across West Sonoma County

- Continue efforts from 2013-2014 to lead and support coordination of a West County Grade 6-12 Common Core math program
- Lead and support coordination of a West County Grade 6-12 Common Core English Language Arts program
- Lead and support coordinated professional development serving all West County districts

Improve measurable achievement of the goal of all students graduating career and college ready

- Increase opportunities for student internships and work-based learning
- Increase percent of students completing Career Technical Education multi-course programs
- Increase percent of students completing A-G college prep requirements

Pursue major Measure I facility improvement projects (including EMHS well irrigation system, EMHS performing arts center, EMHS stadium project, AHS band room, AHS stadium projects)

- Sell additional bonds
- Stay on design and construction timelines

Update the District facility deferred maintenance plan and determine funding sources

Determine current and future energy use and solar power production estimates and create plan to address District energy needs

Based on student interest and available resources, identify options for sharing course offerings between AHS and EMHS (consider schedule conflicts, Skype, bus transportation, alternative years at alternative sites, etc.)

# **WEST SONOMA COUNTY UNION HIGH SCHOOL DISTRICT**

## **DISTRICT GOAL SETTING - April 23, 2014**

### **Suggestions for Board to Consider as Possible District Goals for 2014-2015**

**Keller McDonald, Superintendent**

#### **Enrollment**

Increase District enrollment from 2013-14

- Implement the strategies to boost District enrollment approved by the Board for 2014-2015, evaluate their effectiveness, determine next steps to boost enrollment for coming three years
- Implement at least five additional strategies to boost District enrollment, evaluate their effectiveness and determine next steps to boost enrollment for coming three years
- Widely communicate to District stakeholders all work associated with increasing District enrollment

#### **Student Achievement**

Use the Local Control Accountability Plan (LCAP) to improve student achievement and overall success of the District

- With input from stakeholders, improve the efficiency and effectiveness of the stakeholder engagement plan
- With input from stakeholders, identify specific measures to evaluate achievement of the eight priority areas in the District LCAP

#### **Community Engagement**

Build involvement of the Hispanic community in school programs and activities to support student success

- Host family events at partner middle schools to provide information and support for future students in our District graduating high school career and college ready
- Collaborate with other agencies and organizations to focus additional community resources to support this goal (e.g. adult education and college classes in West County, health programs, and youth employment development)

**Curriculum, Instruction and Assessment**

Implement curriculum, instruction and assessment aligned with the Common Core State Standards in grades K-12 across West Sonoma County

- Continue efforts from 2013-2014 to lead and support coordination of a West County Grade 6-12 Common Core math program
- Lead and support coordination of a West County Grade 6-12 Common Core English Language Arts program
- Increase use of technology to deliver effective instructional approaches

**Student Support**

Use a process that involves reconciling parties involved in student discipline matters, as an alternative to removing students from school attendance through suspension or expulsion

- At Laguna High School, pilot a restorative justice approach to student discipline in appropriate cases; evaluate the program and determine next steps for the following school year