

# Alameda Unified School District: Strategic Goals and Actions 2022-2025

Strong Foundational Program for All Students Focus Area 1		
<b>Goal 1.1</b>  Students' daily learning experiences are characterized by engagement, multiple ways of learning, and student discourse.	<b>Goal 1.2</b>  Student learning is driven by grade-level standards and clear policies. Our families, staff, and students are clear about what students are expected to learn and the policies that support learning.	<b>Goal 1.3</b>  Build relationships between families, students and staff to ensure schools are supportive, inclusive, and safe environments that maximize learning.

Focus Area 1: Actions							
Action #	Actions/Deliverables	Project Owner	Manager /Approver	Contributors	Consult	Explore/Install	Implement/Sustain
<b>1</b>	<b>Full Articulated Outline of TK-12 Program</b>		AUSD Executive Cabinet			Fall 2022	
1a	<a href="#">Share articulations/summaries of grade-level content standards to all TK-5 staff and families</a>	Director, Elementary Education  6-12 Directory Secondary	Assistant Superintendent Educational Services	Sr. Manager Community Affairs	School Principals	Fall 2022	Winter 2023 (and annually)
1b	Complete and distribute a comprehensive, family-friendly community engagement plan on <a href="#">TK-12 content standards</a>	Coordinator Family Engagement	School Leaders	Sr. Manager Community Affairs  Sr. Manager Equity	Director of Elementary Education  Director, Secondary Education Education	Fall 2022	Winter 2023
1c	<a href="#">Refine and share a clear and comprehensive articulation of adopted core curricula for all grade levels TK-12</a>	Director, Elementary Education  6-12 Director, Secondary Education	Assistant Superintendent Educational Services	Language and Literacy Coordinator	Instructional coaches  Teacher representatives  School leaders	Fall 2022	Spring 2023
1d	Assess and evaluate district-wide utilization of core curriculum (1c) though coaching, observations, monitoring, and review	Director, Elementary Education  6-12 Director, Secondary Education	Assistant Superintendent Educational Services	Language and Literacy Coordinator  Instructional Coaches  Elementary & Secondary Coordinators of SPED	School Principals  Teacher Academic Committee	Winter 2022	TBD

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Focus Area 1: Actions							
Action #	Actions/Deliverables	Project Owner	Manager /Approver	Contributors	Consult	Explore/Install	Implement/Sustain
1e	Provide annual public updates on core curriculum review, pilots, adoption schedule, and implementation	Instructional Coaches (if within each of their area of subject expertise)	Director, Elementary Education 6-12 Directory Secondary	Language and Literacy Coordinator Teaching and Learning Admin Asst.	Assistant Superintendent Educational Services Sr. Manager Equity	Winter 2022	Annually thereafter
1f	Build shared knowledge and examples of foundational research-based/evidence-based instructional strategies and lesson design principles TK-12.  Ensure that these strategies and practices address the promotion of “authentic engagement and rigor among culturally and linguistically diverse students.”	Language and Literacy Coordinator	School Leaders	Instructional Coaches	Director, Elementary Education 6-12 Directory Secondary Elementary and Secondary Coordinators of Special Education	Summer 2023	TBD
1g	Develop articulation of all district-wide common assessments students will take annually by grade level; refine that list of assessments as necessary	Senior Manager Evaluation and Assessment	Director, Elementary Education Director, Secondary Education	Representatives of: Teacher Leaders Instructional Coaches	Assistant Superintendent Educational Services	Fall 2022	Spring 2023
2	Develop course outlines for more diversified and representative coursework/classes in Alameda Unified:	Sr Director of Equity	Director, Secondary Education Director, Elementary Education	Representatives of Teacher Leaders	Instructional Coaches	Fall 2022	Spring 2022 (ongoing)
4	Widely and explicitly share and enforce Board-approved homework policy and revised administrative regulation and expectations with all staff, students, and families	Assistant Superintendent Educational Services	Superintendent	Representatives of: School Leaders Teacher Leaders	Collective bargaining leadership	Fall 2022	Fall 2022
6	Conduct comprehensive review and revisions of AUSD’s current grading policy	Director, Elementary Education Director, Secondary Education	Assistant Superintendent, Educational Services	Representatives of: School Leaders Teacher Leaders Instructional Coaches	Parent Groups Sr. Director, Special Education	Fall 2022	Winter 2023
6a	Initial Board Review and Discussion of Current Policy	Director, Elementary Education	Assistant Superintendent, Educational Services	Representatives of: School Leaders	Parent Groups	Fall 2022	Winter 2023

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Action #	Actions/Deliverables	Project Owner	Manager /Approver	Contributors	Consult	Explore/Install	Implement/Sustain
		Director, Secondary Education		Teacher Leaders Instructional Coaches			
6b	Preliminary proposals for revision are created and shared with Board	Director, Elementary Education Director, Secondary Education	Assistant Superintendent, Educational Services	Representatives of: School Leaders Teacher Leaders Instructional Coaches	Parent Groups	Winter 2023	Spring 2023
6c	Finalize and approve revised grading policies	Director, Elementary Education Director, Secondary Education	Assistant Superintendent, Educational Services	Representatives of: School Leaders Teacher Leaders Instructional Coaches	Parent Groups	Fall 2023	Winter 2024
6d	Training and implementation and communication	Director, Elementary Education Director, Secondary Education	Assistant Superintendent, Educational Services	Representatives of: School Leaders Teacher Leaders Instructional Coaches	Parent Groups	Spring 2024	Fall 2024
7	Establish bi-annual intervals at which qualitative and quantitative district-wide indicators of progress are reviewed publicly; emphasize disaggregated data for English Learners, African-American students, and students with disabilities in all reporting on student outcomes	Senior Manager, Evaluation and Assessment	Superintendent	Educational Services Team	Board of Education	Winter 2023	Summer 2023
8	Develop annual process to ensure that School plans, also known as Single Plan for Student Achievement (SPSA), are reviewed at regular intervals to ensure alignment with district strategic goals and indicators of progress	Director, Elementary Education Director, Secondary Education	Assistant Superintendent Educational Services	Senior Director, Evaluation and Assessment Senior Director of Equity	School Leaders	Fall 2023	Spring 2023
9	Articulate and share with all families all opportunities and options beyond the traditional 4-year preparatory pathway; to include Career and Technical Education (CTE) coursework, dual and concurrent enrollment in community college coursework, and post-secondary job training and skilled trades programs	Director, Secondary Education	Assistant Superintendent Educational Services	CTE Coordinator Coordinator Student Services	Representatives from High School Counseling Teams	Winter 2023	Spring 2023

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Focus Area 1: Actions							
Action #	Actions/Deliverables	Project Owner	Manager /Approver	Contributors	Consult	Explore/Install	Implement/Sustain
10	Conduct district-wide needs assessment and develop action plan to support and sustain a modernized and engaging visual and performing arts program throughout the school district	Director, Secondary Education	Assistant Superintendent Educational Services	Music Teachers	Director of Elementary Parent Representatives School Leaders	Fall 2022	Fall 2023
11	Explore Stabilization of specialist teacher time and schedules at each elementary school in order to provide stronger programming in music, physical education, and library access	Assistant Superintendent, Ed Services	Superintendent	Classified Director, Human Resources	School Leaders Union Representatives	Fall 2022	TBD
12	In collaboration with cross content teachers, explore and develop proposals for a secondary district-wide, multi-disciplinary writing framework to establish common multi-disciplinary writing assessments at select grade-level intervals	Director, Secondary Education	Assistant Superintendent Educational Services	Senior Director, Evaluation and Assessment  Representatives of: School Leaders  Teacher Leaders  Instructional Coaches	Cross-Content Teacher Representatives	TBD	TBD
13	Continued development of engagement and learning events that support access and connections between school and community/families; gear specific efforts toward specific subsets of our culturally and linguistically diverse community that have been historically underrepresented in meetings, committees, and advisory groups	Senior Director, Equity	Superintendent	Family Engagement Coordinator  Sr. Manager, Community Affairs	School Leaders Community Partners	Fall 2022	Ongoing
14	Complete full revision of District-Wide plan for English Learners	Coordinator of Language and Literacy	Assistant Superintendent, Educational Services	Senior Director, Evaluation and Assessment  Representatives of: <ul style="list-style-type: none"> <li>School Leaders</li> <li>Teacher Leaders</li> <li>Instructional Coaches</li> </ul>	Senior Director, Evaluation and Assessment	TBD	TBD

# Alameda Unified School District: Strategic Goals and Actions 2022-2025

Systems and Structures for Student Support Focus Area 2							
Goal 2.1 Every school and teacher provides the academic, social/emotional, and culturally responsive support each student needs.		Goal 2.2 Educators have dedicated time to collaborate, learn, and grow in service of student learning.		Goal 2.3 School Teams (Instructional Leadership Teams, Coordination of Services Team) consistently support equitable outcomes for students.		Goal 2.4 Schedules are strategically designed to create access to equitable learning opportunities and prioritize support for students who need it most.	

Focus Area 2: Actions							
Action #	Action, Objectives, or Outcome	Project Owner	Manager /Approver	Contributors	Consult	Explore/Install	Implement/Sustain
15	<a href="#">Create a universal professional collaboration schedule allows teachers and other educators to share, connect, and grow their individual and collective practice</a>	Assistant Superintendent, Educational Services	Assistant Superintendent, Educational Services	School Leaders	Teacher representatives	Fall 2022	Fall 2023
15a	Agree on language and process through collective bargaining process	Assistant Superintendent, Educational Services	Assistant Superintendent, Human Resources	District and Union Bargaining Teams	School Leaders	Fall 2022	Winter 2023
15b	Support and develop teacher leader capacity to facilitate collaboration	Instructioanl Coaches	Assistant Superintendent, Educational Services	Director, Elementary Education Director, Secondary Education	School Leaders	TBD	TBD
15c	Full implementation of universal collaboration					Fall 2023	Ongoing
16	Ensure Elementary school schedules include common literacy and math blocks for each grade level so that students who need additional support, for example English Learning students and students below grade level, receive it without missing core instruction from primary teacher/tier 1 instruction.	Assistant Superintendent, Educational Services	Superintendent	Representatives of: <ul style="list-style-type: none"><li>School Leaders</li><li>Teacher Leaders</li><li>Instructional Coaches</li></ul>	Director, Elementary Education Director, Secondary Education	Winter 2023	TBD

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Focus Area 2: Actions							
Action #	Action, Objectives, or Outcome	Project Owner	Manager /Approver	Contributors	Consult	Explore/Install	Implement/Sustain
17	Align the traditional high school master schedules to allow students access to courses not provided at their School	Assistant Superintendent, Educational Services	Superintendent	Representatives of: <ul style="list-style-type: none"> <li>School Leaders</li> <li>Teacher Leaders</li> <li>Instructional Coaches</li> </ul>	Director, Elementary Education  Director, Secondary Education	Fall 2022	Fall 2023
18	Co-construct a multi-year, comprehensive, standards-driven plan for professional learning through collaborative teams- ensure that teacher needs assessments are key perspectives in the shaping of the plan. Ensure that plan includes consistent components to support the orientation, mentoring, and	Director, Elementary Education  Director, Secondary Education  Sr. Director, Equity	Assistant Superintendent, Educational Services  Sr. Director, Equity	Instructional Coaches  Language and Literacy Coordinator  Sr. Manager of Data & Assessment	Superintendent  Academic Committee  Teacher Leader Reps	Winter 2023	Fall 2023
19	At regular intervals, school Schools/principals communicate the function of school-based teams and support services to their communities. Communications include how families and students can access services and support on campus.	School School Principals	Director, Elementary Education  Director, Secondary Education	Sr. Director, Community Affairs	Assistant Superintendent, Educational Services	Fall 2022	Winter 2023
20	Conduct district-wide needs assessment to determine where academic/tutoring support exists and what areas should be prioritized for expansion, improvement and calibration	Director, Elementary Education  Director, Secondary Education	Assistant Superintendent, Educational Services	After School Coordinator  School Leaders	Teacher Representatives  Parent Representatives	Fall 2022	TBD
21	Examine and if necessary revise the organization, ratios, and responsibilities of Teachers on Special Assignment, elementary specialist teachers, Middle and High School Counselors, and other student support personnel to maximize access to student support for those who need it most	Assistant Superintendent, Educational Services	Superintendent	School Leaders  Director, Secondary Education  Director, Elementary Education	Sr. Director, Equity  Coordinator of Language and Literacy  Sr. Director, Special Education	Fall 2022	TBD
22	Articulate full continuum of special education services to communities; Special Education staff provides bi-annual public data and program review, including proposed adjustments to Board and public	Sr. Director of Special Education	Assistant Superintendent, Educational Services	Special Education Administrators  School Leaders	Special Education Teacher Representatives  Sr. Manager, Community Affairs	Fall 2022	Spring 2023

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Action #	Action, Objectives, or Outcome	Project Owner	Manager /Approver	Contributors	Consult	Explore/Install	Implement/Sustain
23	Develop expanded ongoing full-day programming for summer and intercession periods for grades TK-6, to support foster youth, English learners, and students who qualify for free or reduced price meals per new state Expanded Learning Opportunities Program (ELOP)	Director, Elementary Education	Assistant Superintendent, Educational Services	After School Coordinator	School Leaders	Fall 2022	Fall 2023
24	Extend elementary school hours universally to 9 hours per day (regular day + after school enrichment/instruction) per new state Expanded Learning Opportunities Program (ELOP)	Director, Elementary Education	Assistant Superintendent, Educational Services	After School Coordinator	School Leaders	Fall 2022	Fall 2023
25	Revisit and review all aspects of the AUSD Mental Health Needs assessment conducted during the 2018-2019 school year- update board and include component goals in 22-23 revisions of strategic plan	Coordinator of Student Services	Assistant Superintendent, Educational Services	High School Counselors Mental Health Partners	High School Counselors Mental Health Partners	Fall 2022	Spring 2023

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Resources, Talent Management, and Communications Focus Area 3		
<b>Goal 3.1</b> Finance: Provide the long-term financial stability necessary to maintain core programming	<b>Goal 3.2</b> Talent Management: Build a focused and diverse team where all positions are fully staffed with qualified personnel	<b>Goal 3.3</b> Communications: Use accurate, transparent, and engaging communications across multiple channels to support AUSD’ students, staff, and families.

Focus Area 3: Actions							
Action #	Action, Objectives, or Outcome	Project Owner	Manager /Approver	Contributors	Consult	Explore/Install	Implement/Sustain
26	Human resources facilitates biannual employee focal groups in support of continuous;y improving workplace environments; focus groups also address diversity and the experiences of underrepresented staff <ul style="list-style-type: none"> <li>- Revising how to make the interview process more culturally responsive and human (Can screening serve a different purpose? Add follow-up questions? Ranking to counteract “alpha” voices?)</li> </ul>	TBD	Assistant Superintendent, Human Resources	Senior Director, Equity HR Director, Classified HR Director, Certificated	Cabinet School Leaders Staff representatives	Fall 2022	Winter 2023
27	Establish annual process and reporting of feedback from candidates who declined offers from AUSD. Summarize primary reasons (e.g. compensation? hiring process? Interview panel or process?)	HR Director, Classified HR Director, Certificated	Assistant Superintendent, Human Resources	School leaders Sr. Director, Equity	School leaders	Fall 2022	
28	Review teacher and administrator interview and hiring process to better resemble <a href="#">competency-aligned interviews, questions, and formats</a> .	HR Director, Certificated	Assistant Superintendent, Human Resources	Sr. Director, Equity Director, Elementary Education Director, Secondary Education	School leaders	Fall 2022	
29	Reassess the work done thus far and propose making the interview process more culturally responsive and interpersonal. <ul style="list-style-type: none"> <li>• Can screening serve a different purpose? Add follow-up questions?</li> <li>• Use “forced ranking” as a standard to ensure panel voices are considered and weighed equitably.</li> </ul>	HR Director, Classified HR Director, Certificated	Assistant Superintendent, Human Resources Sr. Director, Equity	Management for Equity Team School leaders	Teacher focus or affinity groups	Fall 2022	Winter 2023



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Action #	Action, Objectives, or Outcome	Project Owner	Manager /Approver	Contributors	Consult	Explore/Install	Implement/Sustain
30	Establish minimum annual outreach strategies (job fairs/informational sessions, etc.)	Assistant Superintendent, Human Resources	Superintendent	HR Director, Classified HR Director, Certificated Sr. Director, Equity	School Leaders Cabinet Staff	Winter 2023	Ongoing
30a	Explore leveraging individual professional networks of current staff to publicize vacancies and opportunities	HR Director, Classified HR Director, Certificated	Assistant Superintendent, Human Resources	School leaders Teacher Representatives	TBD	Winter 2023	Ongoing
31	Highlight employee resources/make employees aware of current resources to support positive workplace environments and employee well-being	HR Director, Classified HR Director, Certificated	Assistant Superintendent, Human Resources	Classified managers School leaders	Cabinet staff Director, Elementary Education Director, Secondary Education	Fall 2022	Winter 2023 and ongoing thereafter
32	Quarterly employee / program recognition to help build a positive workplace as well as employee recruitment. - Including public celebration of individuals' practice: videos of a teacher's class, videoing an interview with the individuals.	Assistant Superintendent, Human Resources	Cabinet Team	Sr. Manager, Community Affairs Director, Elementary Education Director, Secondary Education	Cabinet staff Instructional coaches	Fall 2022	Winter 2023 and ongoing thereafter
33	Update Board annually on new evaluation system for certificated staff	HR Staff	Assistant Superintendent, Human Resources	School leaders Director, Elementary Education Director, Secondary Education	Sr. Director, Equity Cabinet staff	Fall 2022	Winter 2023 and ongoing thereafter
34	Prepare an accessible, stakeholder-friendly annual budget summary covering all resources and how we are spending our money in AUSD- summary will be provided to staff and the public annually in late summer or early fall	Assistant Superintendent, Business Services	Cabinet Team	Assistant Superintendent, Educational Services	Sr. Manager, Community Affairs	Fall 2022	Spring 2023

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Action #	Action, Objectives, or Outcome	Project Owner	Manager /Approver	Contributors	Consult	Explore/Install	Implement/Sustain
35	Review budgets with School principals and departments twice a year providing official reports of spending, remaining resources  2 of the 8 annual monthly meetings between principals and business services (October and March) will focus on that school's overall budget and include the appropriate directors from elementary or secondary	Fiscal services team	Assistant Superintendent, Business Services	Director, Elementary Education  Director, Secondary Education	Assistant Superintendent, Educational Services  Assistant Superintendent, Human Resources	Fall 2022	Ongoing
36	Develop LCAP to serve as connector between actions and expenditures; couple LCAP with tri-annual budget updates to provide full transparency on all district finances	Assistant Superintendent, Educational Services	Cabinet Team	Sr. Manager of Data & Assessment  Director, Elementary Education  Director, Secondary Education	School leaders	Fall 2022	Update Spring 2023
37	Move LCAP staffing review to September so that adjustments to staffing for subsequent year can be enacted prior to annual March 15	Assistant Superintendent, Educational Services	Cabinet Team	Sr. Manager of Data & Assessment  Director, Elementary Education  Director, Secondary Education	School leaders	Fall 2022	Ongoing
38	Continue and complete schedule for current improvement efforts in technology systems for students, staff, and parents to provide better integrated tools; improve accessibility, data security, and increased technology education for all stakeholders	Director, Technology	Assistant Superintendent, Business Services	TBD	Sr. Manager, Community Affairs  Director, Elementary Education  Director, Secondary Education	Fall 2022	TBD
<b>39</b>	<b>Migration to new websites and web platforms for district and all schools to improve visibility, navigation, consistency of structure, and integrated calendar access for families.</b>	Director, Technology  Sr. Manager, Community Affairs	Cabinet Team	TBD	School leaders	Summer 2022	Fall 2022
39a	Website provider selected and initial drafting and navigation set-up	Director, Technology  Sr. Manager, Community Affairs	Cabinet Team	Instructional technology staff	Assistant Superintendent, Business Services	Spring 2022	Summer 2022

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Action #	Action, Objectives, or Outcome	Project Owner	Manager /Approver	Contributors	Consult	Explore/Install	Implement/Sustain
39b	New website full migration	Director, Technology  Sr. Manager, Community Affairs	Cabinet Team	Instructional technology staff	Assistant Superintendent, Business Services	Summer 2022	Fall 2022
40	Define, plan, and deliver service 2 annual service goals for schools from maintenance and operations department	Director of Maintainence, Operations, and Facilities	Assistant Superintendent, Business Services	Compliance Coordinator  Facilities Manager  Custodial Lead	School Leaders  Superintendent	Fall 2022	Winter 2023
<b>41</b>	<b>Create an accessible district-wide communications plan</b>	Sr. Manager, Community Affairs					
41a	Maintain and expand practice of providing foundational, accurate, transparent communications about District priorities, practices, achievements, and events, and course options  <ul style="list-style-type: none"> <li>Set up an annual comms plan with target dates/topics (include where to get more information)</li> <li>Identify teachers to highlight</li> <li>Identify Schools to highlight (programs)</li> <li>Create calendar for Schools to highlight monthly (AEA, CSEA, safety, testing, etc)</li> </ul>	Sr. Manager, Community Affairs	Superintendent	Sr. Director, Equity  Cabinet Staff  School Leaders	Community Partners  Parent Groups	Fall 2022	Winter 2023
41b	Expand and make more explicit AUSD's strategies for engaging historically underserved students, including providing information in multiple languages and accessible formats.	Family Liaison Staff	Sr. Director, Equity  Sr. Manager, Community Affairs	School leaders	Parent and community groups	Fall 2022	TBD
41c	Regularly amplify student voice to provide insight into student perspective and experience (articulate where, when, and how)	Sr. Manager, Community Affairs	Sr. Manager, Community Affairs	Communications Specialist	Teacher representatives  School Leaders	Fall 2022	Ongoing
41d	Provide regular formalized opportunities for students, staff, and families to provide feedback to school and district leaders.	Sr. Manager Evaluation and Assessment  Sr. Manager, Community Affairs	Superintendent	Classified Managers  Director, Elementary Education  Director, Secondary Education	Cabinet Staff  School Leaders	Fall 2022	Winter 2023

Appendix I

2022-23 AUSD Districtwide Teacher Professional Development Structures

Voluntary*	Required	Teacher Collaboration Days
<p>Total: 6+ days</p> <ul style="list-style-type: none"><li>6 days New Teacher Professional Development (also available for returning teachers)</li><li>After school or sub release days (dependent on available subs)</li></ul>	<p>Total: 4 days</p> <ul style="list-style-type: none"><li>2 day beginning of the year staff development</li><li>2 days in fall and winter for staff development (½ day developed by site leadership team for site needs, ½ day developed by Ed Services for districtwide needs)</li></ul>	<p>Total: 6+ days</p> <ul style="list-style-type: none"><li>Elementary: 6 days throughout the year</li><li>Secondary: Varies depending on site</li><li>Elementary &amp; Secondary developed by site leadership team</li></ul>

\*voluntary professional development must be paid teacher hourly or per diem rate