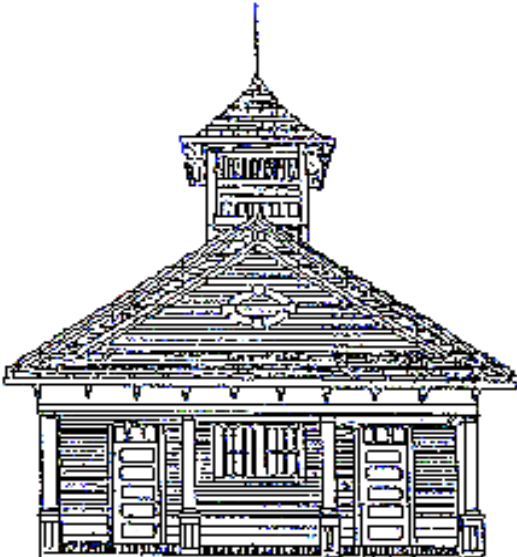


**BOLINAS STINSON UNION
SCHOOL DISTRICT**



**BOARD OF TRUSTEES
3-YEAR STRATEGIC PLAN**

adopted : _____

OUR VISION

To create a school that inspires all students as active learners and engaged citizens of the local and global community.

OUR MISSION

We are committed to providing all students with a broad comprehensive curriculum, integrated across disciplines. We encourage students to be independent thinkers, and to engage in cooperative and creative problem solving, in order to prepare them to be successful lifelong learners. We promote a culture of respect which values diversity and the whole child.

OUR CORE BELIEFS

We believe that:

- All students have native intelligence and creativity and are naturally inquisitive.
- Students and staff are active stewards of and have a relationship of respect for the natural environment.
- Students and staff have equal opportunities and access to developmentally appropriate learning.
- Diversity and student uniqueness enrich our school community.
- An active partnership between school and home is critical to the success of our students.
- Successful learning and academic excellence require motivation, guidance, discipline, accountability and commitment.
- Every teaching moment is an opportunity to model and communicate good character.
- Students have a right to a safe, healthy and beautiful learning environment.
- Flexibility is essential to sustaining a learning environment that is responsive to student needs.

AREAS OF FOCUS

Teaching and Learning

- Identify K-8 guaranteed essential learning standards in Mathematics, Language Arts, Science and History/Social Science
- Develop comprehensive plan for addressing special needs of all students
- Align professional development with instructional improvement
- Develop improved systems for reporting student progress to parents

Leadership

- Identify a sustainable administrative structure for BSUSD
- Develop a plan for recruitment and selection of key administrative positions
- Develop and implement a transition plan for new administrative staff

Finance and Operations

- Develop and adopt three-year Financial Plan that supports the mission and vision of the District
- Identify and implement strategies to attract and retain excellent staff
- Complete state and district facilities modernization projects

Communication

- Improve communication system between and among students, staff, parents, administration and board
- Consistently engage the community in school activities, events and initiatives

STRATEGIC GOALS

Teaching and Learning

STRATEGIC GOAL #1: The Bolinas-Stinson Union School District has identified guaranteed essential learning standards in all academic areas which are reflected in instructional methodology, materials, assessment of student learning, staffing, professional development and allocation of financial resources. These standards are communicated, understood and supported by Board, staff, parents and students.

STRATEGIC GOAL #2: The Bolinas-Stinson Union School District has identified best practices and effective strategies for identifying and supporting students who need additional services, academic or social/emotional, in order to maximize their learning.

STRATEGIC GOAL #3: The Bolinas-Stinson Union School District has developed an annual professional development plan that provides all instructional staff with learning opportunities to improve instruction and increase student achievement. The Board annually approves the plan and allocates resources for its implementation.

Leadership

STRATEGIC GOAL #1: The Bolinas-Stinson Union School District will have a cost-efficient, sustainable administrative structure that best supports student learning and aligns with the mission and vision of the District.

Finance and Operations

STRATEGIC GOAL #1: The Bolinas-Stinson Union School District will allocate financial resources based upon their ability to positively impact student learning. All District programs are reviewed and evaluated on a regular basis for their efficiency and effectiveness. A District fiscal oversight and advisory committee works with the superintendent to develop recommendations for the long-term financial health of the District.

STRATEGIC GOAL #2: The Bolinas-Stinson Union School District will continue to identify and implement strategies to attract and retain excellent staff.

STRATEGIC GOAL #3: The Bolinas-Stinson Union School District will complete a facilities modernization project partially funded through the state modernization program and partially funded from the District's capital fund.

Communication

STRATEGIC GOAL #1: The Bolinas-Stinson Union School District engages active partnerships between home and school by effectively communicating instructional program information and student progress. The District promotes its mission, vision and core beliefs by encouraging community-wide participation in school events, activities and programs.

Teaching and Learning

STRATEGIC GOAL #1: The Bolinas-Stinson Union School District has identified guaranteed essential learning standards in all academic areas which are reflected in instructional methodology, materials, assessment of student learning, staffing, professional development and allocation of financial resources. These standards are communicated, understood and supported by Board, staff, parents and students.

ACTION	TIMELINE	RESPONSIBILITY	EVIDENCE
Identify Guaranteed Essential Learning in Language Arts, based upon common core standards	Adopted by board in March 2012; Published by August 2012; Implemented 2012-2013	Principal, instructional staff	1) Board adopted, grade-level Guaranteed Essential Learning document for Language Arts: published on web site, and provided to parents. 2) Corresponding assessment tools: -standardized assessments -longitudinal tracking of student progress (data director) -formative assessments (direct writing)
Identify Guaranteed Essential Learning in Science	Adopted by Board Dec 2012; Published by August 2013; Implemented 2013-2014	Principal, instructional staff	1) Board adopted, grade-level Guaranteed Essential Learning document for History/Social Science: published on web site, and provided to parents. 2) Corresponding assessment tools: -standardized assessments Longitudinal -tracking of student progress (data director) -Formative assessments
Identify Guaranteed Essential Learning in History/Social Science	Adopted by Board May 2013; Published by August 2013; Implemented 2013-2014	Principal, instructional staff	1) Board adopted, grade-level Guaranteed Essential Learning document for Science: published on web site, and provided to parents. 2) Corresponding assessment tools: -standardized assessments Longitudinal -tracking of student progress (data director) -Formative assessments

STRATEGIC GOAL #2: The Bolinas-Stinson Union School District has identified best practices and effective strategies for identifying and supporting students who need additional services, academic or social/emotional, in order to maximize their learning.

ACTION	TIMELINE	RESPONSIBILITY	EVIDENCE
Conduct a top to bottom review of special education services.	<ul style="list-style-type: none"> -September 2011 through December of 2011 consultant to review and assess current special education services -February 2012 Board reviews a proposal of recommended services for the 2012-13 school year. -March 2012 Board takes necessary action to implement recommendations 	<ul style="list-style-type: none"> -Principal, instructional staff, outside consultant -Board – for budget approval 	-Board adopted plan for delivery of special education services for the 2012-13 school year

STRATEGIC GOAL #3: The Bolinas-Stinson Union School District has developed an annual professional development plan that provides all instructional staff with learning opportunities to improve instruction and increase student achievement. The Board annually approves the plan and allocates resources for its implementation.

ACTION	TIMELINE	RESPONSIBILITY	EVIDENCE
Annually develop and implement a professional development plan that provides opportunities that support instructional improvement and student achievement	<ul style="list-style-type: none"> -Plan presented annually by the end of May (2012, 2013, and 2014) for the following year. -Board adopts plan and corresponding budget by end of June (2012, 2013, 2014) 	<ul style="list-style-type: none"> -Principal, instructional staff including special needs staff -Superintendent/Business Official to identify available resources -Board to approve plan and budget 	<ul style="list-style-type: none"> -Adopted Professional development Plan for Instructional Staff -Board meeting minutes -Annual Professional Development Report

Leadership

STRATEGIC GOAL #1: The Bolinas-Stinson Union School District will have a cost-efficient, sustainable administrative structure that best supports student learning and aligns with the mission and vision of the District.

ACTION	TIMELINE	RESPONSIBILITY	EVIDENCE
Create and adopt plan for future administrative structure	-March 2011 through November 2012 Plan created	Board, Superintendent, Marin County Office of Education, Principal and current administrative staff	- Board approved plan for administrative structure through 2014 that includes: -job titles and descriptions, -organizational chart -administrative responsibility matrix accessible to staff, parents, board and community.
Develop plan and timeline for recruitment and selection of key administrative positions	-Superintendent position announcement January 2012 -Selection made by March 2012 -Other open positions subsequent to superintendent hire	Board, Superintendent, Administrative Assistant, selection committee(s), search firm	Position announcement(s); selection process and committee convened; possibly contract with search firm
Transition plan for new administration	March 2012	Board, Superintendent, Principal, Business Officials, Administrative Assistants, new hire(s)	-Board approved plan that incorporates outgoing and incoming staff schedules, identifies resources and provides smooth transition for all staff and students. -Communication to community of this plan. -Identified support systems (coaching, professional development for new hires)

Finance and Operations

STRATEGIC GOAL #1: The Bolinas-Stinson Union School District will allocate financial resources based upon their ability to positively impact student learning. All District programs are reviewed and evaluated on a regular basis for their efficiency and effectiveness. A District fiscal oversight and advisory committee works with the superintendent to develop recommendations for the long-term financial health of the District.

ACTION	TIMELINE	RESPONSIBILITY	EVIDENCE
Appoint Fiscal Oversight and Advisory Committee	January 2011	Board and Superintendent	-Board meeting minutes -Committee Charge
Develop and adopt three-year Financial Plan that identifies current and future financial needs which support the mission and vision of the District	January 2012	-Fiscal Oversight and Advisory Committee -Superintendent and Business official -Board	-FOAC agendas and minutes -Three-year financial plan -District budgets

STRATEGIC GOAL #2: The Bolinas-Stinson Union School District will continue to identify and implement strategies to attract and retain excellent staff.

ACTION	TIMELINE	RESPONSIBILITY	EVIDENCE
Work within the collective bargaining process to identify and codify structures that provide financial and other incentives to staff for professional growth.	September 2011	Superintendent, Board, bargaining representatives and other District staff	Collective bargaining agreements
Develop models for determining fair and equitable salary increases for all employees.	September 2011-February 2012	Superintendent, Board, bargaining representatives and other District staff	Collective bargaining agreements

STRATEGIC GOAL #3: The Bolinas-Stinson Union School District will complete a facilities modernization project partially funded through the state modernization program and partially funded with District funds.

ACTION	TIMELINE	RESPONSIBILITY	EVIDENCE
Complete state/district facilities modernization program	June 2011-August 2011	Superintendent, maintenance and administrative staff	-Certificate of Completion

Communication

STRATEGIC GOAL #1: The Bolinas-Stinson Union School District engages active partnerships between home and school by effectively communicating instructional program information and student progress. The District promotes its mission, vision and core beliefs by encouraging community-wide participation in school events, activities and programs.

ACTION	TIMELINE	RESPONSIBILITY	EVIDENCE
Review current home-school communication systems (report cards, attendance, progress reports) to determine effectiveness and identify alternatives if appropriate.	June 2011-January 2012	Superintendent, Principal and administrative staff	-Home-to-School Communication (Backpack Mail) -Student Information System (report cards, attendance, progress reports)
Develop recommendations for improved student information system.	June 2011-February 2012	Superintendent, Principal and administrative staff	-Board agendas/minutes -List of recommendations
Approve and implement recommendations for improved student information systems	February 2012	Superintendent Board of Trustees	- Board agendas/minutes -District budget
Promote positive communication and communication skills among and between students, staff and parents.	On going through the use of "Tribes" activities, special projects, parent education evenings, school activities and events	District staff and students	-Backpack Mail, -School events (performances, fairs, art show, track and field day) -Scheduled Board-Staff meetings
Promote positive connections between the school and the communities	On-going	District staff, Board, parents and community partners	-Press releases and local media coverage of school successes -Outreach to community groups and organizations to build partnerships (Whitecaps, Lion's Club, Fire Departments, Park Service, Audubon, churches, Bolinas Museum, Commonweal, local farms etc.)