

# **LAGUNITAS SCHOOL DISTRICT**

## **Board of Trustees STRATEGIC INITIATIVES**

**2011-12**

## **Lagunitas School District Mission Statement**

We are a community, committed to continuous improvement in our educational effectiveness, aimed at fulfilling the needs of each individual student. We strive for quality, balancing academic excellence, social awareness, civic responsibility, and self esteem in a safe and attractive learning environment where all participants benefit. We value parental choice and involvement, collaborating with staff, students, and Board, to ensure that programs continue to be responsive, operations become ever more efficient, and educational opportunity continues to be optimized.

### **Core Beliefs**

#### ***We Believe...***

- Children come first – Every child in our community deserves a quality education.
- The school district is successful when the community has shared goals and a shared vision for the future.
- The school district is successful when parents and community members are heard, supported, involved and participate to the best of their ability in the activities of the district.
- An effective teacher is passionate about learning, passionate about teaching and inspires critical thinking and self-direction.
- The ideal classroom is joyous, imaginative, engaging, cooperative, self-motivating, challenging and diverse.
- Children learn best when they are comfortable with their environment, in a low stress, safe and joyful atmosphere.
- Standards of academic excellence must embrace the whole child. • A well-balanced curriculum includes art, music, environmental education, strong academics, and measurability of academic progress.
- Everyone in the learning community deserves respect. Open dialogue is encouraged among all partners (students, teachers, school administration, school board, parents, families and the community).
- Problems are best solved when all stakeholders actively participate in the district and schools' processes.
- An effective school board is representative of the community, fiscally responsible, well informed, accountable, trustworthy, cooperative and proactive.

### **Vision Statement**

- A school district where the educational, social, emotional and personal needs of all students are met with programs that address individual requirements.
- A school district with the independence to follow goals defined by community driven priorities.
- A school district where parents, teachers, the school board, administration and students share roles, participate in governance and cooperate in all aspects of our school's operations.
- A school district that operates from a proactive, fiscally sound plan for the future that draws from committed, long-term community support to offer our children the education each and every one of them deserves.

**FOCUS AREA I: VIABILITY AND SUSTAINABILITY OF DISTRICT EDUCATIONAL PROGRAMS**

**CURRENT STATUS:** The Lagunitas School District faces challenges based upon economic uncertainty and with known changes in personnel. These challenges must be addressed in order to protect the viability of the District's educational programs (Open, Montessori, Waldorf Inspired and Middle School). With two middle school teachers retiring, a reduction of 1.0FTE teaching position in 2012-13 and fluctuating enrollment by program, the District must develop a plan for grade configurations for the K-8 District and make a decision regarding the grade ranges in elementary as well as the middle school programs that best meets the needs of all students. Additionally, declining resources require that key decisions be made early regarding the level of support services for our children. These services include: classroom instructional assistants, intervention services, counseling,

<b>ACTION</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>EVIDENCE/STATUS</b>
Develop scenarios, begin staff discussions regarding configurations	November Staff Mtg.	Admin	Staff meeting agendas, notes, supporting documentation
Engage program group in decision process	December and January Program Mtgs.	Admin, Board Reps	Program meeting agendas, notes/minutes
Finalize program configurations (K-5, K-6, 6-8, 7-8)	February Board of Trustees Mtg.	Board of Trustees, Admin	
Identify all new staffing requirements for 12/13 SY	February Board of Trustees Mtg.	Admin	
Begin hiring process as needed	February Board of Trustees Mtg.	Board of Trustees, Admin, S&I Comm.	
Finalize hiring process	May Board of Trustees Mtg.	Board of Trustees, Admin, S&I Comm.	
Complete notification to all programs	June	Admin	

**FOCUS AREA II: MAINTAIN EFFECTIVE BOARD/STAFF RELATIONS**

**CURRENT STATUS:** The Board recognizes the importance of maintaining a positive working relationship with members of the staff of the District. While meetings between the Board and staff have been held periodically over the years, a regular and on-going method of regular communication has not been in place. Board members are committed to providing opportunities to share information and receive regular feedback from members of the certificated and classified staffs.

<b>ACTION</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>EVIDENCE/STATUS</b>
Determine schedule for Board Members to attend monthly staff meetings, add to BOARD OF TRUSTEES agenda	September Board of Trustees Mtg.	Board, Administration	Staff meeting schedule with Board assignments
Attend monthly staff meetings	On-going September-June	Board Representatives	Staff meeting agenda, notes from Board representatives
Report out to Board of Trustees	Regular monthly board meetings	Board of Trustees Representatives	Regular Board agenda, minutes of Board meetings
Survey staff and Board members to assess efficacy of engagement through survey, modify as needed	May 2012	District Administration	Survey document Survey results
Revise communication structure as needed for 2012-13	June 2012	Board, Administration	New schedule for Board meetings

**FOCUS AREA III: DETERMINE APPROPRIATE LONG TERM NEEDS FOR DISTRICT FACILITIES**

**CURRENT STATUS:** The District has not engaged in a serious review of its long-rang facilities needs for a number of years. While a district wide Facilities Committee regularly meets and discusses specific projects and areas identified for improvement, a plan that addresses significant deferred maintenance issues, replacement of obsolete facilities, fixtures, furniture, equipment and site improvements that is tied directly to current and future educational needs of the District's students has not been completed.

<b>ACTION</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>EVIDENCE/STATUS</b>
Receive authorization from Board to pursue funding alternatives for and identification of facilities improvements.	September 2011	Board, Administration	Board Minutes, Action Item directing FC
Approve recommendation for contracted services: financial advisor for potential facilities funding sources and timelines.	November/December, 2011	Sub-committee, Administration Board	RFP for Financial Advisors Applications Board Agenda Contract
Approve recommendation for facilities project assessment and management	November/December 2011	Sub-committee, Administration Board	RFP for Facilities Management/Consultation Applications Board Agenda, Contract
Develop complete Facilities Assessment document, including buildings, fixtures, furniture and equipment, site and related requirements	January 2011,	Facilities consultant Facilities Committee Administration	Completed Assessment Report & Recommendations
Determine rubric for prioritizing facilities needs linked to the educational needs of the children of the District Analyze current needs, develop recommendations	January 2012	Facilities consultant Facilities Committee Administration	Rubric, Data from FC, Recommendations

Adopt recommendations regarding funding and facilities improvements.	February 2012	Administration, Board of Trustees	Board Meeting Minutes
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**FOCUS AREA IV: ASSESS AND REALIGN DISTRICT LEADERSHIP TOOLS**

**CURRENT STATUS:** The majority of the District’s policies have been reviewed, but not yet be revised and adopted for utilization. The policies will provide direction for the Administration in dealing with day-to-day operations and future decision-making. The District is anticipating a change in leadership in the coming years, and will need to engage in a review of current administrative structure and provide an assessment of future needs.

<b>ACTION</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>EVIDENCE/STATUS</b>
Review and adopt new District Policy Manual	October	Board of Trustees, Admin	Board adopted District Policy Manual
Determine requirements for additional policies to strengthen leadership team	November	Board of Trustees, Admin	Board meeting minutes New adopted policies
Develop Admin structure options	February	Board of Trustees, Admin, Staff	Meeting minutes Scenarios with fiscal implications Timelines for all viable scenarios

**FOCUS AREA V: PARENT PARTICIPATION**

**CURRENT STATUS:** Parents have a long-standing engagement with the District, in a wide range of circumstances. The District encourages such participation. In order to retain that engagement, it is critical to clearly define the roles of parental involvement, the development and alignment of program goals, to foster district-wide integration of activities and efforts to improve the student’s educational experience.

<b>ACTION</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>	<b>EVIDENCE/STATUS</b>
Define the “state of state” of parental involvement in each program	December	Staff, Admin, Program Groups	Board minutes
Define program goals for parental involvement, opportunities for potential revisions	February	Staff, Admin, Program Groups	Board minutes
Identify intra-District opportunities for activities/efforts	March	Staff, Admin, Program Groups	Board minutes