

# CAMBRIAN SCHOOL DISTRICT STRATEGIC PLAN 2018-23



Cambrian School District

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# CONTENTS

<b>BOARD OF TRUSTEES/SUPERINTENDENT MESSAGE</b>	<b>3</b>
<b>DISTRICT INFORMATION/ CAMBRIAN INTRODUCTION</b>	<b>4-5</b>
<b>FINANCES</b>	<b>6</b>
<b>MISSION AND VISION STATEMENT</b>	<b>7</b>
<b>VALUES AND BELIEFS</b>	<b>8</b>
<b>STRATEGIC AREAS</b>	<b>9</b>
<b>CORE COMPETENCIES FOR ALL STUDENTS</b>	<b>10</b>
<b>STRATEGIC PLAN</b>	
<b>GOAL 1: NEXT GENERATION STUDENT</b>	<b>11-12</b>
<b>GOAL 2: STUDENT LEARNING AND ACHIEVEMENT</b>	<b>13-15</b>
<b>GOAL 3: RESOURCES-HUMAN AND CAPITAL</b>	<b>16-18</b>
<b>GOAL 4: EXTENDED LEARNING</b>	<b>19</b>
<b>GOAL 5: CAMBRIAN CULTURE AND COMMUNITY</b>	<b>20-21</b>
<b>LCAP GOALS</b>	<b>22-23</b>



## MESSAGE FROM THE BOARD OF TRUSTEES

As the Cambrian School District Board of Trustees, our responsibility is to set direction for the School District. The Board believes that a clearly stated purpose and direction for the District provides the foundation for continuous improvement and accountability. The Board shall adopt strategic goals focused on the achievement of all District students. Our fundamental purpose and focus continues to be student learning. As a community of leaders and learners, we align all of our decisions and actions to achieve the objectives and principles reflected in this **Strategic Plan 2018-23**. We are a student-oriented District where children come first and where students always remain at the heart of our commitment. Thanks to the efforts of our talented and dedicated staff, involved parents and a community that values education, our students benefit from a rich and varied curriculum. Our Strategic Plan will provide a first-class educational program for all our students, ongoing commitment to improve student achievement, and to support all areas of student development.

Doron Aronson  
Janet Borrison  
Jarod Middleton  
Carol Presunka  
Randy Scofield

## MESSAGE FROM THE SUPERINTENDENT



Cambrian School District has a rich tradition of excellence and a stellar reputation based upon student achievement, staff professionalism, and parent satisfaction. At both the Elementary and Middle School level, our schools have seen tremendous growth in student learning. Our highly trained staff continues to connect the District's mission, vision, core values and beliefs to enhance teaching and learning through implementation of instructional best practices. The Cambrian School District's Strategic Plan 2018-23 will guide our decisions, driving our goal to prepare students to excel in a global society.

As a District, we believe all children have value, deserve respect, can learn, can succeed, have a right to the best education possible and can be lifelong learners. Thank you for being a partner with us. Together, let us explore the infinite possibilities in learning for our children!

Dr. Carrie Andrews, Superintendent

## DISTRICT INFORMATION

**SERVING GRADES:** Pre-Kindergarten - Grade 8

**TOTAL # STUDENTS:** 3460

**DEMOGRAPHICS:**

Hispanic/Latino: 740 (21%)

Asian: 870 (24%)

African American: 127 (3%)

Pacific Islander: 21 (0.5%)

American Indian/Alaskan Native: 28 (0.7%)

White: 1534 (43%)

Filipino: 97 (2%)

Other: 98 (2%)

**FREE/REDUCED MEAL PROGRAM:** 383

**HOMELESS:** 9

**FOSTER YOUTH:** 5

**SPECIAL EDUCATION:** 374

**ENGLISH LEARNERS:** 448

**FULL TIME EMPLOYEES (#/FTE):** 235

## CAMBRIAN INTRODUCTION

Cambrian School District has deep roots in our corner of the Silicon Valley community dating back more than 100 years. In that time, our District has become established as the bedrock of the Cambrian neighborhood, as generations of students have come to learn, grow, explore and form lasting relationships in our classroom. Many of those students have even returned to lead their own classrooms as teachers or support our work as dedicated volunteers.

To spend time in a Cambrian schools today is to see the best of that long, rich tradition and community spirit, combined with a 21<sup>st</sup> century commitment to innovative instructional practices and programs designed to prepare our students to thrive in high schools, colleges and careers.



We serve approximately **3,500 students** in Transitional Kindergarten through grade 8 across four elementary schools, one comprehensive middle school, and the newest addition to our District, Steindorf K-8 STEAM School. We are fortunate to serve a student population that reflects the diversity of the Silicon Valley, a diversity that is a true strength in forging learning communities where all students are challenged, engaged, and celebrated. Across all of our schools and grade levels, our staff shares a commitment to excellence and continuous growth.



## HALLMARKS OF OUR APPROACH TO TEACHING & LEARNING INCLUDE:

Seamless integration of California's Common Core Standards and a relentless pursuit of student achievement.

A focus on the "4 Cs": critical thinking, communication, collaboration, and creativity. A Cambrian education is one that ensures students acquire the skills and mindsets necessary to pursue any academic or professional discipline and engage thoughtfully with their community

An unwavering commitment to nurturing the whole child, with innovative programs exposing students to the arts, music, wellness and technology so that students are free to explore their passions.

Ongoing professional learning opportunities to ensure that our exceptional staff have the knowledge and resources they need to continue honing their craft as educators.

Warm school communities where families and neighbors are welcome and vital participants in student life both in and out of the classroom.

# FINANCES: Adopted Budget 2018-19

## General Fund Budget:

### Revenue

Summary of Revenues	LCFF Sources	Other State Sources	Federal Sources	Local Sources
36,476,193	30,481,843	2,764,892	917,972	2,311,486

### Expenditures

Summary of Expenditures	Salary and Benefits	Books and Supplies	Contracts and Services
36,976,700	30,719,219	910,494	5,346,987

### Deficit

2018-19
<593,307>

Budget as of November 1, 2018



## OUR MISSION

Cambrian School District, a caring and collaborative community, develops creative and critical thinkers who communicate effectively, value diversity and are ready to excel in a global society.



## OUR VISION

The Cambrian School District will be known for its creativity, innovation, academic excellence and maintaining a strong focus on educating the whole child. Our schools will provide a safe, supportive environment for all students. Collaboration of all stakeholders will be at the center of what we do, keeping us focused on a path of continuous improvement.

Our actively engaged students will take control of their education as they are challenged to reach their personal goals and push themselves to new levels of growth and achievement. A rigorous, hands-on curriculum will advance critical thinking and problem solving skills. The application of 21st century skills through a variety of authentic learning opportunities will create students who can adapt to the academic, professional and social demands of the future. Full access to dynamic and sustainable technology will support our e-learners on their diverse educational journeys.

Our amazing team of highly trained educators and classified staff are supported by a collaborative community of parents, volunteers and business partners who share a commitment to meeting the needs of all students. Through strategic, forward-thinking professional development, staff will continuously hone their craft as they develop and deliver a powerful curriculum that engages all students. As the heart and soul of the Cambrian community, our district will explore infinite possibilities for learning as we prepare our students to become global citizens and leaders who rise to the challenges of their exciting, diverse, and ever-changing world.

## CORE VALUES

### ALL CHILDREN:

Have value  
Deserve respect  
Can learn  
Can succeed  
Have a right to the best education possible  
Can be lifelong learners



## OUR BELIEFS

### WE BELIEVE IN:

Valuing and teaching the whole child

Preparing all Cambrian students to be successful in addressing the challenges of the 21<sup>st</sup> century as global citizens

Honoring and encouraging the strengths of every child

Fostering a strong sense of community and creating a safe, orderly learning environment for all

Academic excellence that is built through collaboration and teamwork



# STRATEGIC AREAS

The five core goals of Cambrian School District Strategic Plan devise the areas of focus to ensure student achievement.



**Next Generation Student:** We will provide rigorous, highly engaging learning opportunities that will prepare all students to be successful global learners, contributors and leaders.



**Student Learning and Achievement:** Every student will achieve. We will provide and support engaging, high quality instruction that promotes active learning and achievement for all students. Achievement gaps will be eliminated.



**Resources-Human and Capital:** We will develop and utilize our fiscal resources and people to foster student achievement and the goals of the District.



**Extended Learning:** We will develop and provide extended learning opportunities to foster achievement, intentional ways to close the achievement gap and increase all student success.



**Cambrian Culture and Community:** We will promote a welcoming, transparent and inclusive environment for all parents, families and community stakeholders as partners in the education and support of all students' success



## FRAMEWORK FOR STUDENT LEARNING AND CREATING A CULTURE OF INNOVATION CORE COMPETENCIES

Competencies and Enduring Understanding	Communicator	Collaborator	Critical Problem Solver	Creator and Innovator	Global Contributor/Citizen
Attributes	Written Oral Digital Literacy Acute Across Modalities Listening/Learning	Respectful Engaged Flexible Inter-dependent Accountable	Problem Solver Creativity Creative Thinker Innovator	Socially Responsible Risk Taking Adaptability Perseverance Motivated	Values and Contributes Meaningfully to : <ul style="list-style-type: none"> <li>• Family</li> <li>• School</li> <li>• Neighborhood</li> <li>• State</li> <li>• Nation</li> <li>• World</li> </ul> Acts as a Global Citizen and Possesses Global Competence <ul style="list-style-type: none"> <li>• Language fluency</li> <li>• Global</li> <li>• Cultural competency</li> <li>• Cultural and Global Understanding</li> </ul>
Fundamental Attributes	<i>Attributes the system is going to nurture</i>				
	Emotional Intelligence Integrity Personal Responsibility		Intuitive Positive Growth Mindset Passionate		Resilience & Ability to Improve Self-Advocacy Self-Directed



# GOAL 1: NEXT GENERATION STUDENT

**Goal Statement:** We will provide rigorous, highly engaging learning opportunities that will prepare all students to be successful global learners, contributors and leaders.

Category	Desired Outcome	2018-19	2019-20	2020-21	2021-22	2022-23
U	Create, analyze and monitor student outcomes as it relates to Cambrian core competencies	Develop core competencies rubric				
		One capstone project for each school site				
U	Provide a variety of opportunities that embody the core competencies	Awareness as to global contributor in society				
U	Personalized learning opportunities for students that empower the self to achieve and tools to build confidence	Begin to personalize and provide student learning opportunities				
U	Students have opportunities to demonstrate global contributions	Create opportunities for students to make global contributions				
U	Expand integration of diversified experiential, project based learning (PBL) opportunities for students	Begin to expand across the District PBL opportunities for students to demonstrate learning				
U	Digital Learning embedded into the instructional day for student learning	Begin to identify and integrate Computer Science Standards (K-8 grade)				
U	Provide and develop programs that support the social, emotional and physical well-being of all students and staff (LCAP Goal 3)	All sites will pilot a Social Emotional Supplemental Curriculum				

Category: U=Universal (all) S=Supplemental I=Intensive



## **GOAL 1 INDICATORS (Metrics or indicators of success):**

- Brightbite Survey
- Rubric Core Competencies
- PBL Capstone
- Evidence of personalized learning
- Reduction of referrals via SWIS data
- School Climate Survey
- Technology Plan



## GOAL 2: STUDENT LEARNING AND ACHIEVEMENT

**Goal Statement:** Every student will achieve. We will provide and support engaging, high quality instruction that promotes active learning and achievement for all students. Achievement gaps will be eliminated.

Category	Desired Outcome	2018-19	2019-20	2020-21	2021-22	2022-23
U	Staff will utilize and implement best instructional practices with fidelity to support every student in exceeding grade level proficiency in the state standards (LCAP Goal 1)	Tier 1 best practices implemented at all sites with fidelity across the district and by grade level.				
U		Provide high quality extended learning opportunities for students to enrich and foster learning above and beyond level proficiency				
U	All students will have equal access to common core and supplemental instructional materials (Williams Act)					
U	Identify, develop, and use formative, interim, and summative assessments to measure students' performance and progress towards meeting or exceeding grade levels state standards (LCAP Goal 1)	Use of achievement teams amongst staff to evaluate student data and guide instruction (LCAP, 68)				
U	Increase the proficiency in English Learners	Staff will utilize and implement designated and integrated ELD to support all English Learners to achieve English proficiency and access state standards (LCAP, 49)				
U/S		All EL students will have access to Imagine Learning for language development (LCAP, 49)				
S		Provide high quality extended learning opportunities for students				

S		Provide tools to students as needed to ensure outside of school day access for Imagine Learning				
I	All school sites will implement Tier II interventions for struggling students needing additional services to meet grade level proficiency in state standards (LCAP Goal 1)	District MTSS leadership team will receive training and pilot the MTSS framework at 2 sites (LCAP, 75)				
I		MTSS leadership team will develop a plan for MTSS framework at all schools				
I		Continue to implement PBIS framework and Project Cornerstone (LCAP, 75)				
U		Clear Response to Intervention and Instruction processes for identification, assessment and services				
U		Bi-Literacy Pathway	Create seal of bi-literacy task force to develop a plan to implement a bi-literacy pathway			
U	Future Cambrian students will have access to high quality early education	Develop a comprehensive plan to provide access/availability to early childhood pre-K services				
U	Digital Learning embedded into the instructional day for student learning	Technology task force to develop 5 year technology plan				
		Ensure equal access for student tools across District				

Category: U=Universal (all) S=Supplemental I=Intensive



## **GOAL 2 INDICATORS:**

- California Assessment of Student Performance and Progress (CAASPP)
  - Physical Fitness Test (PFT)
  - English Language Proficiency Assessments for California (ELPAC)
  - Smarter Balanced Assessment Consortium (SBAC)
  - California Alternative Assessment (CAA)
  - California Science Test
  
- California School Dashboard
  
- School Climate Survey
  
- Tiered Fidelity Inventory (TFI)
  
- Imagine Learning Student Data
  
- Local Assessment Data
  - Developmental Reading Assessment (DRA)
  - Mathematics Assessment Research Service (MARS)
  
- Williams Act (Quarterly)



## GOAL 3: RESOURCES (Human and Capital)

**Goal Statement:** We will develop and utilize our fiscal resources and people to foster student achievement and the goals of the District.

Category	Desired Outcome	2018-19	2019-20	2020-21	2021-22	2022-23
U	The District will maintain a balanced budget	Funding priorities. Minimum reserve statement and policy. Revenue enhancement opportunities				
U	Future Cambrian students will have access to high quality early education	Develop a comprehensive plan to provide early childhood pre-K services				
U	Redevelopment of district owned facilities such as Metzler	Investigate the opportunities to redefine existing spaces for potential staff housing, after school center and/or preschool/early child learning opportunities				
U	Provide support and training to ensure a safe positive learning and working environment for students and staff (LCAP Goal 3)	Project Cornerstone training for yard duty staff, staff, and parents, PBIS and ICS Emergency Response to ensure staff is knowledgeable on how to respond				
U	Promote opportunities to maintain or increase student learning and attendance rates at all schools (LCAP Goal 3)	Continue with A2A monitoring, conferences, SARB and acknowledgement of student attendance (LCAP, 77)				
U		Update as needed independent study policy and communicate to families (LCAP, 77)				
U	Ensure school and district facilities are maintained (LCAP Goal 3)	Maintain 5 year needs/master plan for long term facility needs				

Category: U=Universal (all) S=Supplemental I=Intensive

U		Continue to provide new teacher and administrative training via BTSA, EPIC and admin tier II. BTSA (14), EPIC (5) and Admin (1)				
U/ S/ I	Recruit and retain highly qualified staff (LCAP Goal 2)	Provide professional learning opportunities for staff based on need and interest for continuous improvement				
U		Explore options for daycare dedicated for employees' students during the work day and or employee housing				
U		Develop social, emotional practices and resources to support staff				
U		Provide training, time and resources for staff for continuous improvement by implementing best practices and providing professional development for staff (LCAP Goal 2)	Specific professional development with math, GLAD, NGSS, Writer's Workshop and ELA/ELD framework (LCAP, 61)			
U	Provide access to and mastery of 21st century learning next generation tools, resources and skills for staff and students with integration of instructional technology; professional development on integrating 21st century skills, tools and teaching strategies (LCAP Goal 2)	Complete an inventory of current resources				
U		Create a technology infrastructure				
U		Create process for app and technology request				

Category: U=Universal (all) S=Supplemental I=Intensive



## **GOAL 3 INDICATORS:**

- Financial Statements
- Preschool Implementation Plan
- Attendance Rates Increase
  - Chronic Absenteeism rate decrease
- Facility Development Study
- Professional Needs Assessment
- Brightbite Survey
  - Access to technology
  - Digital citizenship modules
- 5 Year Facilities Plan Monitored
- Technology Plan
- Daycare/ Housing Study



## GOAL 4: EXTENDED LEARNING

**Goal Statement:** We will develop and provide extended learning opportunities to foster achievement, intentional ways to close the achievement gap and increase all student success.

Category	Desired Outcome	2018-19	2019-20	2020-21	2021-22	2022-23
U	Enrichment and Extension Classes	Explore and provide extended enrichment learning opportunities beyond the school day at all sites (LCAP, 85)				
U/S /I	Targeted After School Activities and Programs	Additional or extended learning time for at risk students (LCAP, 53)				
		Variety of after school programs for and equal access for all students				

Category: U=Universal (all)    S=Supplemental    I=Intensive



## **GOAL 4 INDICATORS:**

- **Preschool Implementation Plan**
  
- **Cost Benefit Analysis**
  - **Enrichment Programs/Participation**
  
- **Measure Growth**



## GOAL 5: CAMBRIAN CULTURE AND COMMUNITY

**Goal Statement:** We will promote a welcoming, transparent and inclusive environment for all parents, families and community stakeholders as partners in the education and support of all students' success.

Category	Desired Outcome	2018-19	2019-20	2020-21	2021-22	2022-23
U	Provide opportunities to increase student, staff, parents and community partners input in schools and districts events/activities, advisory committees and task force (LCAP Goal 4)	Intentional outreach inviting various stakeholders to participate on committees and task force to inform decisions (LCAP, 35)				
U	Create each school's own unique identity and area of focus	Begin site based conversations as to the core identity and offerings at each school site				
S	Provide a variety of parent education/classes and district parent information events (LCAP Goal 4)	Continue and enhance parent workshops and trainings such as Project Cornerstone Parent Education Series, content training, explore and develop parenting courses to support child development				
U	Provide opportunities to increase staff, parents and community partners' participation in schools and districts committees and task force (LCAP Goal 4)	Provide various options for interaction between staff, community and parents				
U	Promote ongoing and open communication among all stakeholders that maintains a culture of respect, integrity, and inclusion (LCAP Goal 4)	Continue to enhance content with school/District websites, school communication tools, and provide highlights to topics				
		Ensure school newsletters are accessible for all				
		Consistent ways to ensure key messages shared across District				

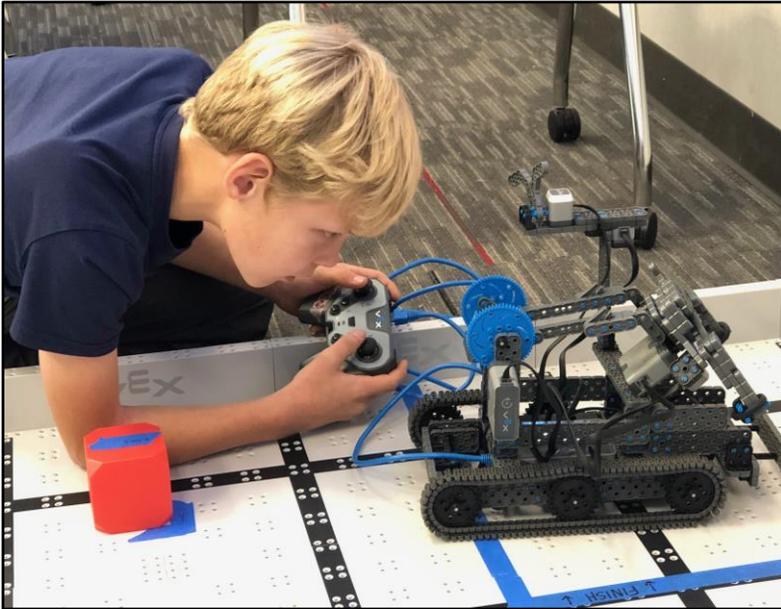
Category: U=Universal (all) S=Supplemental I=Intensive



## **GOAL 5 INDICATORS:**

- School Climate Survey
- District English Learner Advisory Committee (DELAC) Needs Assessment
- Bi-literacy Pathway
- Parent Local Control Accountability Plan (LCAP) Survey
- Participation District and School Site Rate
  - Parent Classes
  - Community meetings and Classes
- Project Cornerstone Survey
- School Site, Staff and/or Community to define Self/School

# LOCAL CONTROL ACCOUNTABILITY PLAN GOALS



## LCAP Goal 1:

### High Academic Achievement

Provide high quality and dynamic instructions for all students while preparing them for the 21<sup>st</sup> century college and career readiness.

## LCAP Goal 2:

### Effective Leadership, Teaching and Learning

The Cambrian School District and school sites will provide highly qualified staff through recruitment, retention and professional development so every student thrives.





**LCAP Goal 3:**  
**Positive School Environment, Climate and Culture**

The Cambrian School District and school sites will provide a supportive, orderly and purposeful environment so that students can reach their full academic potential.

**LCAP Goal 4:**  
**Strong Parent and Community Engagement**

The Cambrian School District and school sites will promote a welcoming and inclusive environment for all parents, families and community stakeholders as partners in the education and support of all student's success in school.

