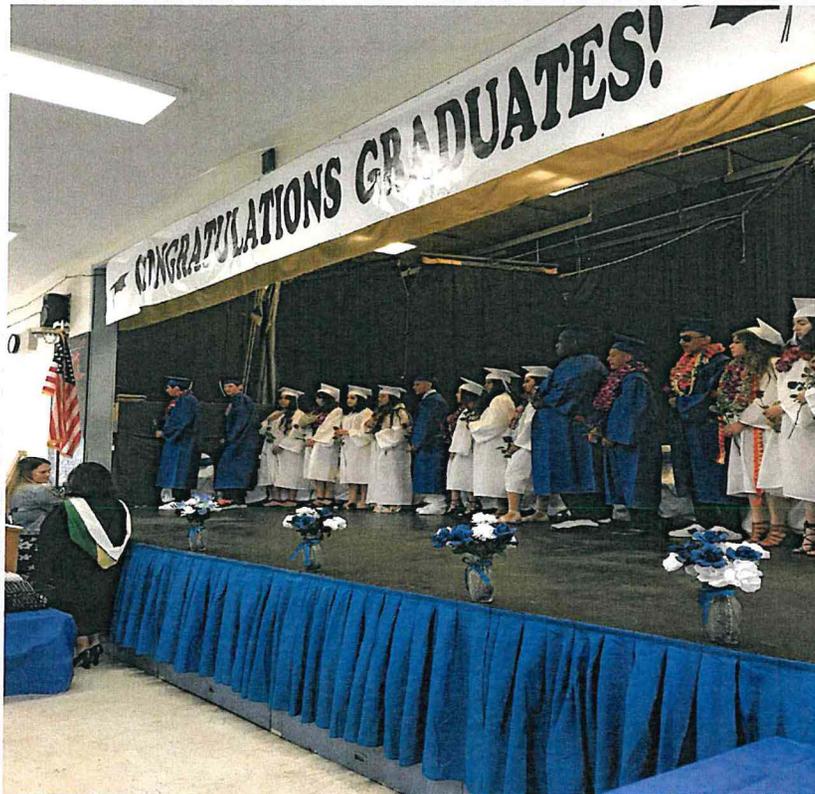


2024 Strategic Plan - DRAFT





NUSD Students are College and Career Focused

Superintendent's Message

On behalf of the Newark Unified School District, I am pleased to present our strategic plan, "Full Steam Ahead: Blueprint 2025." We have purposefully built on the impressive legacy of this school district while providing new direction for the future. We believe this blueprint has the potential to move NUSD from a very good school district to a great school district.

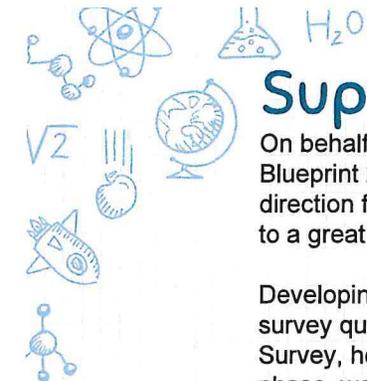
Developing the strategic plan was a true collaborative process that documented over 5,000 conversations, survey questions, and comments. In the fall of 2016, we engaged stakeholders via a Superintendents Community Survey, home visits, school visits, employee interviews, and parent/guardian conversations. During this listening phase, we also engaged stakeholder groups, along with current leaders from the business, higher education, faith-based, and civic communities, as well as parents, students, teachers, principals, and central office staff.

The purpose of this extensive data gathering was to gain an understanding of the strengths and needs of the district from the perspective of its internal and external stakeholders. This blueprint captures those perspectives and translates them into a set of informed top priorities for our new strategic plan.

Our student group was particularly active and contributed insightful suggestions based on their lived experiences in our schools. They called for more passionate teaching that applies learning to the real world and personalizes learning when necessary, better strategies to meet the needs of struggling students, later school start times to improve student attendance, more proactive guidance to prepare students for college and careers, and a more prominent student voice to inform school and district decisions.

Parents called for more relational, two-way communication with schools, and improved programming within Science, Technology, Engineering and Mathematics (STEM) and Science, Technology, Engineering, Arts and Mathematics (STEAM), as well as a strong interest in Dual Language programming – specifically English/Spanish and English Mandarin. There was also interest in exploring PreK-8 educational programming that would minimize grade level transitions.

Teachers prioritized the need for a shared curriculum, focused professional development to integrate technology and instruction more effectively, and more school-based instructional support, as well as a distribution of resources based on student needs.



Many community stakeholders urged that we create stronger external partnerships with businesses, local regional colleges, universities, government, and career-focused institutions within Newark. Towards that end, I will launch a new external initiative called the “NUSD 2025 Steering Committee” which will consist of committed external teams that believe in and reflect our NUSD graduate profile. In order to ensure equity and excellence, I will also be calling for the proactive placement and guidance of all of our secondary students in career pathway course. We will call this internal effort the “Secondary Realignment Plan.”

We are creating a whole system of excellence, rather than pockets of excellent schools. We are reducing learning disparities and raising expectations at the same time. NUSD must ensure every school accelerates learning to close its expectation gap and every school provides college and career readiness through a range of accessible, high-quality pathways and partnerships. In short, we need to prepare all students for the world they live in now and the one they will inhabit in the future. As a community, investing in this vision will reap economic, civic, and personal benefits that multiply with each year that we advance this plan.

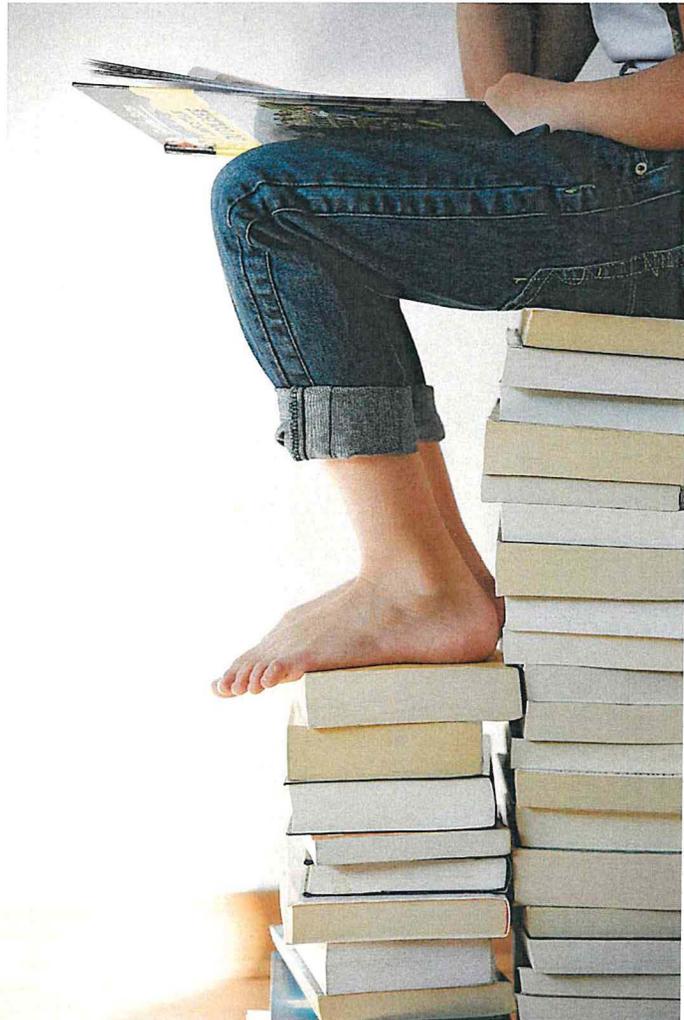
The Blueprint sets forth a shared vision that is purposeful and directed toward setting higher standards for our students and ourselves, always driven by values of equity and excellence. The Blueprint holds all of us accountable to measurable goals that will drive student success now and in the future. Our goal metrics are a combination of qualitative, quantitative, and perception data.

The achievements of this plan will continue to rest on sustained community engagement and transparent continuous improvement progress monitoring. We will ensure ample opportunity for student voices in progress monitoring activities via a “Secondary Superintendent Advisory Committee”.

In conclusion, we are committed to strong, positive relationships with our labor partners. As such, the implementation of these goals and targeted measures will be in concert with our obligations under collective bargaining agreements and applicable labor laws.

I hope you share in my enthusiasm as we move *Full STEAM Ahead* and work together with our amazing students, outstanding staff, and engaged community.
Sincerely,

Patrick Sánchez,
Superintendent



Vision

NUSD will inspire and educate all students to achieve their fullest potential and be responsible, respectful, and productive citizens.

Mission

NUSD, in partnership with the community, will be a model of world-class education that develops the unique abilities of every student.

CORE VALUES

Equity

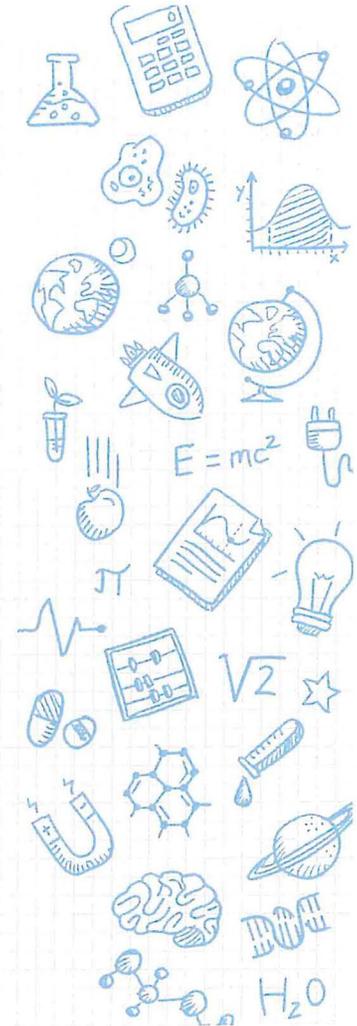
Student Equity means that all students have equal access to quality staff, courses, activities, services, and resources based on their individual needs.

Excellence

Student excellence is a balance of rigorous academic, social, and career-readiness skills.

Community

Community engagement is **proactive involvement** of stakeholders in school district priorities and partnerships.

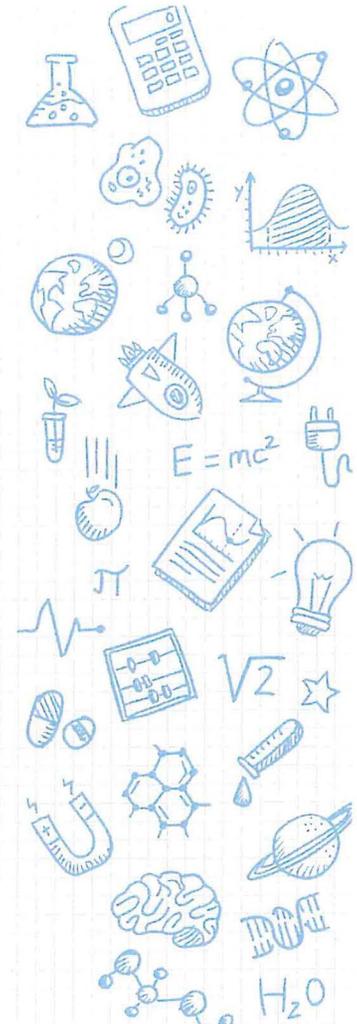


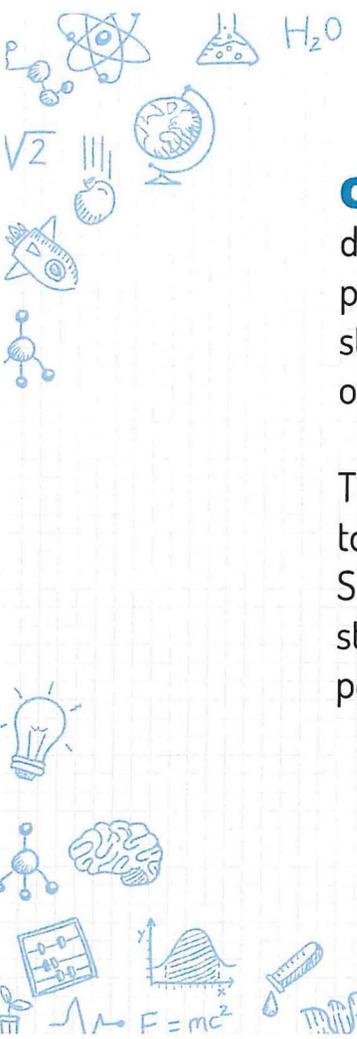
Our Three Strategic Imperatives: District Goals

NUSD's strategic imperatives, or district goals, and targeted measures (quantitative, qualitative, and perceptual) that are essential toward achieving our desired results. Our strategy assumes an active, continuous improvement system with oversight.

The strategic imperatives drive our work and focus our efforts toward accomplishing our mission and vision for our students.

1. Newark Unified School District will provide academic excellence via equity and opportunities for all students.
2. Newark Unified School District will establish financial stability and fiscal solvency in order to drive continuous improvement
3. Newark Unified School District will increase our enrollment.





Our Strategy - Consists of NUSD's three strategic imperatives, or district goals, and targeted measures (quantitative, qualitative, and perceptual) that are essential toward achieving our desired results. Our strategy assumes an active, continuous improvement system with oversight.

The three Strategic Imperatives drive our work and focus our efforts toward accomplishing our mission and vision for our students. Each Strategic Imperative has a specific set of objectives and implementation strategies followed by a set of key indicators that measure our performance over the five years of the plan.



NUSD Continuous Improvement Model

NUSD instructional oversight is rooted in a continuous improvement process. Continuous improvement refers to any process that unfolds progressively, that does not have a fixed or predetermined end point, and that is sustained over extended periods of time. We call it "getting better at getting better."

In NUSD, we have developed a continuous improvement model which serves as the engine that drives us forward in constantly achieving our district's strategic imperatives, or district goals. It consists of four key phases:

- Analyze & Reflect
- Develop A Goal
- Action
- Evaluate



The Newark Unified School District Way: A TK-12 Shared Blueprint

NUSD Graduate Profile

NUSD graduates are prepared to be college and career ready and responsible, contributing citizens. Successful NUSD students engage and persist in learning; they actively seek help and demonstrate skills for their chosen professions.

NUSD Schools

NUSD schools offer a well-rounded, relevant, standards-based curriculum that serves the whole child. Effective NUSD schools engage students to meet their diverse needs, and promote excellent teaching and parent involvement.

NUSD Classrooms

Effective NUSD classrooms are welcoming to all students, with caring teachers, joy and engagement in learning, and students all working to their potential.

NUSD School/District Staff

Effective school/district staff members care deeply about students, make student-centric decisions, work with team members toward the common goal of high achievement for all, and instill a sense of hope and belief in students.

NUSD Instruction

Quality instructional programs are rigorous and aligned to California State Common Core Standards (CCSS), support individualization and group differentiation through teaching, coaching, and mixed resources, and offer career pathways beginning in middle schools.

NUSD School and District Offices

Effective school offices and district offices support each other's success, set a clear vision, and help all students succeed; they provide high impact resources and support transparent communication tied to clear expectations. We also believe the point of change is the classroom and the unit of change is the school, therefore, the school district exists to support those two critical elements of our district.

OBJECTIVES Continued

Instructional Model

Provide school-based training for teacher teams.

Create a working instructional model that captures the school's lesson design priorities that are aligned to performance targets.

Provide tools and professional development for teacher creation of high impact lessons, formative assessments, and units for career pathways.

Create common planning for PLC teams to engage in research, reflection and differentiation.

Career Pathways

Partner with community and businesses to stimulate the creation of multiple career pathways and STEAM offerings to ensure career-ready graduates.

Implement rigorous career pathways and STEAM offerings through local business partnership plans for secondary schools (7-12).

Implement rigorous vertical curricula for multiple new career pathway courses and STEAM offerings.

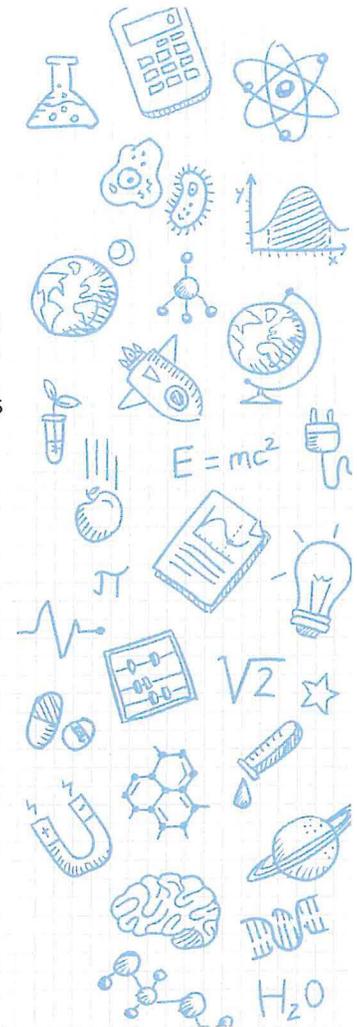
College and Career Readiness

Support college entry and completion strategies to close the college gap through counselors and college/career fairs.

Increase the enrollment in Advanced Placement courses.

Adopt college guidance and support strategies that close the gaps and ensure equitable access for all students.

Partner with Ohlone Community College to increase dual enrollment opportunities.



Site	Dashboard Focus Area	Dashboard Rating*	Baseline	Target	Progress Monitoring	Link to Plans
BGP	English Learner	N/A	80%	85%	<i>Same as District. Additional Local Data will be collected by teachers for report cards and differentiation.</i>	Single Plan for Student Achievement (SPSA)
	ELA	N/A	77%	87%		
	Math	N/A	68%	78%		
BGI	English Learner	Orange	67%	72%	<i>Same as District. Additional Local Data will be collected by teachers for report cards and differentiation.</i>	Single Plan for Student Achievement (SPSA)
	ELA	Yellow	46%	56%		
	Math	Green	48%	58%		
Graham	English Learner	Green	76%	81%	<i>Same as District. Additional Local Data will be collected by teachers for report cards and differentiation.</i>	Single Plan for Student Achievement (SPSA)
	ELA	Orange	33%	43%		
	Math	Orange	24%	34%		

Site	Dashboard Focus Area	Dashboard Rating*	Baseline	Target	Progress Monitoring	Link to Plans
Kennedy	English Learner	Green	81%	86%	<i>Same as District. Additional Local Data will be collected by teachers for report cards and differentiation.</i>	<u>Single Plan for Student Achievement (SPSA)</u>
	ELA	Yellow	53%	63%		
	Math	Yellow	52%	62%		
Lincoln	English Learner	Orange	75%	80%	<i>Same as District. Additional Local Data will be collected by teachers for report cards and differentiation.</i>	<u>Single Plan for Student Achievement (SPSA)</u>
	ELA	Yellow	53%	63%		
	Math	Yellow	46%	56%		
Musick	English Learner	Orange	73%	78%	<i>Same as District. Additional Local Data will be collected by teachers for report cards and differentiation.</i>	<u>Single Plan for Student Achievement (SPSA)</u>
	ELA	Orange	42%	52%		
	Math	Yellow	33%	43%		

Site	Dashboard Focus Area	Dashboard Rating*	Baseline	Target	Progress Monitoring	Link to Plans
Schilling	English Learner	Orange	65%	70%	<i>Same as District. Additional Local Data will be collected by teachers for report cards and differentiation.</i>	<u>Single Plan for Student Achievement (SPSA)</u>
	ELA	Orange	24%	34%		
	Math	Orange	21%	31%		
Snow	English Learner	Green	71%	76%	<i>Same as District. Additional Local Data will be collected by teachers for report cards and differentiation.</i>	<u>Single Plan for Student Achievement (SPSA)</u>
	ELA	Orange	43%	53%		
	Math	Orange	40%	50%		
NJHS	English Learner	Green	95%	97%	<i>Same as District. Additional Local Data will be collected by teachers for report cards and differentiation.</i>	<u>Single Plan for Student Achievement (SPSA)</u>
	ELA	Orange	45%	55%		
	Math	Yellow	39%	49%		

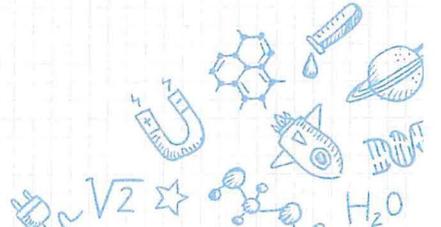
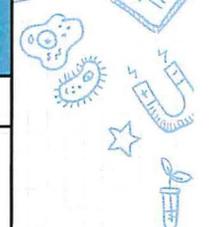
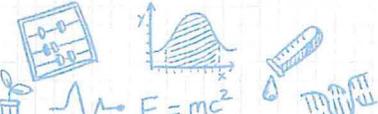
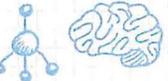
Site	Dashboard Focus Area	Dashboard Rating*	Baseline	Target	Progress Monitoring	Link to Plans
NMHS	English Learner	Green	71%	76%	Same as District. Additional Local Data will be collected by teachers for report cards and differentiation.	Single Plan for Student Achievement (SPSA)
	Grad Rate	Green	93%	95%		
	ELA	N/A	61%	71%		
	Math		24%	34%		
Bridgepoint	English Learner	DASS will be released Dec. 2018			Same as District. Additional Local Data will be collected by teachers for report cards and differentiation.	Single Plan for Student Achievement (SPSA)
	Grad Rate					
	ELA		27%	37%		
	Math		3%	13%		
Crossroads	English Learner	DASS will be released Dec. 2018			Same as District. Additional Local Data will be collected by teachers for report cards and differentiation.	Single Plan for Student Achievement (SPSA)
	Grad Rate					
	ELA		60%	70%		
	Math		14%	24%		

FCMAT Recommendations		Anticipated Completion Date	Status	Link to FCMAT Report
One - Time Funding for Ongoing Expenses				
1X01	Develop a fiscal recovery plan to eliminate the district's structural deficit in the general fund.	Complete	Completed at first interim	FCMAT Report
1X02	Refrain from using one-time resources to fund ongoing operational expenses.	Complete	Implemented with adjustments at first interim 17/18 for 18/19	
1X03	Evaluate whether the use of one-time funding for operational expenses adversely affects the Form Current Expense of Education in SACS.	Complete	Completed not struggling to make CEA	

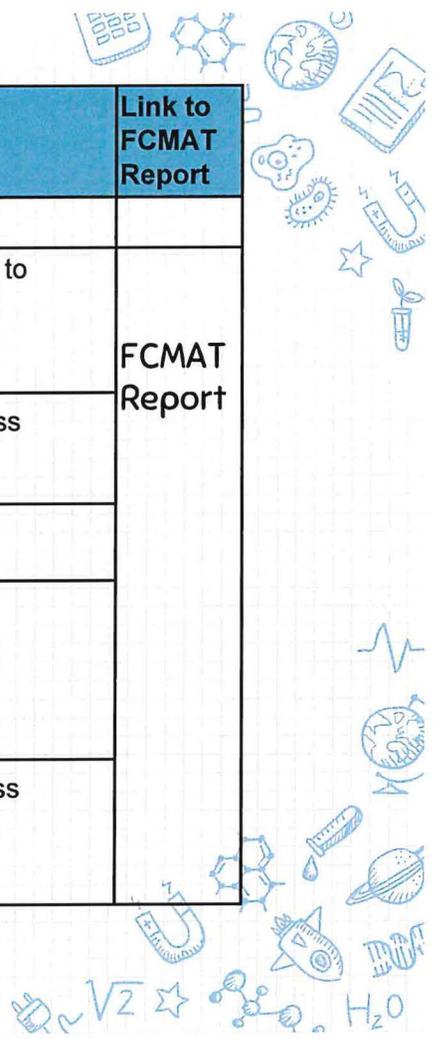
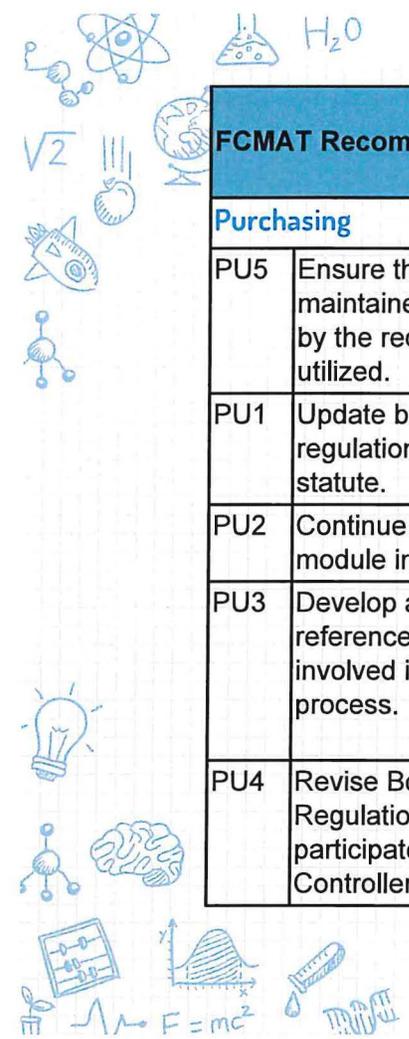
FCMAT Recommendations		Anticipated Completion Date	Status	Link to FCMAT Report
Budget Development				
BD1	Submit information in a monthly budget report to the school board connecting the district budget to each of its goals and objectives and trends in student achievement.	In Progress	Task for New CBO	FCMAT Report
BD2	Along with the monthly budget report, also present a brief analysis of relevant changes from the previous month, including but not limited to changes in operating costs, active and retiree benefit trends, salary and benefits as percentage of all expenditures, contributions to restricted programs, ongoing vs. one-time resources, general fund deficits and projected balances of reserve funds and cash flow for all funds.	In Progress	Task for New CBO	
BD3	Continue to avoid unadjusted rollovers of prior year budget amounts when preparing the budget and multi year financial projections.	Complete		
BD4	Until formal desk manuals for budget development procedures are created continue to use the binder provided by the previous CBO. Ensure that each staff member has a thorough knowledge of the information in the binder and the part their position plays in budget development. This will improve the efficiency and accuracy of budget data and maintain continuity of procedures in the event of staff turnover.	In Progress	Task New CBO	
BD5	Continue to improve communications about the district's budget through easy-to-understand narratives.	Complete & On Going	Narratives & study sessions complete.	

FCMAT Recommendations		Anticipated Completion Date	Status	Link to FCMAT Report
Budget Monitoring				FCMAT Report
BM1	Review all budgets monthly. When funds are limited, a frequent review can help prevent variances between budgeted and actual expenses at year-end closing.	Complete		
BM2	Prepare a monthly budget to actual summary report for all funds to be presented at a regular board meeting.	In progress	Lowell Shira	
BM3	Minimize budget entries using the Escape system's ability to create new budget models from position control during critical reporting times and post that information to the working budget.	Complete		
BM4	Continually report at board meetings the need for and cause of budget adjustments and how they affect the ending fund balance.	Ongoing		

FCMAT Recommendations		Anticipated Completion Date	Status	Link to FCMAT Report
Position Control				
PC1	Continually review and monitor certificated staff assignments and class sizes to ensure staffing levels are appropriate and cost-effective.	In progress	HR & Bus Svc Responsibility	FCMAT Report
PC2	Set up biannual inter-departmental meetings to reconcile position control to site/department staff lists and to payroll	In progress	Completed for this 17/18	
PC3	Train all staff on how their work affects others in the district office	In progress	Cross training of staff	
PC4	Ensure that all staff members have the opportunity for professional development in their respective areas.	Complete	All business office staff offered either Escape / CASBO PDI or both.	



FCMAT Recommendations		Anticipated Completion Date	Status	Link to FCMAT Report
Purchasing				
PU5	Ensure that the master list of contractors is maintained, and trade journals are notified by the required deadline when CUPCAA is utilized.	In progress	Vanir has maintained, will need to transition to new MOT Director	FCMAT Report
PU1	Update board policies and administrative regulations so they reflect changes in statute.	On going	Board Policy Updates in process throughout Business areas.	
PU2	Continue the use of the online purchasing module in Escape Technologies.	Complete	Implemented	
PU3	Develop a purchasing handbook as a reference guide for all district personnel involved in any aspect of the purchasing process.	In Progress	New CBO Task	
PU4	Revise Board Policy and Administrative Regulation 3311 to indicate that the district participates in the Office of the State Controller's CUPCCAA program.	In Progress	Board Policy Updates in process throughout Business areas.	



FCMAT Recommendations		Anticipated Completion Date	Status	Link to FCMAT Report
Accounts Payable				
AP1	Provide ongoing professional development for the accounting technician responsible for accounts payable	Complete	All business office staff offered either Escape / CASBO PDI or both.	FCMAT Report
AP2	Consider using pay vouchers, rather than purchase orders, to pay for non discretionary expenditures, such as utilities that are approved in the adopted budget.	Complete	Escape designed around purchase orders rather than pay vouchers. We will continue with them.	

FCMAT Recommendations		Anticipated Completion Date	Status	Link to FCMAT Report
Accounts Receivable				
AR1	Provide ongoing professional development for the accounting technical responsible for accounts receivable	Complete	All business office staff offered either Escape / CASBO PDI or both.	FCMAT Report
AR2	Include another position in the accounts receivable process to establish appropriate segregation of duties, strengthen internal controls, and provide a backup when needed.	Complete	No funding for additional position at this time.	
AR3	Establish a tickler file at year-end closing to remind the business office to invoice outside users for contractual agreements, such as rents and leases, if they are not invoiced monthly.	Complete	A/R staff tracks contractual payments	

FCMAT Recommendations		Anticipated Completion Date	Status	Link to FCMAT Report
Payroll				
PY1	Continue using the personnel action form as the vehicle to notify Payroll of employee changes.	Complete	"Continue" - already implemented.	FCMAT Report
PY2	Set up monthly meetings between the Human Resources and Payroll staff approximately one week before the payroll closes to address any issues and answer questions regarding changes.	In Progress	Established.	
PY3	Continue to balance the payroll from month to month to ensure proper payment to each employee.	Complete	"Continue" - already implemented.	

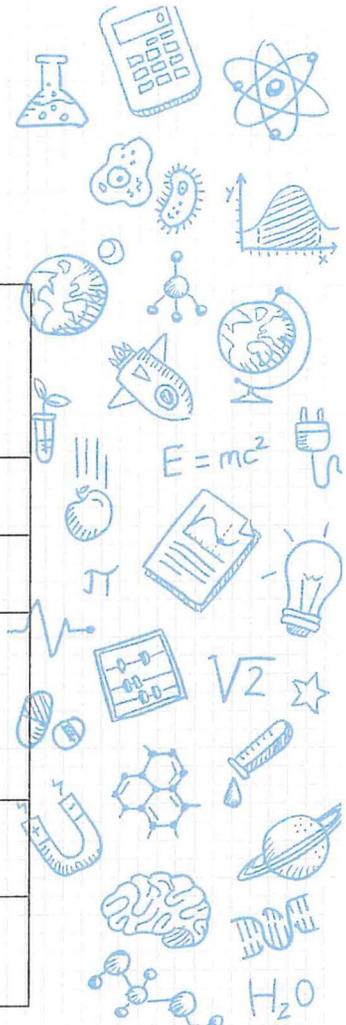
FCMAT Recommendations	Anticipated Completion Date	Status	Link to FCMAT Report
Associated Student Body and School Related Organizations Oversight			FCMAT Report
ASB1	Ensure that the district complies with laws, regulations and district policies governing ASB accounting and related practices.	Ongoing	ASB Manual has been provided to all relevant staff and is on the District website
ASB2	Assign individual business office staff members to address each audit exception, and hold them accountable for the proper and timely resolution of each exception. Include a timeline for completion before the end of each fiscal year.	Complete	All audit exceptions addressed. No findings in 16/17.
ASB3	Ensure that the business office periodically reviews the status of the audit findings to ensure compliance and provide additional training as needed.	Complete	All audit exceptions addressed. No findings in 16/17
ASB4	Separation of ASB and other site cash receipts for lost books	Complete	ASB Manual has been provided to all relevant staff and is on the District website. IT's procedures are our standard procedures in all these areas.
ASB4	Rotation of staff for gate receipt handling	Complete	ASB Manual has been provided to all relevant staff and is on the District website. IT's procedures are our standard procedures in all these areas.
ASB4	Ensuring that all staff follow purchasing procedures	Complete	ASB Manual has been provided to all relevant staff and is on the District website. IT's procedures are our standard procedures in all these areas

FCMAT Recommendations		Anticipated Completion Date	Status	Link to FCMAT Report
Associated Student Body and School Related Organizations Oversight				FCMAT Report
ASB4	Use of revenue potential forms	Complete	ASB Manual has been provided to all relevant staff and is on the District website. IT's procedures are our standard procedures in all these areas.	
ASB4	Issuance of receipts for all cash received in the ASB office	Complete	ASB Manual has been provided to all relevant staff and is on the District website. IT's procedures are our standard procedures in all these areas.	
ASB4	Timely and accurate bank reconciliation	Complete	ASB Manual has been provided to all relevant staff and is on the District website. IT's procedures are our standard procedures in all these areas.	
ASB4	Sufficient separation of duties	Complete	ASB Manual has been provided to all relevant staff and is on the District website. IT's procedures are our standard procedures in all these areas.	
ASB4	Rotation of staff for gate receipt handling	Complete	ASB Manual has been provided to all relevant staff and is on the District website. IT's procedures are our standard procedures in all these areas.	
ASB5	Provide the FCMAT ASB manual to all ASB staff	Complete	ASB Manual has been provided to all relevant staff and is on District website.	
ASB6	Provide ASB staff with training on sound internal control procedures.	Complete	ASB training offered by ACOE to all handling ASB funds.	

FCMAT Recommendations		Anticipated Completion Date	Status	Link to FCMAT Report
Bond Oversight				FCMAT Report
BO1	Continue to have the citizens' oversight committee review annual, independent financial and performance audits.	Complete and ongoing	"Continue" - already implemented.	
B02	Ensure that the committee physically inspects the school buildings and grounds.	Complete and On going	Implemented. All site visits for 17/18 completed as of 4/4/18.	
B03	Continue to have the committee review the deferred maintenance plans and prepare reports to the governing board	Complete and ongoing	New DM plan is part of Facilities Master Plan RFP.	
B04	Ensure that the committee reviews district efforts to maximize bond revenues through implementation of cost-containment measures.	Complete and ongoing	"Continue" - already implemented.	

Strategic Imperative 2 Superintendent Priorities

Task	Anticipated Completion	Status	Comment
Elimination of all deficit spending			
Build reserves.			
In order to ensure academic success for every student, we must address the need for responsible and solvent fiscal practices.			
address the need for responsible and solvent fiscal practices.			
Implementation of FCMAT recommendations.			



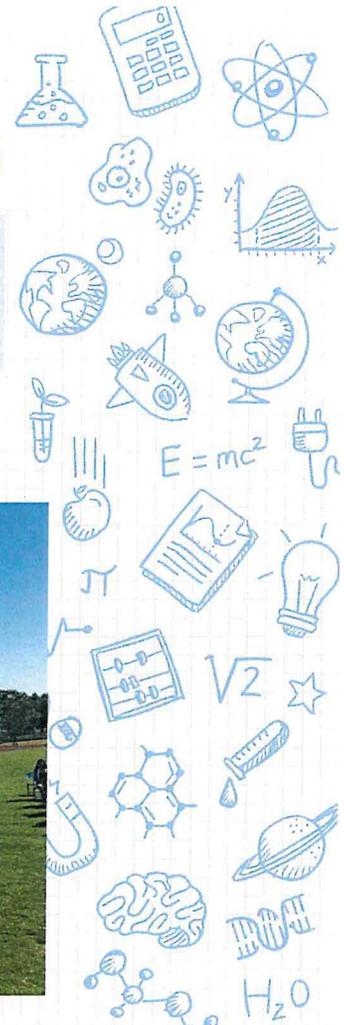
Strategic Imperative: 3

The Newark Unified School District will increase our enrollment.

AREA OF FOCUS:

Student enrollment and service is critical to the success of NUSD.

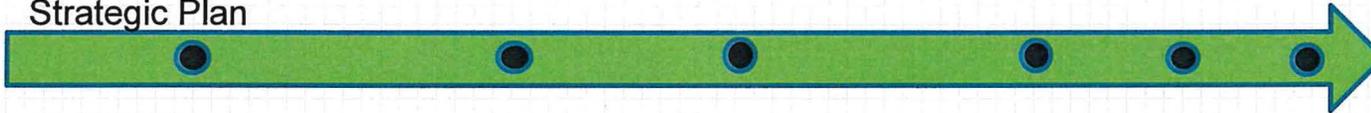
- Establish Enrollment Committee with membership from each Collective Bargaining Group by September 2018.
- Develop employee incentives for increased enrollment.
- Develop a communication Plan.
- Each school will develop a marketing plan.
- The District will develop a marketing plan.
- District will identify areas of strength in programming.
- Development of a communication plan.
- Complete a Facility Master Plan that is aligned with the Strategic Plan.
- Develop a quarterly NUSD Newsletter.
- Develop a district marketing committee.



2018-2019 School Year

August	September	October	November	December	January	February	March	April	May
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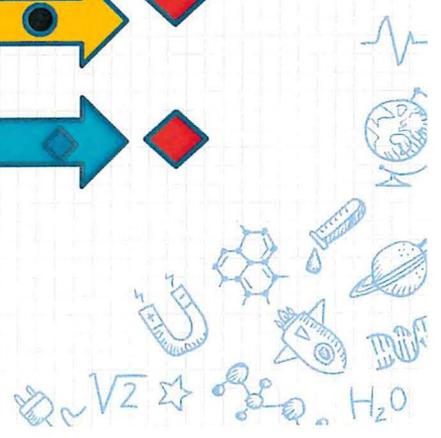
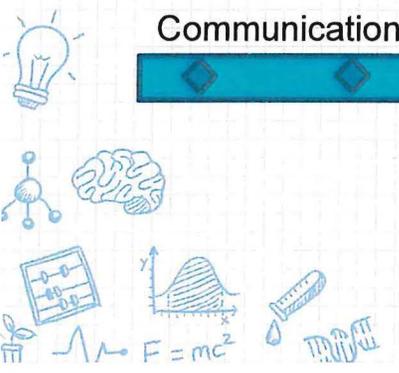
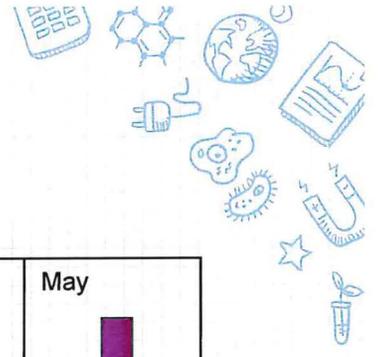
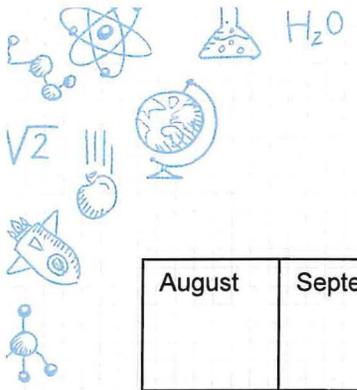
Strategic Plan

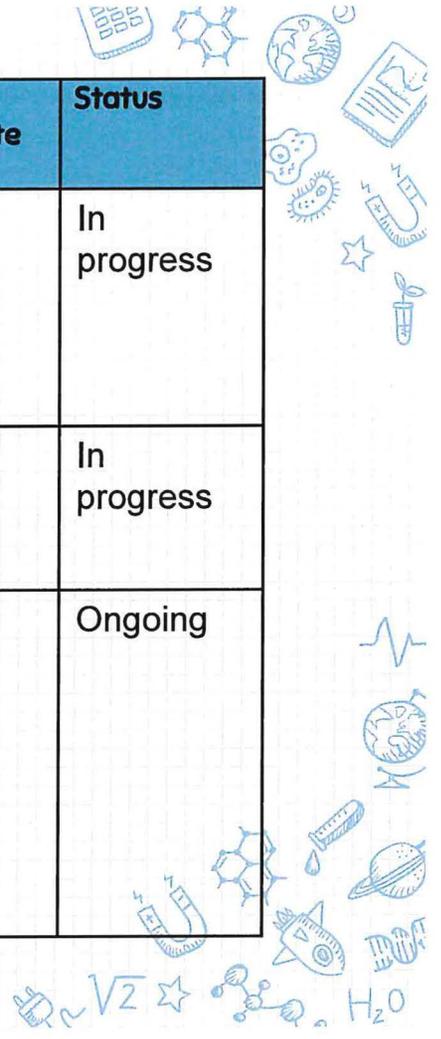
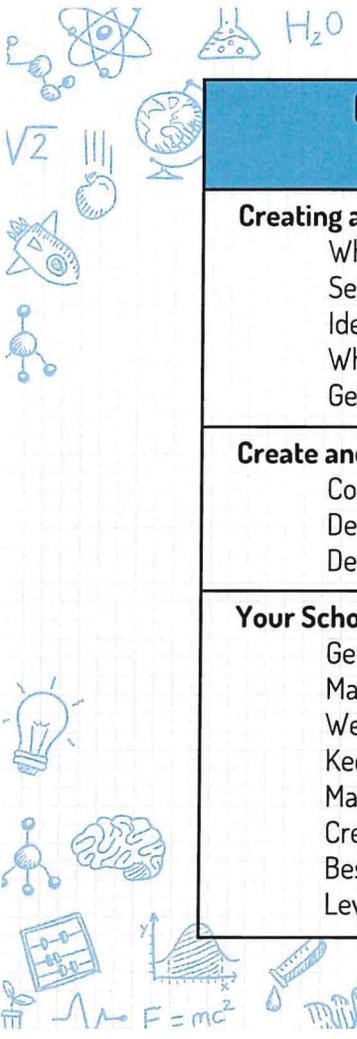


Facilities Master Plan

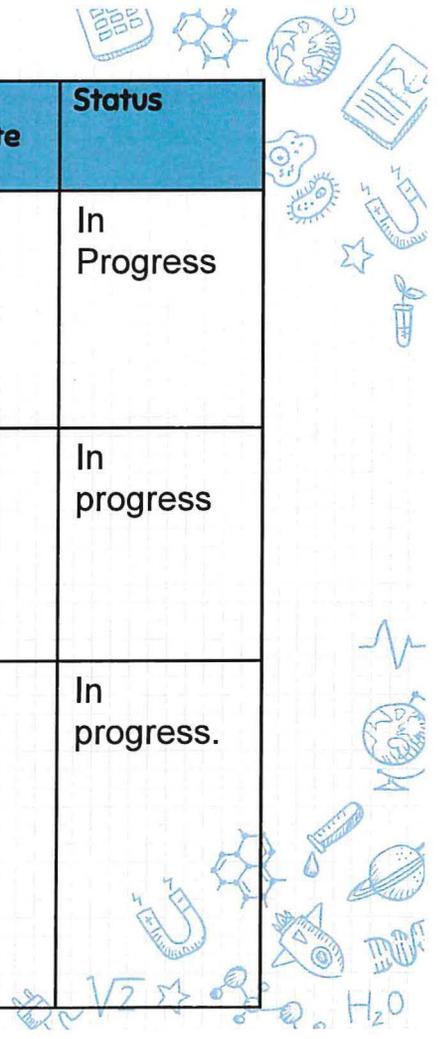
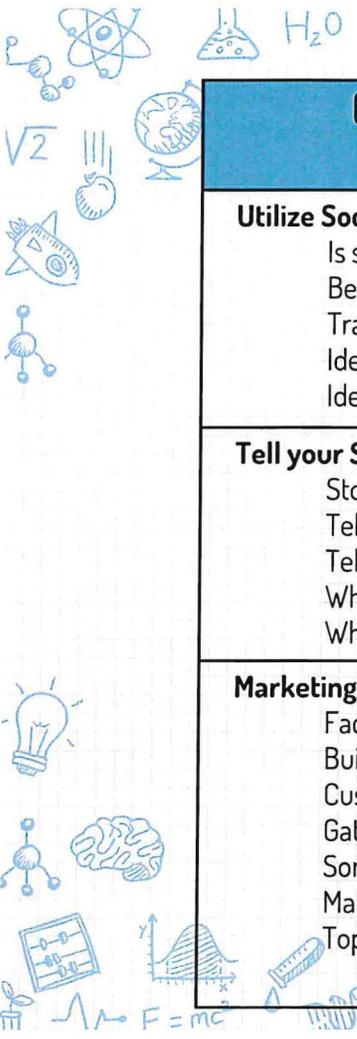


Communication/Public Engagement Plan





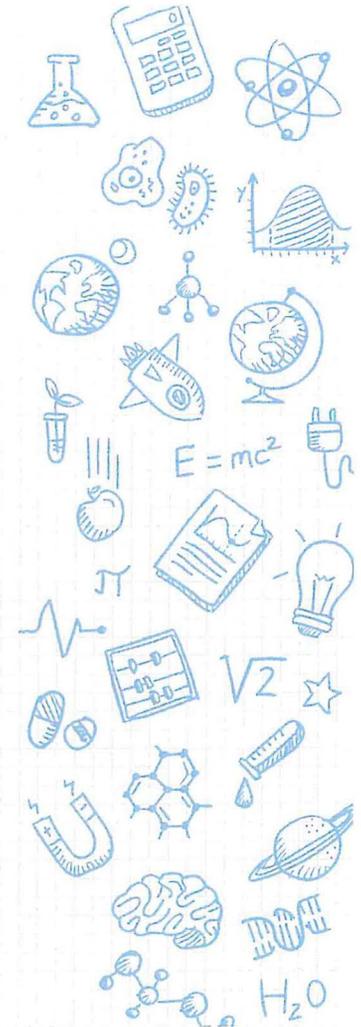
District & School Marketing Plan	Anticipated Completion Date	Status
Creating a Marketing Plan What makes your school a great choice Set specific measurable goals Identify your target audience needs What are your key messages Getting the word out	December 2018	In progress
Create and Maintain a Positive, Consistent Image Consistency and branding Develop strong media relations Develop strong media relations, continued	TBD	In progress
Your School Website Get found Make it informative Website checklist Keep it current Make it friendly Create your standards Best practice management Leverage the load – it's another option	Complete	Ongoing



District & School Marketing Plan	Anticipated Completion Date	Status
Utilize Social Media Platforms Is social media a fad Benefits of using social media Transparency = Trust Ideas for using social media Ideas for using social media, continued	TBD	In Progress
Tell your Stories Stories are more than just news Tell an effective story Telling an effective story continued Where to find those great stories, continued Where to use a story	Quarterly	In progress
Marketing Strategy Campaign Ideas Facebook Campaigns and Contests Building Parent Engagement Customer Service – Marketing at its Finest Gathering Testimonials Some Word-of-Mouth Marketing Make submitting testimonials easy Top testimonial tips	TBD	In progress.

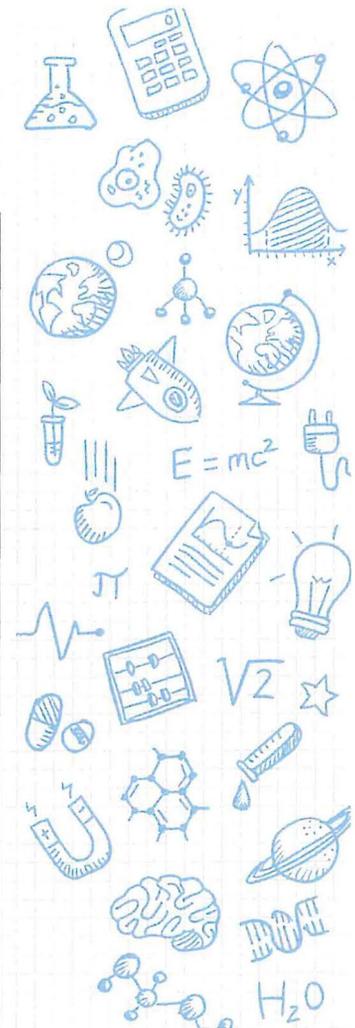
Community Engagement/Communication Focus Areas

- ✓ Establish a series of town hall meetings for the purpose of communication and input relative to the strategic and facilities master plan.
- ✓ Create a STEAM Steering Committee that will advise and guide the superintendent on implementation and communication of overarching implementation of Strategic Plan.
- ✓ Develop a status report relative to remaining funds from the Ruschin Sales proceeds and Measure G for purposes of board direction and Study Sessions.
- ✓ Publish a Draft Board Study Session Calendar.
- ✓ Develop a communication plan and quarterly newsletters for all stakeholder groups.



Strategic Imperative 3 Superintendent Priorities

Task	Anticipated Completion	Status	Comment
Establish a series of town hall meetings for the purpose of communication and input relative to the strategic and facilities master plan.			
Create a STEAM Steering Committee that will advise and guide the superintendent on implementation and communication of overarching implementation of Strategic Plan.			
Develop a status report relative to remaining funds from the Ruschin Sales proceeds and Measure G for purposes of board direction and Study Sessions.			
Publish a Draft Board Study Session Calendar			
Develop a communication plan and quarterly newsletters for all stakeholder groups			



CONCLUSION

The Strategic Plan concludes with a summary of the “NUSD Way” of achieving this vision. Many of our stakeholders asked for clarity around our shared expectations for students, staff, classrooms, instruction, schools, and district offices. NUSD Board of Directors responded by authenticating its core beliefs and commitments in a document that captures these expectations.

