

**VISION**

*We believe that our diverse community of students, given a rigorous academic program in an inclusive, safe and secure environment, will be prepared to be responsible citizens.*

**MISSION**

*Alameda Unified School District will effectively use our limited resources to ensure that every student succeeds.*

**GUIDING PRINCIPLES**

- #1:** All students have the ability to achieve academic and personal success.
- #2:** Teachers must challenge and support all students to reach their highest academic and personal potential.
- #3:** Administrators must have the knowledge, leadership skills, and ability to ensure all students succeed.
- #4:** Parental involvement and community engagement are integral to the success of all students.
- #5:** Accountability, transparency, and trust are necessary at all levels of the organization.
- #6:** Allocation of funds must support our vision, mission, and guiding principles.
- #7:** All employees must receive respectful treatment and professional support to achieve district goals.

**ACCOMPLISHMENTS**

**REDESIGN  
 CENTRAL OFFICE**

- 1. Completed Phase I Facilities Master Plan**
- 2. Completed Phase II Facilities Master Plan**
- 3. Offered Food Improvement**
  - a. Salad bars were established in elementary schools, school menus were revised
  - b. Recognized by CDE "Smarter Lunchroom Movement" program
- 4. Began Leaves Management implementation with CSEA 27**
- 5. Completed Job Study negotiations TA**
- 6. Prepared solid multi-year budget**
- 7. Implemented Local Control Funding (LCFF)**
- 8. Continued consistently using School Dudes to improve work order process for MOF**
- 9. Increased gains in "Go Green" efforts and increased diversion rates**
- 10. Awarded Altamont Educational Advisory Board "90% Challenge" project grant – which means that we will receive \$10,000 a year for the next three years to continue to support efforts to increase waste diversion efforts with part time green schools coordinator**
- 11. Organized employee benefits systems for efficiency**
- 12. Completed analysis of data for Affordable Care Act restrictions that go into effect 1/15**
- 13. Conducted parent satisfaction survey with a 21% response rate**
- 14. Drafted Educational Specifications through the Facilities Master Plan**
- 15. More funding decisions are now decentralized from the District Office to be made at the school sites, providing schools with greater flexibility and autonomy.*
- 16. District office supports school site autonomy but also requires greater accountability from sites in exchange for the greater autonomy.*
- 17. On-line work order system "School Dude" implemented*
- 18. On-line technology assistance system "Technology Help Desk" implemented*
- 19. Substantial progress made on implementing new paperless system for managing employee time and attendance records*
- 20. Performance management system substantially implemented, including scorecards measuring and providing feedback on quality of business practices, services and supports provided by District Office*

	<b>ACCOMPLISHMENTS (continued)</b>
<b>REDESIGN CENTRAL OFFICE (continued)</b>	<ol style="list-style-type: none"> <li>21. <i>Information for the scorecards is drawn from Office Manager and Principal surveys. Work on parent surveys is moving ahead. Scorecards on business practices, services and supports provided by District Office have been implemented for three years.</i></li> <li>22. <i>District Office has improved communication and evaluation processes for Principal and Management meetings to provide greater candid feedback and constructive criticism of District Office.</i></li> <li>23. <i>Position control, under which the number of positions approved is controlled by budget constraints, has been implemented and institutionalized in the District.</i></li> <li>24. <i>NovusSolutions - an online agenda, meeting management and video system - was implemented to reduce paper and provide greater transparency and efficiency.</i></li> <li>25. <i>Improved on-line system for tracking and managing textbooks ("Destiny") was implemented.</i></li> <li>26. <i>Through separate tracking of Measure A dollars, the Measure A oversight committee meeting in public meetings and zero based budgeting presentation and discussions at public board meetings, the District has increased budget transparency and accountability by showing every budget over the last three years by unit, site and categorical dollars.</i></li> <li>27. <i>The District Office has continued to revise and redesign job descriptions, workloads and work responsibilities periodically to ensure greater efficiency and to ensure sure that all services and departments continue to meet the evolving needs of all the stakeholders in the District. Over time, some positions in District Office have been eliminated, some have been revised and some have been created. The "leads" for our CSEA 860 employees are an example of this ongoing work.</i></li> <li>28. <i>We have developed a better tracking system for promotions and graduates in middle school and continue to track these students in high school so we can provide better support to students.</i></li> <li>29. <i>We have successfully implemented centralized enrollment to reduce workloads at the sites and to improve service and efficiency for families.</i></li> <li>30. <i>We have added Salad Bar as a meal option in elementary schools and have begun to add new menu choices.</i></li> <li>31. <i>We have been recognized for our ongoing Go Green and waste reduction efforts that are yielding great results.</i></li> </ol>
<b>RAISE THE BAR</b>	<ol style="list-style-type: none"> <li>1. <b>Developed LCAP plan</b></li> <li>2. <b>Named to College Board's AP District Honor Roll</b></li> <li>3. <b>Deepened work on Math, SIM, and IBD initiatives</b></li> <li>4. <b>Supported teachers in BTSA</b></li> <li>5. <b>Accomplished successful trial run of Smarter Balanced Testing</b></li> <li>6. <b>Implemented district-wide math and reading/writing initiatives to accelerate achievement of all students including historically underperforming students from 2008/2009 API to 2012/2013 API Growth:</b> <ol style="list-style-type: none"> <li>a. <b>African American growth of 64 points</b></li> <li>b. <b>Asian growth of 26 points</b></li> <li>c. <b>Filipino growth of 26 points</b></li> <li>d. <b>White growth of 21 points</b></li> <li>e. <b>Students with disabilities growth of 64 points</b></li> <li>f. <b>Socioeconomically Disadvantaged students growth of 36 points</b></li> <li>g. <b>English Language Learners growth of 13 points</b></li> </ol> </li> <li>7. <i>Our major instructional initiatives (SIM, IBD, Math and BaySci) have been well implemented and are showing results. For example, we show greater results in API and greater writing proficiency.</i></li> <li>8. <i>We have implemented innovative programs and magnet school programs: 21<sup>st</sup> Century Learning at Bay Farm Elementary School Innovative Program; Earhart Math, Science, Technology with Integration of Music Innovative Program; Junior Jets 6-8 Magnet Program; and Maya Lin Magnet School Program. We have also continued to support our successful early college magnet high school, ASTI.</i></li> <li>9. <i>We have created a good Response to Intervention (RTI) system.</i></li> <li>10. <i>We have begun professional development on implementing Common Core that builds on the work of our major instructional initiatives.</i></li> <li>11. <i>Teacher leaders partner with principals and District Office staff in Instructional Leadership Team meetings.</i></li> <li>12. <i>Implemented student benchmarks, used data in grade level meetings and started to do professional development with teachers looking at data</i></li> <li>13. <i>We have a three year grant to work with Michael Fullan and his team to provide professional development</i></li> </ol>

	<b>ACCOMPLISHMENTS (continued)</b>
<b>RAISE THE BAR (continued)</b>	<p>14. <i>Eight schools improved their similar schools rankings in 2012.</i></p> <p>15. <i>School Updates and Progress Reports (SUPR) developed to support a data dashboard for success.</i></p> <p>16. <i>We reviewed and revised high school graduation requirements with the public in community workshops to more closely align with college and career readiness requirements.</i></p> <p>17. <i>Received the Golden Bell Award from the California School Boards Association for successes of our math initiative work</i></p> <p>18. <i>Received the Domene Award for Inclusion and Equity from the National PTA for our work to make AUSD the first district in California to implement the PTA School Smarts Academy program in every elementary school in the district</i></p> <p>19. <i>Received recognition as a Model Student Attendance Review Board (SARB) District from CDE</i></p> <p>20. <i>We have developed and systematized 10 Steps to Success. When schools make their annual presentations to the Board, their presentations include reports on the Ten Steps to Success.</i></p> <p>21. <i>We have broadened access to Advanced Placement (AP) courses with greater student enrollment in AP courses and results that show student performance was maintained and improved as we built greater student participation.</i></p> <p>22. <i>We have adopted three years of school year calendars, thereby helping planning for teachers, staff, families and community.</i></p> <p>23. <i>We are spending next year working with a joint AEA-District group that will discuss and explore the possibility of Professional Learning Communities (PLC) in 2014-15. The joint group must recommend an implementation plan to the Superintendent by the end of March 2014. The Superintendent shall accept the implementation as recommended by the group. The PLCs would accomplish the following:</i></p> <ul style="list-style-type: none"> <li>a. <i>Share best teacher strategies for curriculum or for particular students or student groups</i></li> <li>b. <i>Engage in lesson analysis and refinement based on student outcomes</i></li> <li>c. <i>Implement Common Core State Standards</i></li> <li>d. <i>Analyze student data from summative and formative assessments</i></li> <li>e. <i>Implement site-based initiatives or innovative proposals</i></li> </ul> <p>24. <i>We have begun implementing the recommendations of the Special Ed study we commissioned. We have implemented three strategies based on the report:</i></p> <ul style="list-style-type: none"> <li>a. <i>Established consistent assessment practices, protocols and procedures to address disproportionality in Special Education</i> <ul style="list-style-type: none"> <li>i. <i>Psychologists reviewed and revised practices and procedures regarding eligibility under emotional disturbance category.</i></li> <li>ii. <i>Special Education teachers administer individualized diagnostic reading inventories to improve culturally responsive assessment practices.</i></li> </ul> </li> <li>b. <i>Developed Behavior Intervention Teams (BIT) at four school sites to address behavioral needs of general education students</i> <ul style="list-style-type: none"> <li>i. <i>As facilitators, behaviorists and psychologists assisted teams in differentiating factors related to culture and factors related to skill deficits.</i></li> <li>ii. <i>The BITs guided teachers in identifying ways to support students without referring them to Special Education.</i></li> </ul> </li> <li>c. <i>Increased number of students placed into less restrictive environments</i> <ul style="list-style-type: none"> <li>i. <i>Both Bay Farm and Paden Elementary School will implement a learning center model at their school sites, resulting in increased access to general education</i></li> <li>ii. <i>District met CASEMIS target to decrease number of students in separate facility placements (Non-Public Schools)</i></li> </ul> </li> </ul>
<b>CREATE A SYSTEM OF ATTRACTIVE SCHOOL OPTIONS</b>	<p>1. <b>Completed successful second year of Innovative Programs at Earhart and Bay Farm</b></p> <p>2. <b>Launched Junior Jets program, first group of 8<sup>th</sup> graders promoting to EHS</b></p> <p>3. <b>Completed successful 2<sup>nd</sup> year implementation of Maya Lin</b></p> <p>4. <i>We have implemented innovative programs and magnet school programs: 21<sup>st</sup> Century Learning at Bay Farm Elementary School Innovative Program; Earhart Math, Science, Technology with Integration of Music Innovative Program; Junior Jets 6-8 Magnet Program; and Maya Lin Magnet School Program. We have also continued to support our successful early college magnet high school, ASTI, which has record enrollment and demand.</i></p> <p>5. <i>We have put a system in place for sites to apply for magnet/innovative funds, for such funds to be awarded, for implementation of these programs and for oversight and review of the programs.</i></p> <p>6. <i>We worked cooperatively and collaboratively with the Chipman community to launch AoA in 2010.</i></p>

	<b>ACCOMPLISHMENTS (continued)</b>
<b>MAINTAIN A POLICY OF NEIGHBORHOOD ELEMENTARY SCHOOLS</b>	<ol style="list-style-type: none"> <li>1. <b>Celebrated Edison School on their designation as Distinguished School</b></li> <li>2. <b>Honored Haight School when they received Title 1 Award</b></li> <li>3. <b>Named to California Business for Education Excellence Honor Roll: ASTI, Bay Farm, Edison, Earhart, Franklin, Lincoln, Lum and Otis</b></li> <li>4. <i>We have maintained two middle schools.</i></li> <li>5. <i>We have reduced and kept low the number of student diversions from neighborhood schools.</i></li> <li>6. <i>We have maintained "flex" space at schools for ELD, Media Center, intervention, music rooms, science rooms and PE rooms.</i></li> <li>7. <i>We have not closed neighborhood elementary, middle or high schools.</i></li> <li>8. <i>We have maintained schedules and created new courses:</i> <ol style="list-style-type: none"> <li>a) <i>Computer Science (2012)</i></li> <li>b) <i>Exploring Computer Science (2012)</i></li> <li>c) <i>Aquatics (2012)</i></li> <li>d) <i>Baseball/ Softball Training and Development (2012)</i></li> <li>e) <i>Basketball Training and Development (2012)</i></li> <li>f) <i>Body Sculpting (2012)</i></li> <li>g) <i>Racquet Sports Training and Development (2012)</i></li> <li>h) <i>Soccer Training and Development (2012)</i></li> <li>i) <i>Strength, Conditioning and Agility (2012)</i></li> <li>j) <i>Volleyball Training and Development(2012)</i></li> <li>k) <i>Dance (2012)</i></li> <li>l) <i>Mandarin 1 (2011)</i></li> <li>m) <i>Mandarin 2 (2012)</i></li> <li>n) <i>Mandarin 3 (2012)</i></li> <li>o) <i>Mandarin 4 (2013)</i></li> <li>p) <i>Mandarin 4 Honors (2013)</i></li> <li>q) <i>Multimedia 1 (2012)</i></li> <li>r) <i>Law and Public Policy (2011)</i></li> </ol> </li> </ol>
<b>STRENGTHEN EFFECTIVE ENRICHMENT PROGRAMS</b>	<ol style="list-style-type: none"> <li>1. <b>Implemented School Smarts Academy district-wide through partnership with California State PTA in all elementary schools district-wide</b></li> <li>2. <i>Measure A supports elementary music and PE, fine arts in middle and high school.</i></li> <li>3. <i>We opened our arts integration magnet (Maya Lin School) in 2012.</i></li> <li>4. <i>We have made significant investments in technology. The Board has approved a Technology Plan for 2013-2016.</i></li> <li>5. <i>We created courses in digital citizenship at Alameda and Encinal High Schools.</i></li> <li>6. <i>We realigned ROP, Adult Services and Independent Study to create Educational Options.</i></li> <li>7. <i>We engaged a community partner for after school programs to provide alignment and coherence to the school day.</i></li> <li>8. <i>Arts integration professional development was implemented for teachers at different schools.</i></li> </ol>
<b>OPTIMIZE ENROLLMENT</b>	<ol style="list-style-type: none"> <li>1. <b>Negotiated land swap with City of Alameda and Housing Authority to secure property for possible future school site at Alameda Point and pool improvements at Encinal High School</b></li> <li>2. <b>Completed successful second year for Arts Integration Magnet school (Maya Lin), enrollment continues to climb and now there is a waitlist</b></li> <li>3. <b>Increased numbers of AP enrollments for historically under-served students</b></li> <li>4. <b>Started online registration form collection</b></li> <li>5. <b>Grad rate of 84% continues to be above state and county averages</b></li> <li>6. <b>Launched Transitional Kindergarten program at four school sites – expanding to five classrooms next year</b></li> <li>7. <i>Our student enrollment is up. Since more of our available classroom seats are being filled by the increased number of Alameda students we are serving, our inter-district enrollment is down.</i></li> <li>8. <i>We have completed facilities Master Plan Phase 1.</i></li> <li>9. <i>We have implemented Centralized Enrollment.</i></li> </ol>

	<b>ACCOMPLISHMENTS (continued)</b>
<b>BUILD NONPROFIT, BUSINESS AND PHILANTHROPIC PARTNERSHIPS</b>	<ol style="list-style-type: none"> <li>1. <b>Increased transparency through collaboration with League of Women Voters</b></li> <li>2. <b>Negotiated and offered long-term lease to ACLC and Nea Charter Schools, thus eliminating yearly Prop 39 process for these schools</b></li> <li>3. <i>AEF has focused its work around middle school sports, Adopt-a-Classroom and enrichment as it continues to be an invaluable partner in our work.</i></li> <li>4. <i>We worked with Alameda Family Services to increase our School-Based Health Center delivery and created a partnership to better serve our WCDC pre-school families with their Head Start Program.</i></li> <li>5. <i>We partnered with California PTA to become the first California school district to implement School Smarts Academies in every AUSD elementary school, and this family engagement work has resulted in increased parent/guardian leadership (including SSC, PTA and DELAC membership).</i></li> </ol>
<b>PASS A PARCEL TAX</b>  <div style="font-size: 2em; opacity: 0.5; transform: rotate(-15deg); position: absolute; top: 20px; left: 20px;">DONE</div>	<ol style="list-style-type: none"> <li>1. <i>Measure A passed with 68% of the vote in 2011. We have implemented Measure A faithfully and have spent the local funds it generates exactly as the voters directed when they approved the ballot measure. An 11-member Measure A Oversight Committee meets in public meetings several times a year to review the District's compliance with the terms of Measure A. The committee prepares an annual report. Staff also prepares an annual report, including a final report showing revenues and expenditures after the closing of the books each fiscal year. The Committee's and staff's annual reports are presented to the Board in the fall.</i></li> </ol>

	<b>MASTER PLAN WORK LEFT TO BE COMPLETED</b>
<b>REDESIGN CENTRAL OFFICE</b>	1. Need to complete and administer parent, employee, teacher and student satisfaction surveys.
<b>RAISE THE BAR</b>	<del>1. 21<sup>st</sup> Century classroom technology standards need to be set.</del> 2. Implement teacher incentive plans (sunshined in 2012 but not completed in negotiations).
<b>STRENGTHEN EFFECTIVE ENRICHMENT PROGRAMS</b>	1. Implement the arts as an integral subject of the curriculum in accordance with the state standards and framework. 2. Implement a strong sequential arts program taught by highly qualified visual and performing arts teachers. 3. Implement VAPA (Visual and Performing Arts) plan. 4. Implement music pathways through K-12. 5. Further expand technology/media center options.
<b>OPTIMIZE ENROLLMENT</b>	<del>1. Facilities Phase II Plan to be completed.</del>

\* ~~Crossed out~~ items were completed during the 2013-14 school year