

**VISION 2020 AND MISSION STATEMENT**

**Mission Statement**

All San Diego students will graduate with the skills, motivation, curiosity and resilience to succeed in their choice of college and career in order to lead and participate in the society of tomorrow.

**Vision 2020**

**Quality Schools in Every Neighborhood**

To prepare our students for the competitive global economy they will face in the years ahead the San Diego Unified Board of Education has developed a focused, long term plan for student achievement. It culminates with graduation of the Class of 2020. Vision 2020 is a community-based school reform plan that engages all parents, staff, students and community members. It will result in a high level of confidence in our public schools. Between now and 2020 we intend to develop a world-class school system for all of our students.

The Board will hold itself responsible for maintaining the focus of the staff and the community on Vision 2020. The Board will review Vision 2020 at the end of each school year to assess progress towards the goals of the vision. The Board designates to the Superintendent the development of the strategic process for the implementation of the goals of Vision 2020.

Vision 2020 will create a school district that:

1. Creates improved and broader measures of student achievement.
2. Develops schools as neighborhood learning centers.
3. Ensures effective teaching in the classroom
4. Engages parents and community volunteers in the educational process
5. Facilitates communication and support

There are 12 Indicators of a Quality Neighborhood School.

**Vision 1: Student Achievement**

Vision 2020 recognizes that we cannot be satisfied with current levels of achievement and that more needs to be done.

**VISION 2020 AND MISSION STATEMENT** (continued)

At the time of the adoption of Vision 2020, the district was making steady, incremental progress in standardized test scores. Now we need to broaden the measures of student achievement to accurately reflect the skills that we want our students to possess. Then we need to accelerate the achievement gains. Third, we need those gains to include all students from all backgrounds in our district.

The Vision 2020 sets the following goals:

1. Schools in San Diego Unified will provide a broad and challenging curriculum that aligns with the Common Core State Standards:
  - a. Students will be offered a blend of rigorous college preparatory and career/technical courses to ensure their readiness for a full-range of post-graduation choices.
  - b. All students will have equal access to all of the above programs, including the "a-g" college prep program.
  - c. Students will have a strong foundation in English language arts, math, science and social studies.
  - d. Students will be critical and creative thinkers, able to integrate and apply their knowledge, skills and interest.
  - e. Students will develop the ability to communicate in two languages.
  - f. Curriculum will be coordinated across the K-12 curriculum in each cluster to assure continuity across the curriculum.
2. To advance student achievement goals, the district will implement clear measures of success that go beyond standardized achievement test scores:
  - a. Staff will develop both quantitative and qualitative measures to measure the broad range of achievement.
  - b. Such measures will incorporate an individual growth model.
  - c. Such measures will facilitate the improvement of instruction.
  - d. Such measures will be readily available and understandable by students, parents and community members.
  - e. Student achievement will also include measures of personal development and citizenship development.

**VISION 2020 AND MISSION STATEMENT** (continued)

3. Meaningful graduation:
  - a. All students will graduate with the skills and knowledge necessary for academic and occupational success as productive citizens.
  - b. Student success following graduation in college and career will be measured by staff for continuous improvement of instruction.
4. Individualized instruction and annual growth:
  - a. Each student will have an individualized learning plan and will be evaluated based upon progress according to the plan.
  - b. Students will be allowed to progress through the system at an accelerated, or individual pace, and graduate when all requirements have been fulfilled.
  - c. Every student, whether starting at a high or low achievement level, will make at least one year's academic growth each year.
5. Access to technology:
  - a. Students will have access to the latest technology at school and at home and will be proficient in its use.
  - b. Technology will enhance classroom instruction and individual instruction.
  - c. Students, their parents and teachers will be able to monitor individual student performance continuously in real time.

**Vision 2: Schools as Neighborhood Learning Centers**

At the time Vision 2020 was adopted, many students attend schools outside their neighborhoods. Many of the close neighborhood connections of the schools have been lost. Vision 2020 seeks to re-establish a strong bond between a community and its schools. Our goal is to achieve quality schools in every neighborhood through community-based school reform.

The Vision 2020 sets the following goals:

1. Schools will be safe, attractive neighborhood learning centers.
  - a. School facilities will be congruent with the needs of the neighborhood.

**VISION 2020 AND MISSION STATEMENT** (continued)

- b. Instructional strategies will be adapted to ensure the success of every student in that neighborhood.
  - c. Partnerships with social service agencies and businesses will be established.
  - d. Schools will serve as cross-generational neighborhood learning centers promoting interaction between residents of all ages.
  - e. Classified support staff will play a key role in the school's relationship with its neighborhood and as active participants in the mission of improving student achievement.
2. Schools will extend beyond the school site.
- a. Improved technology will allow increased contact between school and home.
  - b. Internships in the community will facilitate real life experiences.
  - c. Schools will have connections with other schools in the cluster and throughout the district.
3. Schools will be organized into clusters for greater community cohesion.
- a. Clusters will consist of a high school and the middle and elementary schools that feed into it.
  - b. Clusters will ensure that there is continuity for the neighborhood students in the K-12 program.
  - c. Cluster councils will promote the schools in their communities.
  - d. Cluster councils will work with schools, community and district staff to improve the quality of their neighborhood schools.
  - e. Cluster councils will be a democratic representation of the school community including teachers, administrators, support staff, students, parents and community members.

**Vision 3: Effective Teachers and Principals in Professional Learning Communities**

Effective teaching in every classroom is central to Vision 2020. At school, the teacher has the most direct effect on student achievement. Principals have a central role as instructional leaders of the school community.

**VISION 2020 AND MISSION STATEMENT (continued)**

The Vision 2020 sets the following goals:

1. Teachers will participate in school-based professional learning communities to encourage best practices and shared problem solving.
  - a. Teachers will be encouraged to exercise individual creativity while being held accountable for results.
  - b. Teachers will be provided with useful data systems that allow them to improve the learning of each student.
  - c. Effective evaluations will be used as a vehicle for enhancing a teacher's skills to improve student achievement.
2. The most important role of the principal will be as an Instructional Leader for the campus.
  - a. Principals will work collaboratively with teachers, support staff and the community.
  - b. Principals will also be provided the ongoing training needed to be professional site managers.
3. The district will collaborate with the teachers' association and other stakeholders to improve teacher effectiveness for improved student achievement.
  - a. Professional development that is needed for teachers will be identified by the school community and will be supported by the district.
  - b. Student-teacher ratios will be low enough to permit productive interactions with students.
4. San Diego Unified will continually attract and retain the best teachers and principals, as well as support staff and senior management.
  - a. The district will identify and support district students who would like to become teachers, work with schools of education for better teacher preparation and provide direct support and guidance in the first years of teaching.
  - b. Career advancement opportunities will be available to teachers for professional growth and to mentor junior teachers.

**VISION 2020 AND MISSION STATEMENT (continued)**

- c. Competitive salaries and benefits will attract the best teachers, principals, support staff and senior management.
- d. Excellent working conditions at a district with a superior national reputation will attract stellar teachers and principals.
- e. District teachers, principals and staff will parallel the diversity of the San Diego Unified student population for effective multicultural interaction.

**Vision 4: Parents and Community Members Engaged in Learning**

Educational research validates that support at home is critical to a student's academic success. Community involvement with active school volunteers and business partnerships adds to the success of students.

The Vision 2020 sets the following goals:

1. Parents/guardians will be an integral element of each student's educational experience.
  - a. Parents will be active home learning guides for their children to support academic learning.
  - b. Parents and students will collaborate with teachers in designing individual learning plans for each student.
  - c. Parents will be able to constantly monitor their child's performance in real time with appropriate technology.
  - d. Parents will play an integral role in school site governance councils and cluster councils.
2. Community volunteers and partnerships will augment the work of teachers in helping each student succeed.
  - a. Volunteers will provide special support for students who do not have sufficient family support.
  - b. Community members will participate in cluster councils alongside parents and staff.

**VISION 2020 AND MISSION STATEMENT** (continued)**Vision 5: Communication: Support and Guidance from District Leadership**

A supportive central administration will facilitate the work of the principals, teachers and school communities within each cluster for community-based school reform. It will be a bottom-up rather than a top-down organizational style. The district administration will facilitate effective communication between all stakeholders for the dissemination of best practices and to foster community support.

The Vision 2020 sets the following goals:

1. The district will maintain a robust communications system.
  - a. Communication between teachers and schools across the district will facilitate sharing and promote best practices.
  - b. The district will facilitate ongoing communication with parents.
  - c. The district will facilitate communication with the broader community.
  - d. The district will facilitate communication with elected leaders at all levels.
2. The district administration will monitor academic progress at all schools.
  - a. Central staff will provide guidance and support for the improvement of instruction.
  - b. District support will enable schools and teachers to effectively monitor each student's academic progress to improve instruction.
  - c. Central staff will hold every school and cluster accountable for student achievement.
3. The district administration will be technologically advanced and highly efficient in all divisions to best serve the learning needs of students.
  - a. Academic programs will creatively utilize technology to maximize student achievement.
  - b. Business divisions will also utilize technology to maximize efficiency to keep resources focused on improving student achievement.
4. Effective long range fiscal planning will result in the ability of the district and schools to make multi-year financial and academic plans with confidence.

**VISION 2020 AND MISSION STATEMENT (continued)**

5. The district will maintain a strong advocacy program to promote adequate school funding to ensure the success of our students.

**Indicators of a Quality Neighborhood School**

1. Access to a broad and challenging curriculum
2. Quality teaching
3. Quality leadership
4. Professional learning for all staff
5. Closing the achievement gap with high expectations for all
6. Parent/community engagement around student achievement
7. Quality support staff integrated and focused on student achievement
8. Supportive environment that values diversity in the service of students
9. High enrollment of neighborhood students
10. Digital literacy
11. Neighborhood center with services depending on neighborhood needs
12. Safe and well-maintained facilities