

LBUSD 2024 – 2029 STRATEGIC PLAN

# Creating a Better Future Together



## VISION

Graduates of Long Beach Unified School District are future-ready. They are trustworthy, ethical and resilient, and are able to learn, collaborate and adapt to changing circumstances. They act confidently in the service of justice.

## MISSION

Our mission is to prepare each student for a successful future by providing rigorous, culturally responsive and culturally sustaining learning experiences and removing barriers to student success in a school system that is equitable, affirming, and forward thinking.

## THEORY OF ACTION

**If we commit** to providing high-quality instruction, and culturally responsive and culturally sustaining experiences, removing systemic barriers to student success, partnering with our community, and embracing liberatory mindsets and practices... **then we will** fully support all students, especially our Black students, to thrive in learning, life and career.



## 2024–2029 Strategic Plan

*Creating a Better Future Together*, our 2024–2029 Strategic Plan, is the first in a series of multi-year plans outlining the important steps we will take on the road toward realizing our vision. It covers four theme areas, with associated strategies, that will set the foundations for achieving our vision. All themes are necessary to help us achieve Vision 2035, especially the graduate portrait, for all students at LBUSD. Thank you for your engagement and support as we roll up our sleeves to make our plan a reality, and ensure the success of everyone at Long Beach Unified School District.

### Theme 1: High-Quality Learning for Students

- Equitable access to high-quality learning experiences (Strategy 5)

### Theme 2: Equitable and Liberatory District

- Dismantle systems of oppression by eliminating barriers to equitable access and outcomes (Strategy 3)
- Elevate and center Black students and families (Strategy 4)
- Develop a diverse workforce that reflects the community we serve and improves our system's cultural dexterity and inclusiveness (Strategy 7)

### Theme 3: Partnering with Community

- Socialize the Vision and Strategic Plan (Strategy 2)
- Develop a system-wide practice of community engagement (Strategy 6)

### Theme 4: Cultivating Transformative Change

- Establish a system-wide project management culture and practice (Strategy 1)
- Strengthen the sustainability and climate resilience of our school district (Strategy 9)
- Develop a coherent, system-wide culture and structure of adult learning (Strategy 8)

## Strategic Plan Indicators

Strategic Plan indicators describe the high-level indicators of success for the strategic plan. What does success look like at the end of the strategic planning period? Student-centered indicators and other indicators for adults and the system are aligned to the four themes.

### Theme 1: High-Quality Learning for Students

- 1a. Improve Academic Performance in math and literacy for all students and narrow the opportunity gaps for our Black students by demonstrating greater improvement as compared to other student subgroups. (DG 1)
- Increase percentage of Grade 3 students meeting or exceeding grade level standard English Language Arts SBAC. (BG 1)
  - Increase percentage of Grades 4–8 students at “Not Met” who meet growth targets on ELA SBAC Assessment (BG 2)
  - Increase percentage of students who meet Algebra A-G requirement by end of Grade 9 (BG 3, DG 3)
- 1b. Elevate post-secondary success for all students and narrow the opportunity gaps for our Black and multilingual students by demonstrating: (BG 4, DG 3)
- Increase the percentage of students who are college/career ready based on A-G eligibility, with greater increases for Black students. (BG 4, DG 3)
  - Increase percentage students engaged in work-based learning experiences. (DG 3)
  - Increase the percentage of multilingual students who are redesignated as Fluent English Proficient after 5 years in LBUSD schools. (DG 1)

1c. Other success indicators related to improving learning experiences for students:

- Increase in number of students demonstrating elements of the Graduate Portrait as measured on their growth along the Graduate Portrait Continuum.
- Increase in equitable course offerings across pathway programs.
- Increase the number of students, especially Black students and students with disabilities, who report high degrees of access and successful enrollment in a pathway of choice.
- Decrease the disproportionality in exclusionary discipline practices, especially for our Black students.

### Theme 2: Equitable and Liberatory District

- 2a. Increase the number of multilingual educators and educators of color in instructional and leadership positions that reflect the communities the school serves.
- 2b. Students and families, especially Black students and families, report increased agency and sense of belonging and that their identities are being affirmed and valued in LBUSD schools and district offices. (DG 2)
- 2c. Increased evidence of System Portrait elements in revised practices, policies, and procedures used in LBUSD.

### Theme 3: Partnering with Community

- 3a. Increase in authentic student and family engagement opportunities to provide input, feedback and voice that is considered and/or used.
- 3b. LBUSD’s vision and plan are referenced by our stakeholders in meetings, in communications, in social media, and in our partnership agreements.

### Theme 4: Cultivating Transformative Change

- 4a. Adults in LBUSD are able to measure growth and meet or exceed the expectations toward the knowledge, skills, and attributes described in the Adult Portrait.
- 4b. LBUSD has adopted and implemented a consistent Project Management Framework, tools, and protocols for strategic plan priorities.
- 4c. Students report staff are demonstrating the elements of the Adult Portrait.
- 4d. LBUSD has met or exceeded the targets identified in our Climate Resilience and Sustainability Plan.

# Creating a Better Future Together

## THEME 2 Equitable and Liberatory District

Dismantle systems of oppression by eliminating barriers to equitable access and outcomes

Elevate and center Black students and families

Develop a diverse workforce that reflects the community we serve and improves our system's cultural dexterity and inclusiveness



## THEME 3 Partnering with Community

Socialize the Vision and Strategic Plan

Develop a system-wide practice of community engagement

## THEME 1 High-Quality Learning for Students

Equitable access to high-quality learning experiences



## THEME 4 Cultivating Transformative Change

Establish a system-wide project management culture and practice

Strengthen the sustainability and climate resilience of our school district

Develop a coherent, system-wide culture and structure of adult learning



# Call to Action

Over the next five years, this plan will guide our actions to better prepare our students for the future, to address historical inequity, and transform our district into a liberatory/equitable, affirming, and forward thinking organization. This plan describes the work of our staff, but we need everyone's support to do this well. We ask everyone, whether a student, family member, staff member, or community member, to join us in *Creating a Better Future Together*.

To learn more about our Strategic Plan, visit:  
[www.lbschools.net/strategicplan](http://www.lbschools.net/strategicplan)



## CORE VALUES

Core Values are the enduring beliefs that guide an organization's actions over time. The following statements were developed through the vision work, and combine the district's prior Core Values with key ideas aligned to the vision. While Core Values are foundational, when creating any kind of system change, organizations need to articulate the mindsets and ways of working that align with the desired future. Connecting the Core Values to the vision makes the district's ethics explicit, and ensures this alignment.

- Centering Student Needs and Voice
- Authentic Community Engagement and Collaboration
- Culture of Innovation and Creativity
- Diversity and Inclusion
- Environment That Fosters Connection, Respect and Safety
- Equity and Social Justice
- Excellence and Accountability Through Continuous Improvement
- Fostering Joy and Commitment
- Integrity and Responsible Leadership

## LBUSD VISION 2035 OVERVIEW

In the fall of 2022, the Board of Education and the Superintendent of the Long Beach Unified School District launched a community-wide collaborative process to develop a long-term vision for how the public school system will serve children from birth to 12th grade and beyond, in Long Beach.

“Vision 2035: Education Reimagined in LBUSD” was developed through the collaborative design work of the Guiding Coalition—a group of 103 individuals, including students, family and community members, and district staff, selected for the diverse communities and perspectives they represent—with input and feedback from the wider Long Beach community in 82 meetings and 3 surveys. This engagement and design work included explorations of future trends that are likely to impact education; learning journeys (physical and virtual) to schools and other organizations already engaged in reinventing education; and equity-centered design exercises that considered the needs of students, staff, families and community members.

The Vision for Long Beach Unified School District focuses on what we want to be true for our graduates. Implementing it will require a journey of creativity, learning, continuous improvement and collaboration. Having that shared destination will speed results by aligning actions and resources, and by inspiring relevant collaborations.

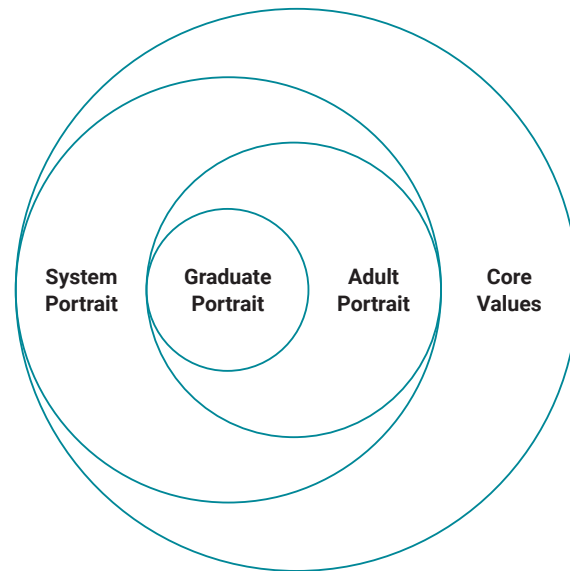
Please join us in this work!  
Check [www.lbschools.net/vision2035](http://www.lbschools.net/vision2035)  
for ways to get involved.





## Vision statement:

Graduates of Long Beach Unified School District are future-ready. They are trustworthy, ethical and resilient, and are able to learn, collaborate and adapt to changing circumstances. They act confidently in the service of justice.



## Vision 2035 Comprises Four Main Areas

The Graduate Portrait envisions the outcomes for students—the community's aspirations for what graduates will know, be and be able to do to thrive in their lives and careers.

The Adult Portrait describes what all adults working in the school district need to know, be and be able to do in order to support each student's journey toward realizing the Graduate Portrait.

The System Portrait focuses on creating the conditions that will enable LBUSD students and adults to thrive and grow, guided by the Core Values.

The Core Values express the principles that guide the school district's actions in realizing the vision.

The critical role of every school system is to engage students here and now, while preparing them to thrive in their lives and careers. However, the task of preparing our young people for the future is not ours alone. This vision for our students will only succeed if we work together as a community. This vision is an audacious call-to-action to support the students of Long Beach Unified School District. It is written in the present tense, as if it has already been realized, to give a sense of what the future it describes might feel like.

# LBUSD Portraits

