



THE FIRST 100 DAYS

—
DR. ZANDRA JO GALVÁN
SALINAS UNION HIGH SCHOOL DISTRICT

OVERVIEW

- INTRODUCTION
- ABOUT THE SUHSD
- CORE BELIEFS
- FOUR TASKS
 - LISTEN
 - DISCOVER
 - COMMUNICATE
 - EMPOWER



Introduction

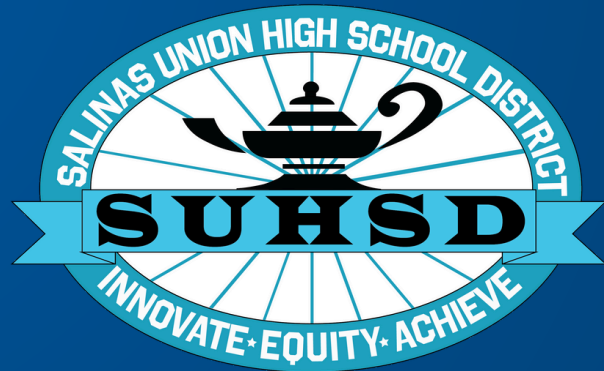
THE FIRST 100 DAYS

It has been my honor to serve as your Superintendent since October 2024. In my first 100 days, I dedicated time to deeply understand the Salinas Union High School District—celebrating its strengths, identifying areas for growth, and listening to the needs of our students, staff, and community. These insights are now shaping a strategic plan that will guide us over the next five years. With students at the center, this plan will celebrate what we do well, focus on key improvements, and foster a culture of collaboration and innovation. Together, we will create a future where every student thrives and our district is recognized as a model of excellence in public education.



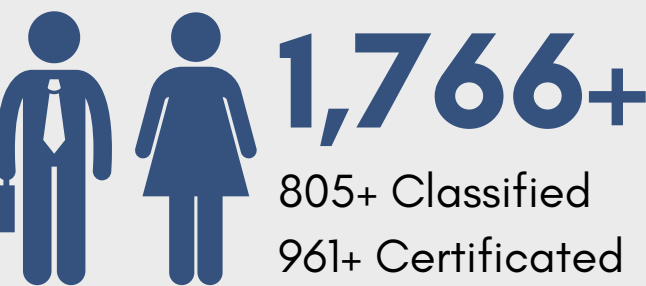
Dr. Zandra Jo Galván

Superintendent

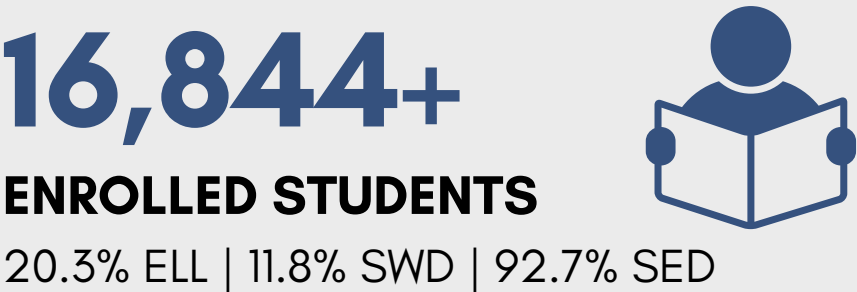
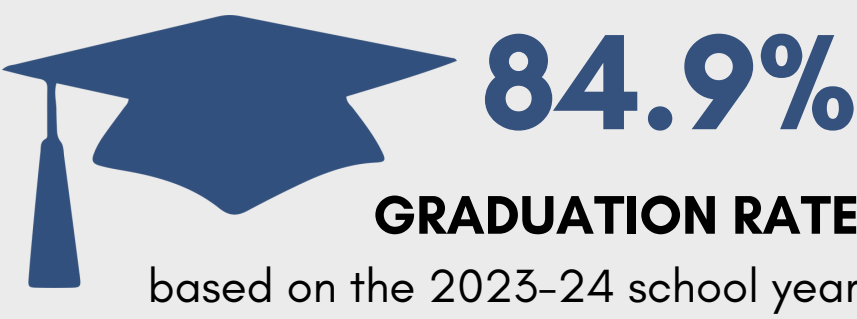


SALINAS UNION HIGH SCHOOL DISTRICT

EMPLOYEES



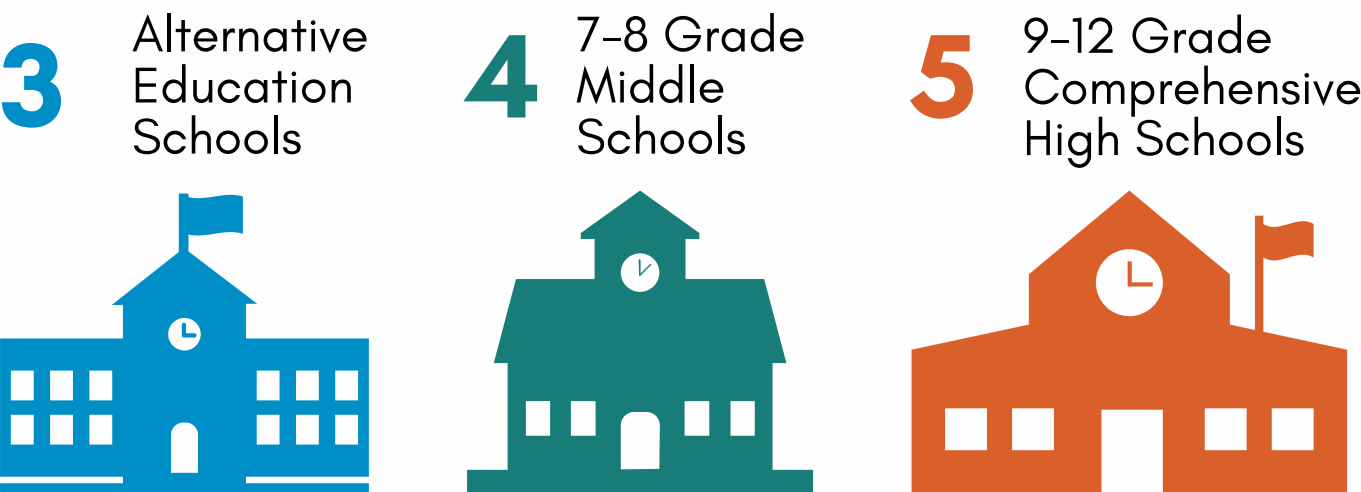
DISTRICTWIDE ENROLLMENT



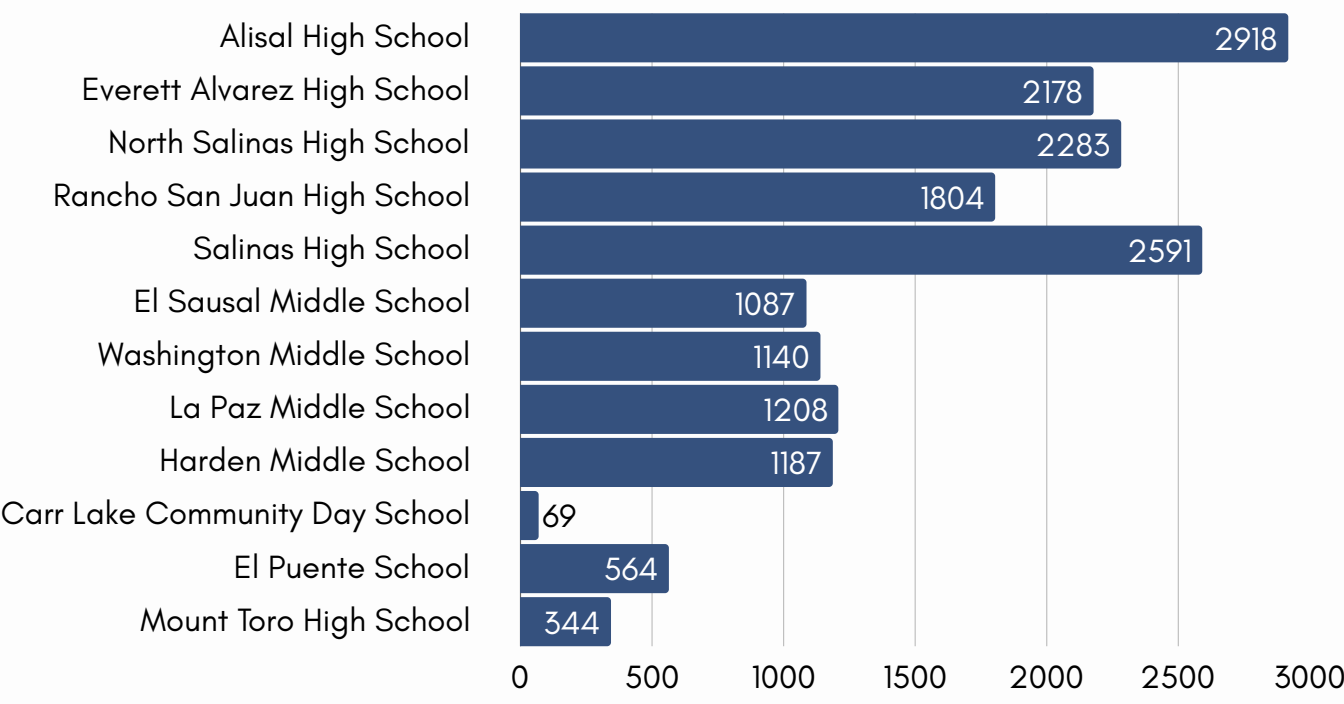
OUR DISTRICT PROFILE

FACTS AT-A-GLANCE

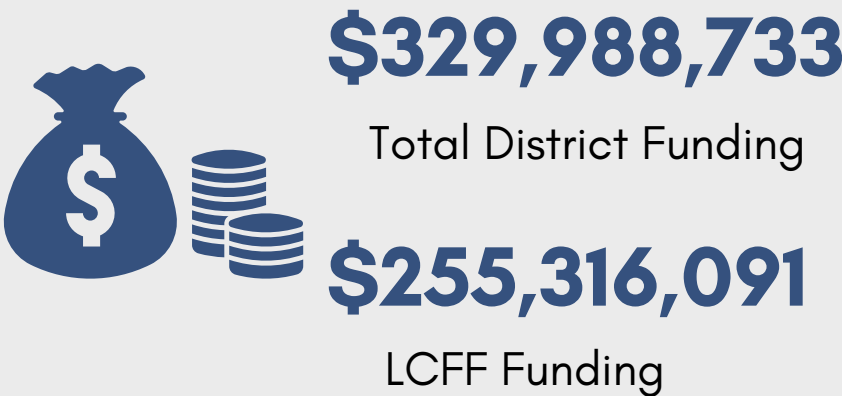
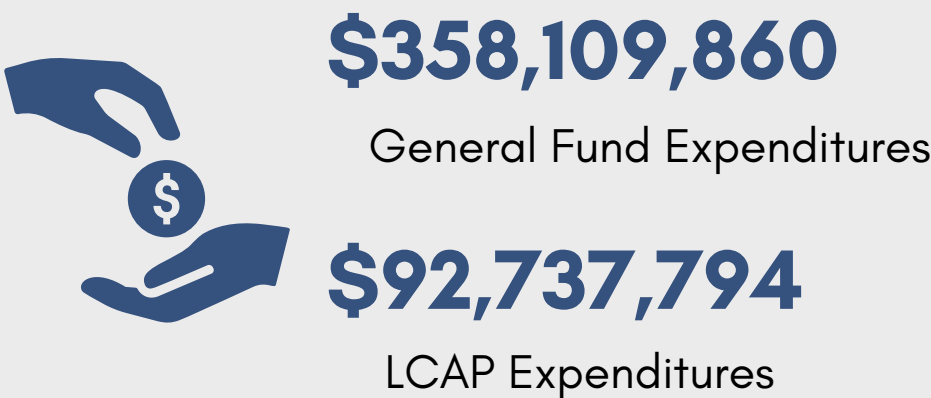
SUHSD SCHOOL SITES



1:24 Our schools maintain an estimated average teacher-to-student ratio of 1:24, promoting equitable access to individualized instruction and student engagement.



DISTRICT FINANCES



SBAC Scores

Smarter Balanced Assessment
results are based on district average

MATH

2024	18.08
2023	16.94
2022	17.36

ELA

2024	42.8
2023	40.9
2022	42.5



LCAP GOALS

2024-25



GOAL 1

The performance and opportunity gap will be eliminated – all students will graduate college, career, and community ready.

HIGHLIGHTED ACTIONS

AVID & Puente
Programs offered

Specialized EL
Supports

Targeted
Academic
Interventions

Educational
Technology

College & Career
Resources



GOAL 2

Recruit, hire, retain, and develop faculty, staff, and leaders that are qualified, high performing, diverse, and culturally competent.

HIGHLIGHTED ACTIONS

Professional
Learning
Communities

Special Education
Support

New Hire
Signing Bonus

Professional
Development

Instructional Coaching
Opportunities



GOAL 3

All students will be engaged in learning environments that are safe, inclusive, caring, and healthy.

HIGHLIGHTED ACTIONS

Wellness Center
Supports and
Services

Community
Schools

Specialized
Parent
Engagement

Justice, Equity,
Diversity, and
Inclusion

Districtwide
Safety Resources

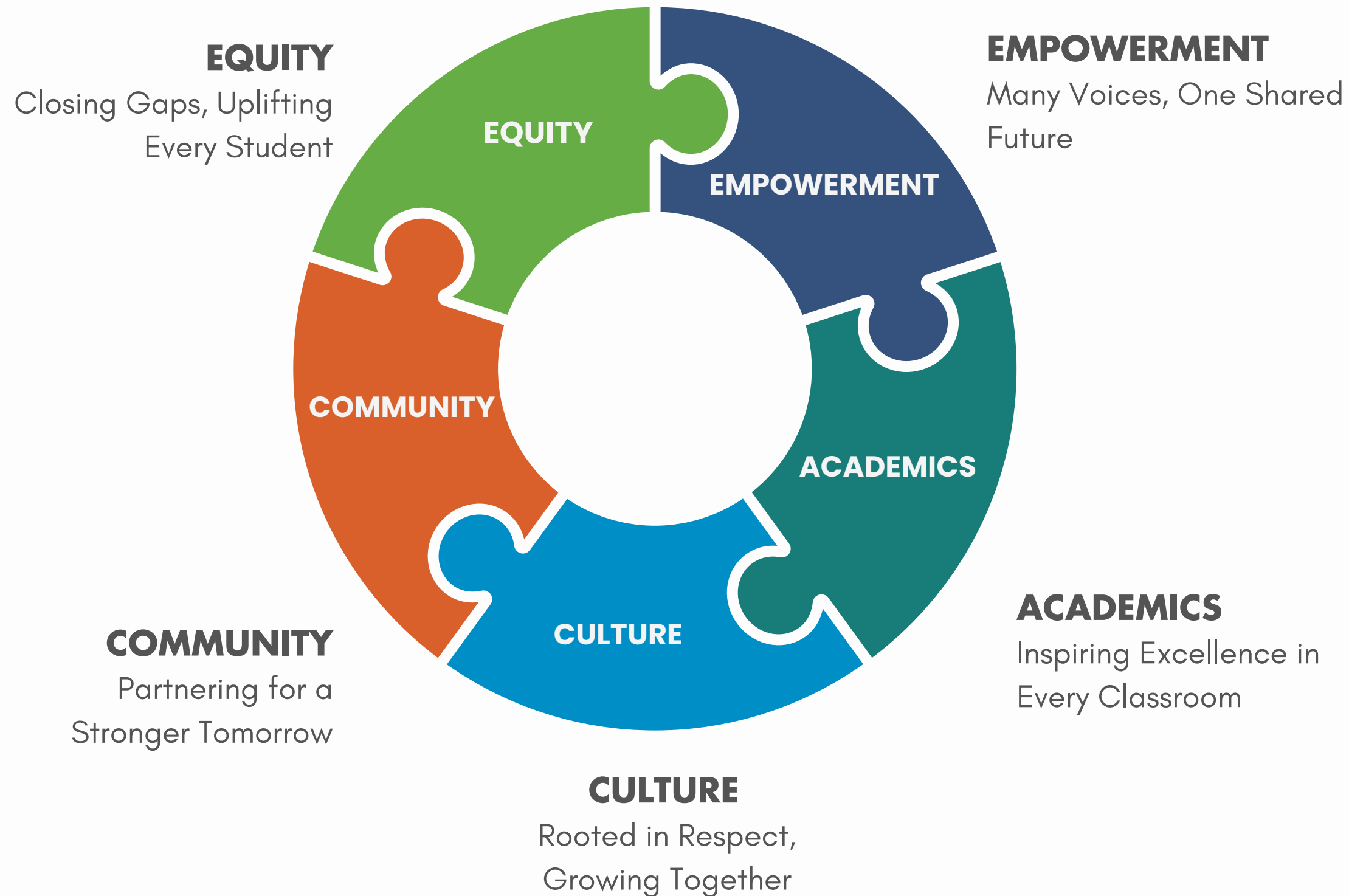


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100 DAY PLAN

CORE VALUES

This 100-Day Assessment Plan uncovered areas of focus and embodies our unwavering commitment to the core beliefs that drive our educational mission.



FOUR TASKS

The effectiveness the 100-Day Plan depends on the execution of four critical tasks.

LISTEN

In the first 100 days, I prioritized listening to community voices to identify strengths and areas for improvement.



DISCOVER

The gathering and careful review of state on student learning, district finances, school facilities, and more, to guide strategic planning.



COMMUNICATE

We prioritized visibility, engagement, and communication by meeting stakeholders, fostering relationships, gathering insights, and strengthening partnerships for future success.

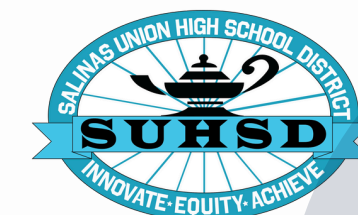


EMPOWER

This stage focuses on translating insights into action by empowering stakeholders to collaborate, take ownership, and drive change.



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100 DAY PLAN



LISTEN

What do we do well?
What can we do better?



LISTEN

The listening phase involved reviewing past practices and perceptions, engaging with the community, and gaining a comprehensive view of the district. I met with cabinet, administrators, staff, students, parents, and community partners—listening closely to understand the heart of our district and its opportunities for growth.

TOWN HALLS

I hosted Town Hall Meetings at each comprehensive high school, welcoming all voices. Community input was carefully documented to ensure every perspective helps shape the future of our district.

FOCUS GROUPS

I held focus groups with diverse voices across our district—including students at every school, classified and certificated staff groups, paraprofessionals, parents, and more.

DIALOGUE

I engaged in ongoing dialogue with a wide range of stakeholders—through large group meetings, one-on-one conversations, and informal check-ins—to build trust, listen deeply, and gain a well-rounded understanding of our district.



DISCOVER

Findings While Listening and Learning



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KEY THEMES DISCOVERED

Community values and identified areas for growth.

COLLEGE GOING SUPPORT

Our community highly values FAFSA and college application workshops, along with college preparation programs like PUENTE and AVID.

WELLNESS SUPPORT

Wellness centers and wellness support staff are deeply valued by the community for the essential role they play in supporting student mental health and overall well-being.

YONDR & SAFETY

Staff and families alike appreciate the positive impact of Yondr pouches and have expressed strong interest in expanding their use to all high schools.

COMMUNICATION

The broader community values the wide range of student activities offered during lunch, after school, and through sports and clubs.



CTE EXPANSION

Expand CTE pathway options from seventh grade through twelfth, and improve awareness of course offerings.

LIFE SKILLS

Offer financial literacy classes to ensure all students graduate with essential financial knowledge they can confidently apply in the real world.

INNOVATIVE MODERNIZATION

Modernize our school campuses with a focus on equity, ensuring every campus has access to updated, high-quality resources and facilities.

LUNCH IMPROVEMENT

Address long lunch lines across all schools to ensure students have timely access to meals and a greater opportunity to choose options they enjoy.

STANDARDIZED TEST SCORES, ELA

Smarter Balanced Assessment Consortium — Percentage Met or Exceeded

HIGH SCHOOLS

	AHS	EAHS	NSHS	RSJHS	SHS
2024	53.1%	53.2%	49.7%	49.2%	68.2%
2023	49.9%	51.7%	46%	49.5%	62.6%
2022	52.9%	50.5%	49.9%	53.6%	55.2%

MIDDLE SCHOOLS

	ESMS	HMS	LPMS	
2024	38.5%	28.8%	32.6%	43.9%
2023	30.2%	32.1%	34%	40.9%
2022	40%	31.7%	40%	38.1%

ALTERNATIVE EDUCATION SCHOOLS

	EPS	MTHS	
2024	40%	7.5%	-
2023	35.1%	7.6%	0%
2022	30.5%	11.5%	-

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STANDARDIZED TEST SCORES, MATH

Smarter Balanced Assessment Consortium — Percentage Met or Exceeded

HIGH SCHOOLS

	AHS	EAHS	NSHS	RSJHS	SHS
2024	19.3%	13.5%	12.1%	15.9%	29.4%
2023	18.7%	13.9%	13.7%	13.4%	24.7%
2022	21.3%	14.9%	13.8%	14.1%	22.3%

MIDDLE SCHOOLS

	ESMS	HMS	LPMS	WMS
2024	20.1%	15%	15.3%	23.6%
2023	19.5%	15.5%	12.9%	21.6%
2022	19.5%	15%	15%	22.5%

ALTERNATIVE EDUCATION SCHOOLS

	EPS	MTHS	CLCDS
2024	3.9%	0%	-
2023	6.7%	0%	0%
2022	4.9%	0%	0%

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CHRONIC ABSENTEEISM

Students who miss 10% or more school days

HIGH SCHOOLS

	AHS	EAHS	NSHS	RSJHS	SHS
23-24	7.6%	15.4%	12.5%	15.7%	11.5%
22-23	10.6%	21.4%	16.1%	16.7%	15.7%
21-22	19.8%	29.0%	30.0%	29.3%	26.0%

MIDDLE SCHOOLS

	ESMS	HMS	LPMS	WMS
23-24	9.7%	15.9%	11.0%	17.1%
22-23	15.0%	22.4%	14.8%	18.2%
21-22	17.0%	30.7%	15.3%	25.7%

ALTERNATIVE EDUCATION SCHOOLS

	EPS	MTHS	CLCDS
23-24	84.7%	48.5%	65.3%
22-23	63.5%	51.3%	85.7%
21-22	43.6%	74.4%	73.9%

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SUSPENSION RATES

Temporary removal of a student from a school.

HIGH SCHOOLS

	AHS	EAHS	NSHS	RSJHS	SHS
23-24	3.70%	4.90%	3.20%	2.50%	3.40%
22-23	3.40%	0.70%	2%	1.50%	5%
21-22	4%	1%	7.10%	2.90%	3.90%

MIDDLE SCHOOLS

	ESMS	HMS	LPMS	WMS
23-24	5.50%	9.10%	5.80%	6.70%
22-23	9.10%	10.70%	6.10%	6.30%
21-22	5.30%	5.30%	5.30%	8.60%

ALTERNATIVE EDUCATION SCHOOLS

	EPS	MTHS	CLCDS
23-24	1.20%	6.10%	11.60%
22-23	1.50%	0.30%	0%
21-22	1.10%	4.60%	4.50%

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EXPULSION RATES

Permanent removal of a student from a school.

HIGH SCHOOLS

	AHS	EAHS	NSHS	RSJHS	SHS
23-24	0.3%	0.0%	0.2%	0.1%	0.2%
22-23	0.3%	0.2%	0.0%	0.1%	0.5%
21-22	0.2%	0.0%	0.2%	0.1%	0.5%

MIDDLE SCHOOLS

	ESMS	HMS	LPMS	WMS
23-24	0%	0.30%	0%	0.40%
22-23	0.30%	0.50%	0.20%	0.70%
21-22	0%	0.60%	0.20%	0.50%

ALTERNATIVE EDUCATION SCHOOLS

	EPS	MTHS	CLCDS
23-24	0%	0.60%	0%
22-23	0%	0%	0%
21-22	0%	0.50%	0%

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GRADUATION RATES

Our Goal:
100%

District-wide graduation and drop-out rates:

GRADUATION RATES:

- 2023-2024: 84.9%
- 2022-2023: 81.6%
- 2021-2022: 87.5%

DROP-OUT RATES:

- 2023-2024: 5.2%
- 2022-2023: 6.4%
- 2021-2022: 6%

SPECIAL POPULATIONS FUNDING

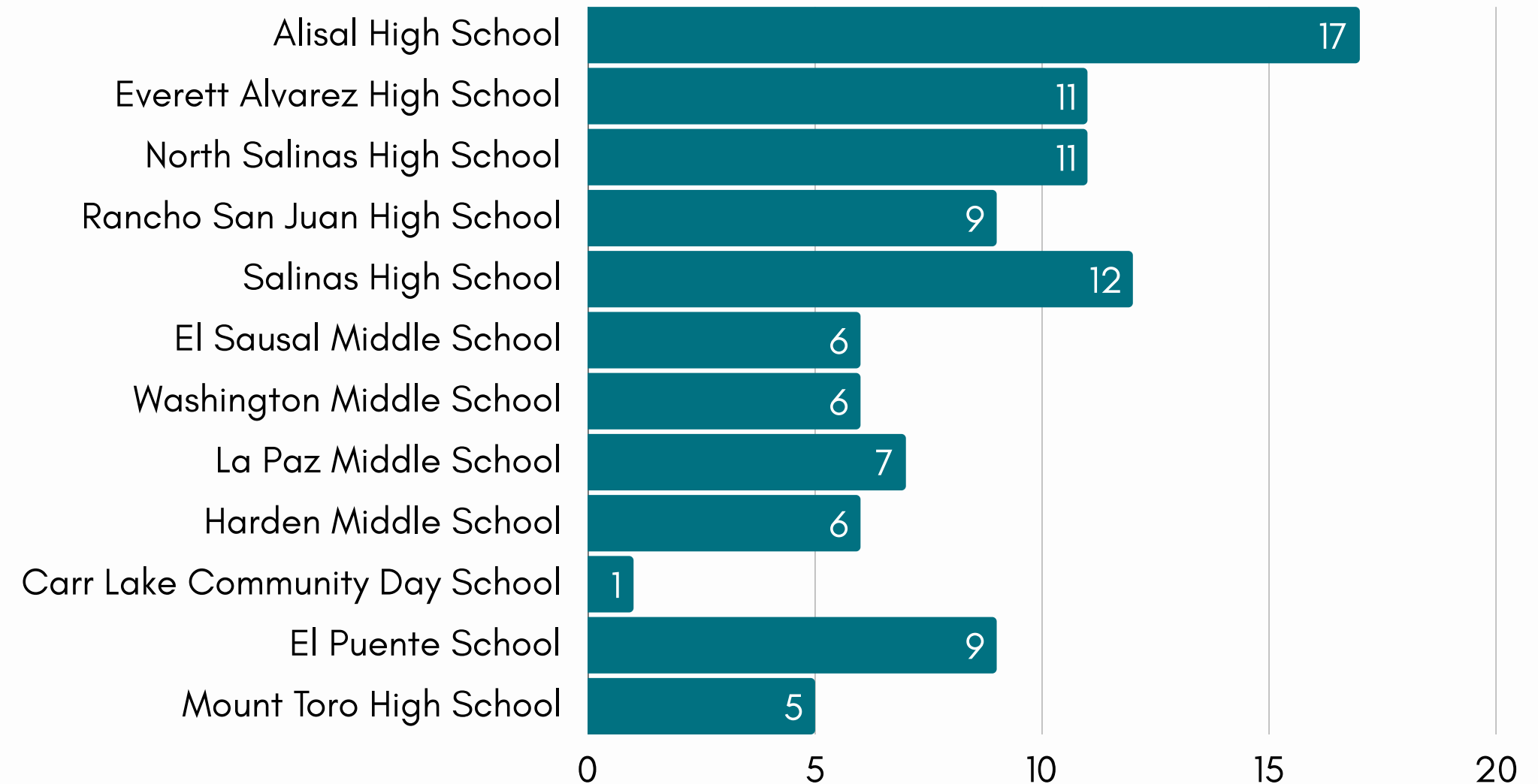
Funds going to schools to support our most vulnerable populations.

School Site Funding Special Populations

Total: \$18,280,111

Title I:	\$4,656,779
Title III, LEP:	\$597,971
Title III, Immigrant:	\$60,136
ESSA CSI:	\$261,822
LCFF Supplemental/Concentration:	\$2,695,456
LCFF Equity Multiplier:	\$5,346,659
Prop.28:	\$1,884,802
Formula Funds:	\$2,776, 486

School Site Funding Allocation Percentage by School



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COMMUNICATE

Leveraging and Strengthening
Internal and External Communications

COMMUNICATE

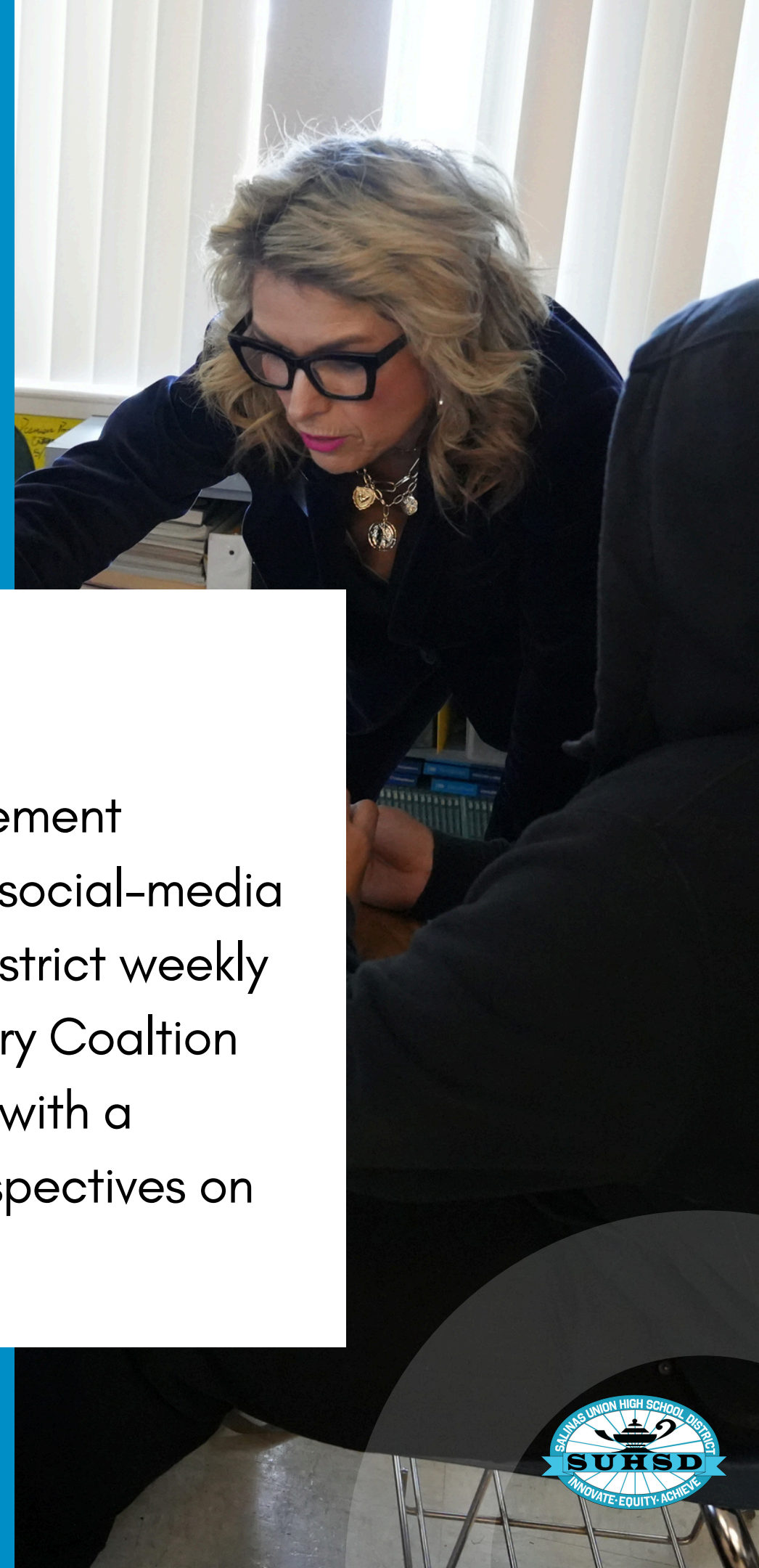
Although Communication is designated as the third phase of this plan, it has been intentionally integrated throughout the Listening and Discovery phases and will continue to be essential as we progress through the initiatives outlined in the final Empower phase.

INTERNAL

- Quarterly updates and progress reports
- Friday communication to the Board
- Frequent Board Trustee check-ins
- Weekly video update
- Staff bulletin
- District-wide administration chat

EXTERNAL

- Expand community engagement through leveraging district social-media
- Community bulletin from district weekly
- Monthly Community Advisory Coalition to provide all stakeholders with a platform to voice their perspectives on important school issues



EMPOWER

Actions taken and actions that will be taken
based on Listen and Discover stages

I. BUILDING THE BLUEPRINT: 2025-2030 STRATEGIC PLAN



2025-2030 STRATEGIC PLAN

All following sections will either be addressed through their own individual plans or explicitly detailed with strategic solutions in the 2025-2030 Strategic Plan. This plan is essential for setting clear priorities across the district, ensuring alignment with our long-term vision. It will leverage both new and existing engagement efforts, analyze system-wide performance data to identify strengths and areas for growth, and unify all district divisions under a shared framework. Final approval will be sought from the Board of Trustees, reinforcing our commitment to thoughtful, data-driven decision-making.

II. CULTIVATING A STRONG AND SUSTAINABLE WORKFORCE



Recruiting and Retaining Qualified Staff

These actions aim to strengthen staff recruitment, retention, and well-being across the district. By enhancing hiring practices, promoting equitable compensation, and fostering a culture of wellness and recognition, the district seeks to build a highly qualified, diverse, and supported workforce that reflects and serves its student community.



Professional Development

These initiatives focus on building a culture of continuous professional growth, leadership development, and collaboration across the district. By offering targeted training, expanding support for current and aspiring educators, and fostering a positive workplace culture, the district aims to empower all staff to thrive, lead, and contribute to student success.



Immediate Actions for Momentum and Long-Term Success

- We're developing a Portrait of a Graduate to define key skills and competences every SUHSD student needs.
- We launched the Student Advisory Council in November 2024 to give students direct access to district leadership and share input.

III. STRENGTHENING STUDENT PATHWAYS TO ACADEMIC AND CAREER SUCCESS

- Increasing Graduation Rates to 100%
- Enhancing Curriculum and Instruction for Student Achievement
- A District Vision for College and Career Readiness with Systems of Support
- Enhancing Student Experiences Through the Arts and Cultural Enrichment
- Expanding CTE Courses, Pathways, and Resources
- Increasing Opportunities for Adult Education Students
- Addressing Chronic Absenteeism and Truant Students



Immediate Actions for Momentum and Long-Term Success

- Before day 100, we began addressing Black student achievement by analyzing key data to identify gaps and target needed support.
- We partnered with an Anti-Racist consultant to address racism's impact through community workshops—an ongoing effort toward equity and change.

IV. ADVANCING EQUITY, INCLUSION, AND EXCELLENCE FOR EVERY STUDENT

- Ensuring Equity and Excellence for All Students at All Sites
- Strengthening Black Excellence in Academic Achievement
- Commitment to Anti-Racist Policies and Practices
- Increased Inclusion Opportunities for Students with Disabilities
- Increased Achievement for English Learners
- Inclusion for Newcomer Students



Immediate Actions for Momentum and Long-Term Success

- Before day 100, we formed a 75+ member Guiding Coalition to collaboratively shape the Portrait of a Graduate and Strategic Plan.
- Recognizing the importance of community voice, I partnered with Board President Jorge Rojas to form a monthly Community Guiding Coalition.

V. COMMUNITY ENGAGEMENT

- **Enhancing Engagement and Data-Driven Decision Making Through Effective Surveys and Community Input**
- **Empowering Families Through Engagement and Support, inclusive of parent academies**
- **Expanding Community Partnerships to Support Students**



VI. FUTURE-READY COMMUNICATIONS AND BRANDING

Immediate Actions for Momentum and Long-Term Success

- To improve communication, we launched weekly staff and community bulletins before day 100, streamlining updates into one clear, consistent message.
- To keep the Board informed, I launched a weekly 'Friday Mail' update featuring department highlights and progress toward long-term success.
- To reflect our forward movement, we began modernizing our district's look by partnering with a local vendor to design a new district logo and standardize school logos—an ongoing project started within my first 100 days.
- To improve communication, I prioritized replacing our current websites and messaging system, empowering the Communications Team to lead implementation of a new platform by Fall 2025.

- **Rebranding: Modernization for the Future**
- **Internal Communication**
- **External Communication**



Immediate Actions for Momentum and Long-Term Success

- Understanding the importance of tech partnerships, I acted early—engaging with companies like Cisco, Apple, Google, Adobe, and Microsoft to explore innovative opportunities for students and staff.

VII. INNOVATIVE EDUCATION: EXPANDING DIGITAL ACCESS AND AI INTEGRATION

- **Ensuring Digital Access for All Families**
- **Artificial Intelligence in Education: Readiness and Policy Development**
- **Innovative Learning for the Future Through Spaces, Technology, and Partnerships**



Immediate Actions for Momentum and Long-Term Success

- Before day 100, I scheduled two facilities town halls to gather community input and ensure updates to our Facilities Master Plan reflect shared priorities.

VIII. SUSTAINABLE FUNDING AND INFRASTRUCTURE GROWTH

■ **Ensuring Fiscal Responsibility**

- Strategic, transparent, and equitable use of district funds is essential as state and federal resources fluctuate. By streamlining processes, aligning spending with student needs, and enhancing financial oversight, we ensure resources directly support instruction and long-term goals.

■ **Develop Future Ready Facilities**

- We're building future-ready learning spaces through strategic planning and smart investments, ensuring every bond dollar supports student success.

IX. COMPREHENSIVE SAFETY AND SECURITY MEASURES FOR STUDENTS AND SCHOOLS



Enhancing Campus Security and Emergency Preparedness

We are strengthening campus safety by maintaining secure entry points, installing access checkpoints, and ensuring gates and locks are consistently secured. Through regular safety walks and real-time emergency alert systems in partnership with IT, we're enhancing communication and crisis response across all sites.



Assessing and Strengthening Safe Routes to School

We are prioritizing student safety beyond campus by assessing commute-related risks and expanding partnerships to create safe routes. Ongoing collaboration with stakeholders and agencies helps identify concerns and implement targeted community safety solutions.

X. PRIORITIZING HEALTH AND WELLNESS FOR STUDENTS AND STAFF



Elevating School Nutrition Services

We're enhancing student meals by incorporating student feedback, improving nutrition with locally-sourced ingredients, and promoting sustainability. To support wellness and access, we're optimizing meal service and exploring partnerships like the Monterey County Blue Zones Project.



Leveraging Community Partnerships

We're working to establish Community Schools at every site, creating safe, responsive spaces that strengthen family partnerships and support well-being. Through expanded partnerships, we aim to enhance access to mental health services, wellness programs, and initiatives like becoming a Blue Zones District.



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100 DAY PLAN

THANK YOU!



Dr. Zandra Jo Galván
Superintendent

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-  Salinas Union High School District

