PLEASANT HILL SCHOOL DISTRICT

STRATEGIC OBJECTIVES

WHERE SMALL-TOWN ROOTS GROW BIG FUTURES

PLEASANT HILL SCHOOL DISTRICT

STRATEGIC OBJECTIVES

The Pleasant Hill School District shares a clear vision of our future plans on the following pages. This is the result of months of effort, including research, gathering feedback, collaborating with key groups and individuals in the community, and looking at how other school districts are navigating a changing educational landscape to best prepare their students for their futures.

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PLEASANT HILL SCHOOL DISTRICT

SUPERINTENDENT'S MESSAGE

At Pleasant Hill School District, we carry a legacy that runs deeper than our classrooms and campuses. It is woven into the spirit of our community. For generations, families in Pleasant Hill have trusted this district to educate their children, instill strong values, and prepare them for life beyond our hills. That trust is both humbling and motivating, and it is the foundation upon which we build our future.

This Strategic Plan reflects the best of who we are and where we are going. It outlines our commitment to academic excellence, inclusive practices, and future-ready learning environments while staying true to the relationships, traditions, and sense of place that define Pleasant Hill. Developed with input from students, staff, families, and community members, this plan is grounded in our — a shared vision for the knowledge, skills, and character we believe every graduate should carry with them.

Our Learner Profile defines success as more than a test score. We are committed to helping every student grow as a critical thinker, collaborator, communicator, resilient learner, responsible individual, and global citizen. These attributes guide our instructional decisions, shape our culture, and align our priorities across the district.

We recognize that the world our students are entering is changing rapidly. Our responsibility is to prepare them not only with strong academic foundations but with the curiosity, creativity, empathy, and confidence they will need to thrive in an unpredictable future. Whether a student's path leads to college, a career, military service, or an entrepreneurial journey, our goal is the same: to ensure they leave Pleasant Hill ready to lead, serve, and succeed.

This work is ongoing. It requires shared ownership, reflection, and a deep commitment to growth. Just as we have done for generations, we will continue to move forward together, guided by our values, shaped by our community, and dedicated to every student's success.

Thank you for being part of this journey. Together, we are rooted in legacy and built for tomorrow.

Warmly,

Jim Crist

Superintendent
Pleasant Hill School District

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HONORING WHERE WE'VE BEEN. ELEVATING WHERE WE'RE GOING.



Our strategic plan stands on the shoulders of that legacy. But a vision, no matter how clear, is only as powerful as its implementation. The true success of this plan will come from how we bring it to life — in classrooms, in conversations, in daily decisions, and in how we hold ourselves accountable to one another and to our students.

Implementation is not a single event. It is an ongoing, collaborative effort rooted in shared principles: equity, integrity, transparency, and a belief that every student can grow and thrive. Across all four pillars of our plan — from academic equity to emotional wellness, data use, and future readiness — we are committed to acting intentionally, aligning our practices, and continuously learning from both challenges and successes.

But more than anything, this plan is about aspiration. It is about what we believe is possible for our students, our staff, and our community. We are aiming higher — not for the sake of ambition alone, but because our students deserve a future filled with opportunity and choice.

As we move forward, we invite every member of our school community to be part of this journey. Whether you are a student, staff member, family, or community partner, your voice and your role matter. Together, we will honor where we've been — and elevate where we're going.

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PLEASANT HILL SCHOOL DISTRICT

TO WHAT DO WE ASPIRE?

This strategic plan is the result of thoughtful reflection on where we have been and a bold vision for where we want to go. It is not just a document — it is a collective effort grounded in the lived experiences, aspirations, and values of our school community.

Over the past year, our process included intentional engagement with the Pleasant Hill School Board, the PHIP Team, student leadership, parents, and community members. Together, we asked: What defines a Pleasant Hill learner? What skills, habits, and character traits do we want our graduates to carry with them into the world?

What emerged is a shared commitment to clarity, action, and accountability — a promise to develop the whole student through systems that are inclusive, intentional, and deeply rooted in our local context.

Pleasant Hill School District aspires to be a community-centered district where every learner is known, every voice is valued, and every future is built on a foundation of excellence, integrity, and care.

We envision a future where:

- Students are empowered with the knowledge, character, and confidence to lead lives of purpose and impact.
- Instruction is rigorous and inclusive, rooted in tradition but open to innovation and change.
- Educators and families partner closely to create safe, welcoming environments where students thrive.
- Every student is prepared — not just for tests or graduation, but for citizenship, contribution, and lifelong learning.

We hold fast to our belief that small town roots grow big futures, and we move forward with a shared sense of purpose — to honor our past and elevate what's next.



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PLEASANT HILL SCHOOL DISTRICT

OUR PILLARS: FROM PURPOSE TO PRACTICE

At the heart of our work lies the mission of Pleasant Hill School District: To graduate all students with high levels of academic and personal achievement, who are ready for post-secondary excellence, and who are prepared for productive, compassionate citizenship, through research-based instruction and a collaborative system of support.

Our strategic pillars are how we bring this mission to life — in classrooms, programs, and everyday decisions. Each pillar focuses on the critical systems and supports that ensure our students grow as critical thinkers, effective communicators, and individuals of strong character.

Framed by our central belief that small town roots grow big futures, this plan honors the rich traditions that have defined Pleasant Hill for generations while boldly embracing what students need for the world ahead. These four pillars reflect our promise: to provide every student with a learning experience that is inclusive, inspiring, and future ready.

OUR COMMITMENT

Over the next three years, Pleasant Hill School District is committed to achieving substantial and measurable gains across all four pillars of our strategic plan. Each pillar reflects a key priority area essential to long-term student success and sustainable district growth.

We have set clear, stable targets that will anchor our focus and guide our work year over year. Through consistent implementation, thoughtful reflection, and a culture of continuous improvement, we will turn our vision into action — not just in moments of celebration, but in the day-to-day practices that shape outcomes for students.

Our work will be driven by collaboration, measured by progress, and sustained by a shared belief: that when we act with purpose, small town roots grow big futures.



PLEASANT HILL SCHOOL DISTRICT

THE FOUR PILLARS IN DETAIL

TIMELESS VALUES. TIMELY INNOVATION.

PILLAR 1

Academic Equity and Viable Curriculum: We are committed to ensuring all students demonstrate growth and achievement through a common curriculum aligned to student outcomes. We believe in developing critical thinkers who communicate effectively and demonstrate strong character through engaging collaborative learning experiences.

This pillar builds upon foundational academic commitments with a renewed focus on literacy, instructional equity, and guaranteed curriculum. It emphasizes disaggregated data use, tiered supports, and rigorous instructional practices. Through strategic innovation, it upholds the district's enduring mission to ensure all students succeed.

Annual Goal(s):
Pleasant Hill School District will implement a comprehensive, extended literacy learning system to ensure all students demonstrate grade-level proficiency in foundational reading skills, with accelerated progress for focal student groups.



PLEASANT HILL SCHOOL DISTRICT

THE FOUR PILLARS IN DETAIL

TRADITION-FUELED. FUTURE-FOCUSED.

PILLAR 2

Student Well-Being & Emotional Support: We create a caring and inclusive culture where every student feels safe, supported, and ready to grow socially, emotionally, and academically. Students are supported by trusted adults, with clear information about available resources shared through our website, school materials, and class connections. We help students feel connected through fun and meaningful opportunities like school clubs, sports, and hands-on learning. By teaching social emotional skills, students build confidence, learn to manage their emotions, and develop strong, positive relationships.

This pillar centers on building a caring, inclusive, and emotionally supportive learning environment where all students feel connected, safe, and empowered. It honors the district's tradition of fostering close relationships while expanding supports through SEL instruction, mental health resources, and extracurricular engagement.

Annual Goal(s)
Pleasant Hill School District will increase awareness of the critical role that a positive school climate and culture play in supporting student well-being and fostering a safe, inclusive, and engaging learning environment that promotes academic and personal growth for all students.



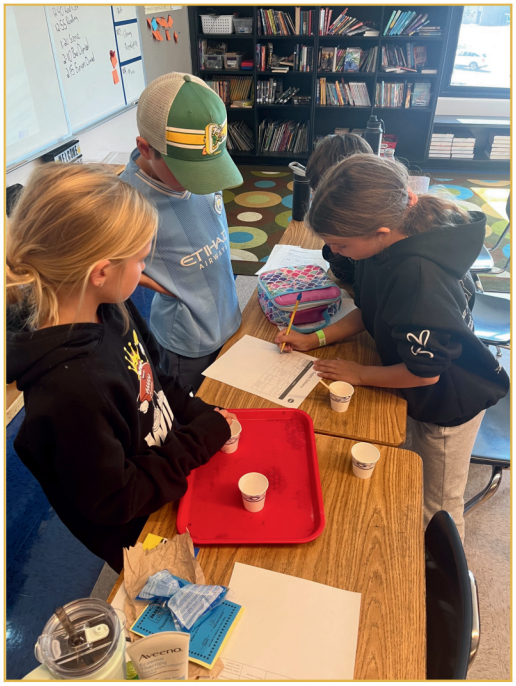
PAST MEETS PROMISE.

PILLAR 3

Data Driven Decision Making: We are committed to using data to improve teaching and learning, support every student, and strengthen student outcomes. Our teams work together to review student learning regularly, using both formative and summative data to set goals, monitor progress, participate in cycles of improvement, and make timely adjustments. We ensure data is used in meaningful ways to celebrate success, guide next steps, and validate our collective efforts. We believe that when students and teachers use data together, it builds ownership, sparks inquiry, and leads to lasting improvement.

This pillar focuses on data use and Multi-Tiered System of Support (MTSS) structures to improve student outcomes, close opportunity gaps, and strengthen teaching practices. It honors longstanding efforts to improve academic achievement while embracing systems and scorecards that guide progress and celebrate growth. Data teams, dashboards, and educator training all reinforce a culture of inquiry and continuous improvement.

Annual Goal(s)
Pleasant Hill School District will utilize data-informed decision making through school-based data teams and implement a K–12 Multi-Tiered System of Support (MTSS) to promote equitable outcomes and close opportunity and achievement gaps for all students.



ROOTED IN LEGACY. BUILT FOR TOMORROW.

PILLAR 4

Future Ready: We are committed to preparing students to be future ready by building the skills they need to succeed in school and in life. Through engaging learning experiences, students explore academic and career pathways, develop digital literacy, and grow as creative problem solvers. Students learn to think critically, communicate effectively, act with integrity, and take responsibility for their learning and actions, preparing them for college, careers, and engaged citizenship in a changing world.

This pillar highlights future ready instruction, integration of Universal Design for Learning (UDL) strategies, and intentional alignment with the Learner Profile attributes. It reflects the district's commitment to preparing students for real-world success with integrity, responsibility, communication, and critical thinking. Emphasis is placed on engaging academic and career pathways, digital literacy, and reflective practices.

Annual Goal(s)
PHSD will build the skills students need to succeed in school and life through developing engaging learning experiences, career pathways, and digital literacy.
PHSD will increase opportunities for students to think critically, communicate effectively, take responsibility and act with integrity in all subjects.



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PLEASANT HILL SCHOOL DISTRICT

ELEVATING WHERE WE'RE GOING.

At Pleasant Hill, we know the work ahead of us will not always be easy — but it will always be worth it. Our strategic plan is more than a roadmap. It is a reflection of our values, our aspirations, and our shared belief that every student can succeed.

This plan is grounded in the trust we've earned, the partnerships we've built, and the commitment we hold to always move forward together. It is a bold step into the future, framed by our tagline:

"Where Small-Town Roots Grow Big Futures"

We remain true to our tradition of inquiry, knowing that the best learning does not end with an answer, but begins with a question. So we leave you with this:

If we are successful in accomplishing our goals... *What else would be true?*

- Would more students dream beyond what they thought possible?
- Would our schools become not just centers of learning, but places of belonging, hope, and opportunity?
- Would every student, no matter their background or path, walk across the graduation stage not only prepared — but empowered?
- Would the impact of our work ripple beyond our classrooms and into the heart of the Pleasant Hill community?

This plan is a call to elevate, to connect, and to lead with purpose. The journey ahead is ours to share — and together, we will grow something greater.

Join us. Believe in what's possible. Help us grow big futures.



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PLEASANT HILL SCHOOL DISTRICT

APPENDIX: STRATEGIC FRAMEWORKS AND REFERENCE DOCUMENTS

The following core documents provide foundational guidance and context for the strategic direction outlined in this plan. Each is aligned to one or more of the four strategic pillars and will be hyperlinked in the final publication for direct access.

A. Pleasant Hill School District Literacy Vision for Teaching and Learning

This document outlines our district-wide approach to developing strong, proficient readers and writers at every grade level. It reflects the science of reading, structured literacy practices, and our commitment to equitable instruction and access to high-quality curriculum.



B. Pleasant Hill School District Equity Lens

Our Equity Lens serves as a decision-making tool that helps us reflect on who is affected, how, and whether our actions are producing just and inclusive outcomes. It centers student voice and experience, particularly those from historically underserved populations.

C. Pleasant Hill School District Learner Profile

The Learner Profile defines the essential knowledge, skills, and character traits we want every student to develop during their time in PHSD. These include being a critical thinker, communicator, collaborator, resilient learner, responsible individual, and global citizen. The profile serves as a cornerstone for curriculum design, instruction, and assessment.

D. Pleasant Hill School District Longitudinal Growth Targets

This document identifies long-term academic and engagement targets across multiple data points — including literacy, attendance, graduation, and participation — disaggregated by student group. These targets anchor our efforts in measurable growth and equity over time.

PLEASANT HILL SCHOOL DISTRICT

LITERACY VISION FOR TEACHING AND LEARNING

At Pleasant Hill School District, we are dedicated to empowering every student to achieve their fullest potential as confident, capable readers and writers. Rooted in the science of reading, our literacy vision is guided by evidence-based practices and a commitment to equitable, inclusive, and culturally responsive instruction. We recognize the transformative power of literacy to open doors for lifelong learning and success in an ever-changing world. Our approach ensures that all students, regardless of background or ability, receive the support necessary to become skilled and engaged readers and writers.

Early Literacy Commitment

We believe that strong foundational literacy skills developed in early childhood are essential to future academic success. Our early literacy program emphasizes systematic and explicit instruction in oral language, phonemic awareness, phonics, fluency, and vocabulary. By incorporating engaging, developmentally appropriate strategies, we create a literacy-rich environment that fosters curiosity and a love for reading.

We partner with families and the community to ensure all students feel a sense of belonging, supporting their literacy journey from the start.

Foundational Principles

Our vision for literacy instruction is built upon four research-aligned cornerstones that guide teaching and learning across the district:

- **Foundational Skills:** Systematic and explicit instruction in foundational reading skills ensures students acquire the necessary building blocks for literacy success. Instruction is differentiated to meet diverse student needs and bridge learning gaps effectively.
- **Complexity:** Students regularly engage with complex texts and academic language to deepen comprehension and critical thinking.
- **Text-Focused and Evidence-Based Practices:** Literacy instruction emphasizes discussions and writing that are evidence-based and grounded in understanding and analyzing texts.
- **Knowledge Building:** Students build background knowledge and vocabulary through diverse, content-rich texts, connecting literacy to broader academic and real-world contexts. Our approach ensures that literacy learning extends beyond language arts, integrating seamlessly with subjects such as science and social studies.

Instructional Priorities

- **Core Instruction and Assessment:** Delivering high-quality, research-aligned instruction supported by ongoing formative and summative assessments to monitor progress and guide teaching.
- **Equity and Accessibility:** Ensuring all students, including multilingual learners and those with diverse needs, receive the differentiated support and scaffolding necessary to thrive.
- **Integrated Skills Development:** Balancing foundational skills with writing, comprehension, vocabulary, and knowledge-building activities to prepare students for future success. Literacy instruction is designed to be interdisciplinary, reinforcing skills across subjects.

PLEASANT HILL SCHOOL DISTRICT

LITERACY VISION FOR TEACHING AND LEARNING

Professional Development and Coaching for Educators

To achieve our vision, we prioritize ongoing support for teachers:

- **Ongoing Professional Development:** Providing comprehensive training in the Four Cornerstones of Research-Aligned Literacy Instruction, culturally responsive practices, and strategies for diverse learners.
- **Job-Embedded Coaching:** Offering personalized coaching and mentorship to help teachers implement evidence-based practices effectively in their classrooms. Coaches collaborate with educators to refine instructional practices and enhance student outcomes.
- **Collaboration and Learning Communities:** Creating opportunities for peer collaboration through professional learning communities (PLCs) to share insights, analyze data, and refine instructional practices.
- **Reflective Practice and Leadership:** Encouraging educators to engage in reflective practice, continuously assessing and improving their instructional methods. We empower teacher leaders to mentor peers and advocate for literacy excellence across the district.

Vision for the Future

We aspire to create a district where every child becomes a proficient and confident reader and writer by engaging in high-quality literacy instruction rooted in research. By fostering a culture of belonging, equity, and excellence, we will ensure our students are prepared to thrive as literate, critical thinkers in a complex, interconnected world. Our commitment to literacy extends beyond the classroom, preparing students to become engaged citizens who can navigate, interpret, and contribute meaningfully to society.

PLEASANT HILL SCHOOL DISTRICT

EQUITY LENS STATEMENT | 2023-2028

Below are the current equity lens questions for use in planning, decision-making and implementation for policies, practices, and programs. These are a guide only, and there may be other factors to consider. The Lens is an ever-evolving tool for decision making, that changes as our constructs and understanding change.

1. How does this decision align with the vision and mission of the district?
2. How have students, members of the community and/or other stakeholders been involved in this decision-making process?
3. Who does this decision affect negatively?
4. Who does this decision affect positively?
5. What are the unintended consequences of this decision?
6. What data will be used to inform the decision?
7. How will the outcome of this decision be sustainable?

PLEASANT HILL SCHOOL DISTRICT

LEARNER PROFILE

OUR STUDENTS SHOW THE ABILITY TO...

THINK CRITICALLY

- Solve complex problems logically
- Use creativity and innovation
- Show intellectual curiosity

COMMUNICATE EFFECTIVELY

- Write and speak effectively
- Connect across differences
- Use technology to exchange information

DEMONSTRATE CHARACTER

- Personal responsibility
- Initiative and self-direction
- Flexibility and adaptability

PLEASANT HILL SCHOOL DISTRICT

LONGITUDINAL GROWTH TARGETS | 2023-2028

The longitudinal performance Growth targets required by the Student Success Act can provide a picture of key points of student growth. They don't, however, show every aspect of student growth or cohort growth, nor are they intended to.

"Common metrics" were identified in the legislation to help districts and the state measure success of the activities funded by the Student Investment Account (SIA). These metrics are:

1. **Four-year Graduation** - The percentage of students earning a regular or modified diploma by the end of the summer following their first four years in high school.
2. **Five-year Completion** - The percentage of students earning a regular, modified, extended or adult high school diploma, or a GED within five years of entering high school.
3. **Third Grade Reading** - The percentage of students proficient on statewide English language arts (ELA) assessments in 3rd grade.
4. **Ninth Grade On Track** - The percentage of students earning at least one-quarter of their graduation credits by the end of the summer following their 9th grade year.
5. **Regular Attenders** - The percentage of students attending more than 90 percent of their enrolled school days.

TARGETS	Y1: 2023-2024	Y2: 2024-2025	Y3: 2025-2026	Y4: 2026-2027	Y5: 2027-2028
REGULAR ATTENDERS					
Stretch Target	77%	78.5%	79%	80.5%	82%
Baseline Target	75.5%	77%	78%	79%	80%
Gap Closing	75.5%	77%	78%	79%	80%
3RD GRADE READING (ELA)					
Stretch Target	47.5%	49%	50%	51%	52%
Baseline Target	46%	47.5%	49%	50%	51%
Gap Closing	46%	47.5%	49%	50%	51%

PLEASANT HILL SCHOOL DISTRICT

LONGITUDINAL GROWTH TARGETS | 2023-2028

TARGETS	Y1: 2023-2024	Y2: 2024-2025	Y3: 2025-2026	Y4: 2026-2027	Y5: 2027-2028
9TH GRADE ON TRACK					
Stretch Target	100%	100%	100%	100%	100%
Baseline Target	95%	> 95%	> 95%	> 95%	> 95%
Gap Closing	95%	> 95%	> 95%	> 95%	> 95%
FOUR-YEAR GRADUATION					
Stretch Target	89.5%	90.0%	91.5%	93%	95%
Baseline Target	88%	88.5%	89.5%	90.5%	91.5%
Gap Closing	88%	88.5%	89.5%	90.5%	91.5%
FIVE-YEAR COMPLETION					
Stretch Target	93%	94%	95%	> 95%	> 95%
Baseline Target	92%	93%	94%	95%	95%
Gap Closing	94%	95%	> 95%	> 95%	> 95%

Guidance on the Student Investment Account

The Student Success Act

Activities funded by the Student Investment Account