# Special Governing Board Meeting

# CABRILLO UNIFIED SCHOOL DISTRICT

Friday, June 23, 2023 • Public Session: 9:00 AM • Closed Session: Immediately Following the Public Session

**District Office Board Room, 498 Kelly Avenue, Half Moon Bay, California 94019**

In compliance with the Americans with Disabilities Act, Individuals who require special accommodations (Spanish interpreter, accessible seating, documentation in an accessible format, etc.) should contact the Administrative Assistant to the Superintendent at acostar@cabrillo.k12.ca.us. Notification at least 48 hours before the meeting will enable the District to make reasonable arrangements to ensure accessibility to the Board meeting and to provide any required accommodations, auxiliary aids, or services.

Documents provided to a majority of the Governing Board regarding an open session item on the agenda will be made available for public inspection in the District Office located at 498 Kelly Avenue, Half Moon Bay, California, during normal business hours. In addition, such writings and documents are posted on the District's website, www.cabrillo.k12.ca.us.

**PUBLIC COMMENTS GUIDELINES**

Members of the public are encouraged to attend Board meetings and to address the Board concerning any item on the agenda or within the Board's jurisdiction. There are two ways in which members of the public may provide comments:

**1. Submit Written Comments in Advance:** Members of the public wishing to provide comments in advance of the meeting may submit a Public Comments form at: bit.ly/cusdcomments. Written comments will be accepted from when the agenda is posted up to 8:00 pm on Friday, June 23, 2023. Comments will be read out loud by the Board President or a Designee. Written comments should be limited to no more than 300 words; longer comments might not be shared publicly during the meeting. However, all comments received, whether or not they are shared publicly during the meeting, will be made available to all Board members and the public.

**2. Provide Comments In-Person During Meeting:** A person wishing to be heard by the Board during the meeting should submit a "Request to Address the Board" slip to the Administrative Assistant to the Superintendent prior to the introduction of the item. For meeting facilitation, please submit the slip at your earliest possible convenience. Upon recognition by the Board President, please proceed to the podium and comment as briefly as the subject permits.

Individual speakers will be allowed three (3) minutes to address the Board on each agenda or nonagenda item, and the Board will limit the total time for public input on each item to 20 minutes. However, in exceptional circumstances, when necessary to ensure

full opportunity for public input, the Board president may, with Board consent, adjust the amount of time allowed for public input and/or the time allotted for each speaker. Any such adjustment shall be done equitably so as to allow a diversity of viewpoints. The president may also ask members of the public with the same viewpoint to select a few individuals to address the Board on behalf of that viewpoint. The Administrative Assistant will keep the time and advise the speaker when there are 30 seconds left and again when the time is up. We ask speakers to keep within the time limits.

- Closed Session Items: may be addressed under Public Comment on Closed Session Topics.
- Agenda Items: may be addressed after the conclusion of the staff presentation on the item.

**IMPORTANT BOARD PROTOCOLS REGARDING PUBLIC COMMENTS**

The Cabrillo Unified School District Governing Board does not act upon any matter that has not been agendized except under limited circumstances as permitted by law. It is the policy of the Cabrillo Unified School District Governing Board to refer matters raised in this forum to staff for further examination and/or action where appropriate.

## 1. OPENING BUSINESS

a. Call Public Session to Order - 9:00 AM - Welcome

b. Roll Call / Quorum

c. Pledge of Allegiance

## 2. APPROVAL OF AGENDA

## 3. WORK STUDY SESSION

a. Board Update on Steering Committee's Input on Strategic Plan and Equity Audit (Work Session)

3.a Board Memo Update on Strategic Plan June 23 2023.pdf (p. 4)

3.a.1 Strategic Plan Board Work Session Slide Presentation June 23 2023.pdf (p. 5)

## 4. CLOSED SESSION

a. Public Comments on Closed Session Topics

b. Adjourn to Closed Session

Board Members will meet privately for Closed Session. Any action taken during Closed Session will be reported out under "Closed Session Action Report."

1. **Conference with Real Property Negotiators (Government Code §54956.8)**

**Property:**
**El Granada Vacant Land:** APN 037-320-080, APN 047-041-070, APN 047-047-070, APN 047-048-150, APN 047-049-170, APN 047-051-040, APN 047-052-100, APN 047-053-130, and APN 047-054-100
**Foothill Site Vacant Land:** APN 037-320-110
**District Office:** APN 056-181-010
**Under negotiation:** N/A

2. **Conference with Labor Negotiators (Government Code §54957.6)**

    - **District-designated representatives:** Dr. Sean McPhetridge, Superintendent
    - **Employee organizations:** Cabrillo Unified Teachers' Association, California School Employees' Association Chapter 485, and Unrepresented

3. **Public Employee Performance Evaluation (Government Code §54957)**

    - **Title:** Superintendent

c. Reconvene to Open Session

1. Closed Session Action Report: If applicable

## 5. ADJOURNMENT

# CABRILLO UNIFIED SCHOOL DISTRICT

498 Kelly Avenue, Half Moon Bay, California 94019 • 650 712-7100 • Fax 650 726-0279 • www.cabrillo.k12.ca.us

**SUPERINTENDENT**
Sean McPhetridge, Ed.D.

**GOVERNING BOARD**
Mary Beth Alexander
Lizet Cortes
Carmen Daniel
Kimberly Hines
Sophia Layne


# MEMORANDUM

**MEETING DATE:** June 23, 2023
**TO:** Members of the Governing Board
**FROM:** Sean McPhetridge, Ed.D., Superintendent
Leticia Bhatia, Ed.D., Assistant Superintendent, Curriculum and Instruction
Aurora Lora, Insight Education Group Senior Associate
**CATEGORY:** Work Study Session
**ITEM TITLE:** Board Update on Steering Committee's Input on Strategic Plan and Equity Audit

## BACKGROUND INFORMATION

Cabrillo Unified School District's Governing Board identified the need to engage in an equity audit that could help inform a renewed strategic plan for the district. An equity audit focuses on the fairness of district programs and the access provided to students and families through our current policies, programs, and practices. CUSD's strategic plan will ultimately support our organization in affirming, defining, and renewing a vision and mission while identifying goals and objectives that will help CUSD achieve that vision for all of our students and families.

On June 9, 2022, the CUSD Governing Board approved a contract with the Insight Education Group to facilitate and engage Board, community, and staff in an equity audit that will support the development of a strategic plan. Beginning in Fall of 2022, Insight Education engaged in an equity audit process to identify ways to ensure our policies, practices, and outcomes are more equitable for all students and adults. Since then, Insight Education and CUSD staff have unpacked CUSD data, inclusive of two types of data: quantitative and qualitative data. Quantitative data included measures including (but not limited to) state and local assessment performance indicators, attendance indicators, engagement indicators, and student demographic data. Qualitative data has included student, staff, and educational partner surveys and interviews. Then, starting in January of 2023, Insight Education and CUSD convened a cross-section of stakeholders to advise the development of CUSD's next Strategic Plan based on these equity audit findings. The Steering Committee is responsible for analyzing feedback and providing suggestions for revisions based on emerging trends in the equity audit feedback data.

This session will provide our Governing Board with an update on our Steering Committee's recommendations and will also obtain Governing Board feedback related to refining our CUSD Strategic Plan draft going forward.

## FISCAL ANALYSIS

There is no financial impact to the General Fund.

## RECOMMENDATION

This item is presented for information only.

CABRILLO UNIFIED SCHOOL DISTRICT

*Every Student, Every Day!*

# Strategic Plan Board Work Session

Cabrillo Unified School District

June 23, 2023

# Agenda

- Refine Core Values, Vision, and Mission
- Portrait of a Graduate
- Strategic Plan Survey Results & Proposed Priorities
- Next Steps

# Draft Core Values

# Draft Core Values

- Students First
- Inspiration
- Lifelong Learning
- Welcoming
- Teamwork

Steering Committee Feedback:

- Inspiration feels soft and overused
- Perhaps make them each 2 words
- Make them action-oriented

# Students First - Draft Definition

We know all students have the ability to thrive when they are supported and valued for who they are as individuals. We believe positive impacts on students should be at the very center of the decisions we make and actions we take. We work together to adapt to the needs of students and prepare them for life in a changing and dynamic world.

Steering Committee Feedback:

- Feels long / shorten it
- Last sentence feels like it fits more with the "teamwork" value
- Put CUSD or Cabrillo instead of "we"
- Change "we know" to "we believe"

# Inspiration - Draft Definition

We create inclusive learning opportunities that inspire and empower our students to discover themselves, solve problems, innovate, and grow as well-rounded lifelong learners and community leaders.

Steering Committee Feedback:

- I really like it.
- Take out the word "empower".
- Looks good.
- Maybe look at synonyms if we're trying to think of something stronger.

# Lifelong Learning - Draft Definition

We equip young people with the skills, attitudes, and understanding required of a lifetime of joyful discovery. We view young people and adults as lifelong learners who seek knowledge, stay curious, try new things, reflect on their own experiences, and approach life with action and commitment.

# Steering Committee Feedback

- Consider deleting the first sentence.
- Change “attitudes” to “frame of mind”
- “Lifetime of joyful discovery” feels overpromising. Maybe we should take out joyful.
- What does “understanding of a lifetime of joyful discovery” mean? Should it be “for a lifetime”?
- Consider using “knowledge” instead of “understanding”.

# Welcoming - Draft Definition

We embrace everyone we encounter and show respect for all our differences because we believe diversity and community are our greatest strengths. We believe in providing inclusive, safe, nurturing, and collaborative learning environments that allow everyone opportunities to reach their full potential.

# Steering Committee Feedback

- Too many “we” statements.
- “All our” sounds weird.
- Don’t like the word “embrace”.  Perhaps “we accept and respect”.
- Sentence 2 - Take of “that allow everyone opportunities to reach…”
- “Allow” is too passive.
- “We are working on providing inclusive… that support everyone to reach their full potential.”

# Teamwork - Draft Definition

We work collaboratively with a focus on serving students. We are committed to collegiality, professionalism, and mutual respect. We can only reach our shared goals for student success by working together.

# Steering Committee Feedback

- Change “we” to Cabrillo Unified School District.
- “We work collaboratively to serve students first.”
- Students are at the center of all we do.
- Equity feels like it’s missing.  Maybe we say we focus on serving ALL learners?
- Should we say “we know” or “we understand” that we can only reach our shared goals…
- Should we say we can “only” reach our shared goals?  Do we need the word “only”?  Maybe we should say “we know our best work is done when…”

# Draft Vision

# Focus on Vision and Mission

## Vision

Describes what the organization hopes to achieve or be in the future

## Mission

Describes who the organization is, what it does, and who it serves

# Draft Vision

A place where all children dream and achieve.

Steering Committee Feedback:

- Children - Maybe change it to learners or students
- Maybe include something about being happy?
- Maybe "dream and succeed" instead of "dream and achieve".

# Draft Mission

# Focus on Vision and Mission

## Vision

Describes what the organization hopes to achieve or be in the future

## Mission

Describes who the organization is, what it does, and who it serves

# Draft Mission

We provide all our students with joyful, meaningful, and safe places to learn and achieve. Together we nurture and empower students to be curious, creative, compassionate, and resilient.

Steering Committee Feedback:

- There are way too many C words. It sounds repetitive.
- Should we say "learn and succeed" instead of "learn and achieve"?
- "Together we nurture and support…"

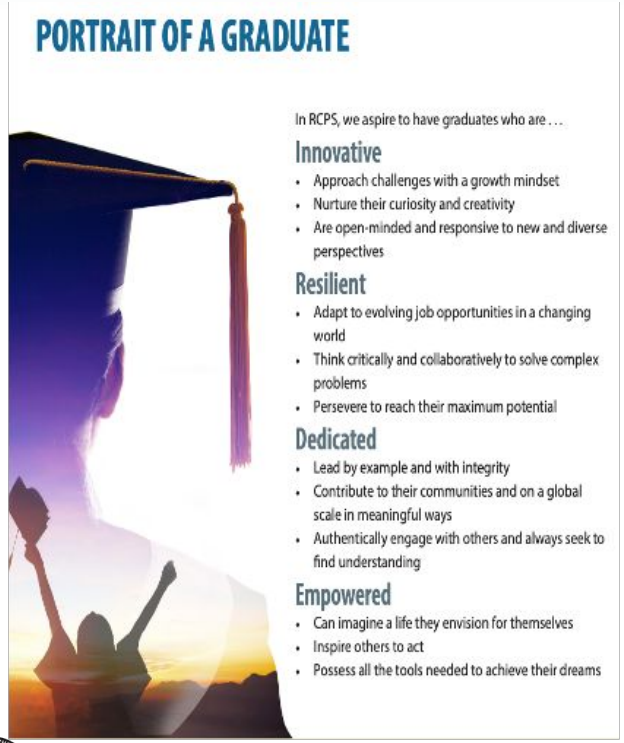
# Portrait of a Graduate

# What is a Portrait?

- Articulates the hopes, aspirations, and dreams the community has for its young people.
- Identifies and describes the skills and mindsets needed for success in our rapidly changing and complex world.
- No more than six words or phrases with descriptions.



# Portrait of a Graduate Examples









# Informing the Cabrillo USD Portrait

Complete this sentence with a short phrase: "My hope for Cabrillo USD graduates is that they…"

What are the characteristics, skills, and/or competencies that you believe are essential for Cabrillo USD graduates' success after high school?

# Updated Survey Data Review

# Survey Responses

How are you connected to Cabrillo Unified School District? Please choose the one option that best describes your connection to Cabrillo Unified School District. I am a...

411 responses




¿Cuál es su conexión con el Distrito Escolar Unificado de Cabrillo? Elija la opción que mejor describa su conexión con el Distrito Escolar Unificado de Cabrillo. Soy...

83 responses




506 total responses (423 in English, 83 in Spanish)

*Note: Not all survey respondents answered the optional identification questions.*

- 312 parents
- 61 employees
- 26 employees + parents
- 87 students
- 8 community members
- Responses for each location (schools + district office)

# Key Priorities

Top Rankings (408 responses)

1. Employee recruitment and retention (196 - 48%)
2. Mental health/social emotional wellness (192 - 47%)
3. High school readiness, graduation, and post-graduate success (168 - 41%)
4. Age & maintenance of facilities (166 - 41%)
5. School safety (154 - 38%)
6. Educational equity for all students (130 - 32%)
7. Academic outcomes in reading (119 - 29%)
8. Academic outcomes in math (109 - 27%)
9. Expanding school choice, career programs, and access to advanced courses (107 - 26%)
10. Accelerating student learning (93 - 23%)

Top Rankings (81 responses)

1. Seguridad escolar (53 - 65%)
2. Salud mental/bienestar socioemocional (37 - 46%)
3. Equidad educativa para todos los estudiantes (36 - 44%)
4. Preparación para la escuela secundaria, graduación y éxito de posgrado (23 - 28%)
5. Acelerar el aprendizaje de los estudiantes (debido a COVID-19) (22 - 27%)
6. Resultados académicos en matemáticas (19 - 24%)
7. Reclutamiento y retención de empleados (15 - 19%)
8. Desarrollo profesional y de carrera y capacitación para maestros y personal (14 - 17%)
9. (tie) Resultados académicos en lectura (13 - 16%)
10. (tie) Ampliar las opciones escolares, los programas profesionales y el acceso a cursos avanzados (13 - 16%)

# Emerging Priorities - Steering Committee

- Mental health / wellness / social-emotional learning
  - Should school safety be included or considered as a separate priority?
- Employee recruitment & retention
- High school readiness, graduation, and post-graduate success
  - Academic outcomes in reading and math
  - Accelerated student learning
  - Expanding school choice, career programs, and access to advanced courses
- Educational equity for all students
  - Should this be a stand-alone priority area or something that is embedded in each priority area?

# Emerging Priorities - Discussion

- What feedback do you have about the suggestions from the Steering Committee?
- Are there priority areas that are missing from the list?
- What could make these priorities stronger?

# Next Steps

- June / July - Draft goals and strategies with Cabinet
- August - Feedback from focus groups & Steering Committee
- August / September - Revisions based on feedback
- September / October - Draft plan sent to the Board

# Questions?

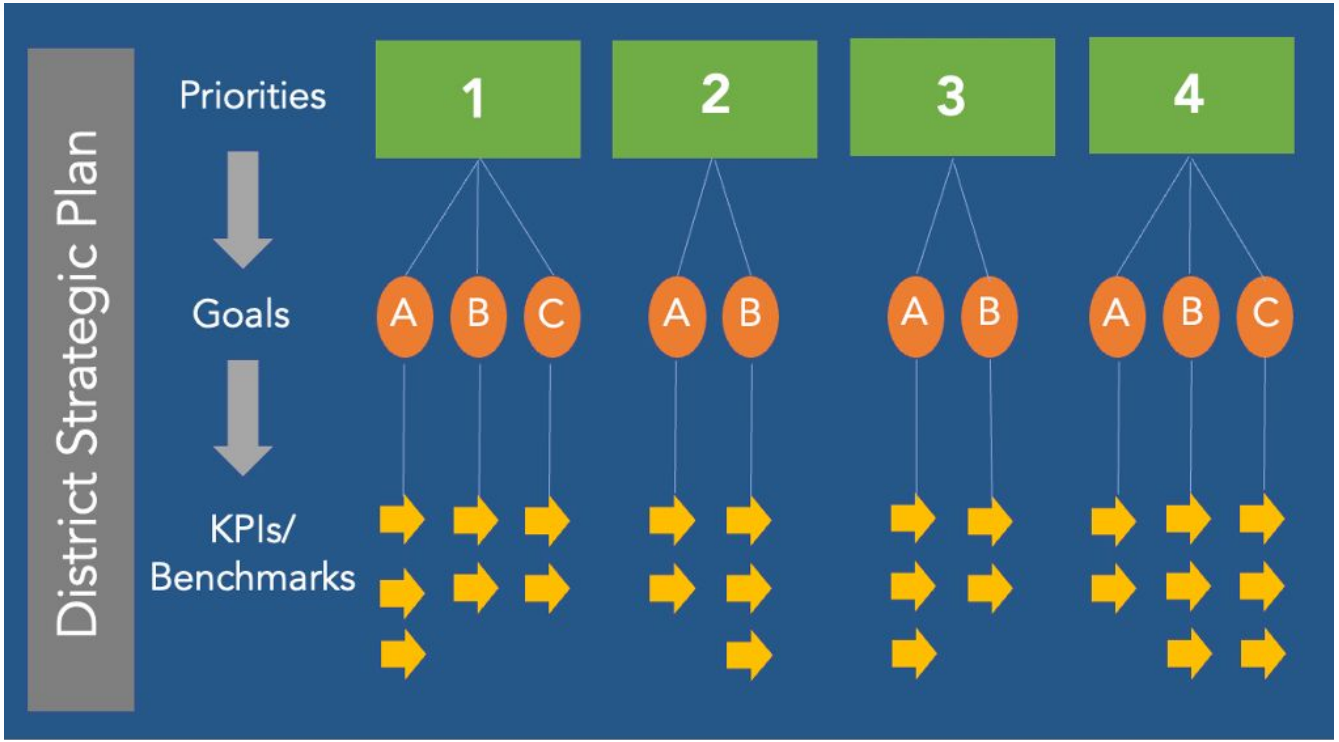
*Thank you!*

# Appendix

*Thank you!*

# Priority Identification

# Goal Setting Structure



# Priorities

- Broad focus areas for the district
  - Typically there are 3-5 priority areas
- Aligned to state requirements and district vision
- Capture the district's core functions. Examples:
  - Academics (Ensure Excellent Schools)
  - Human Resources (Recruitment / Retention)
  - Social Emotional Learning (Educate the Whole Child)
  - Operations & Finance (Continuously Improve Efficiency)
  - Families & Communities (Engage Families & Community)
- Include a short description of each priority and its importance



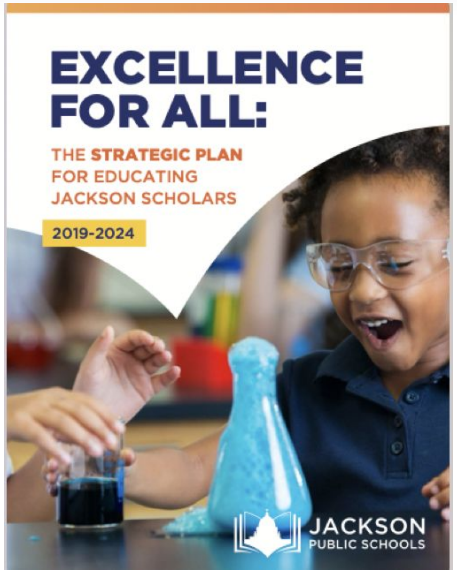
# Priority Example

Priority: **Human Resources**

*Description: Our staff is comprised of talented, effective people reflecting the diversity of our community. Our employees are cared for, valued and respected and in turn, they care for, value and respect our students and families.*

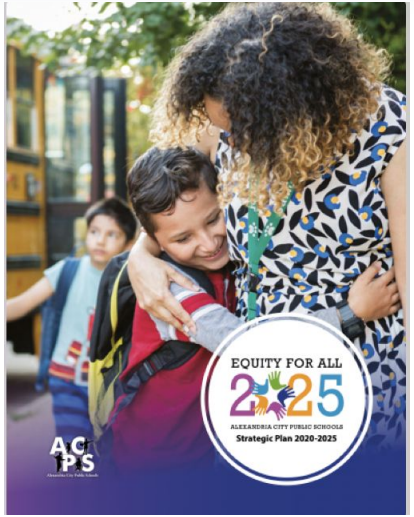
# Jackson Priorities

- Strong Start / Early Learning
- Innovative Teaching & Learning
- Talented & Empowered Teams
- Joyful Learning Environments
- Culture of Accountability & Excellence



# Alexandria Priorities

- Systemic Alignment
- Instructional Excellence
- Student Accessibility and Support
- Strategic Resource Allocation
- Family & Community Engagement



# Boston Priorities

- Eliminate Opportunity & Achievement Gaps
- Accelerate Learning
- Amplify All Voices
- Expand Opportunity
- Cultivate Trust
- Activate Partnerships



# Washington, DC Priorities

- Promote Equity
- Empower People
- Ensure Excellent Schools
- Educate the Whole Child
- Empower Families

