



## Vision 2020 for Student Success

### Our Mission:

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.

### A Path to Success for Every Student

To prepare students for the new world they will face in the years ahead, the San Diego Unified School District has developed a focused, long-term plan for student success culminating with the graduation of the Class of 2020.

Since 2009 the Board of Education has worked with district academic leaders to develop **Vision 2020 for Educational Excellence**. Lasting transformation of education does not result from short-term reforms, which is why the Board has chosen to focus this plan on the Year 2020.

The Vision 2020 plan foresees a very different school system by the year 2020. The overarching goal of the plan is to ensure a quality educational experience for today's students as well as the students who will graduate in the year 2020.

The Vision will create a school district that:

- **Demonstrates national and international leadership** through educational innovation and student



achievement, contributing to a viable, stable economy, clean environment and community participation.

- **Continually attracts and retains the best** and most experienced employees with competitive salaries and benefits.
- **Operates efficiently, effectively, transparently and democratically.**
- **Actively engages all parents, staff and citizens** resulting in a high level of community confidence and a willingness to invest boldly in public education.

### Board of Education Commitment

The Board will review Vision 2020 at the end of each school year to assess progress, make revisions and adjust mid-term plans as needed. The Vision 2020 sets the following standards for the Board of Education:

- **The San Diego Unified School District Board of Education will provide visionary leadership** by setting policy-level direction, including budget development, and by effectively monitoring district performance against established standards.
- **The Board will consider its performance and the performance of the**

**district to be identical**, and will delegate appropriate authority to the Superintendent to manage and lead the internal processes of the district, both in academic and operational areas.

- **The Board will hold the Superintendent accountable for the results** of delegated decisions.
- **The Board will hold itself accountable** for performing its responsibilities in an exemplary fashion for maintaining an ambitious vision for San Diego Unified School District, and for effectively communicating with the full breadth of the citizenry.

*"All human beings are born with unique gifts. The healthy functioning of our community depends on its capacity to develop each gift."*

Peter Senge  
The Learning School.



## Student Achievement



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

During the last five years, student achievement in the district, as measured by California STAR testing, has shown steady gains. From 2006 to 2010, English language arts increased from 44% to 56% proficient; mathematics from 40% to 49%.

For English Language Arts, San Diego Unified now ranks #1 of all large districts in the state. This academic progress demonstrates that community-based reforms are working to improve student achievement, but more needs to be done to reduce the achievement gap and to boost the achievement levels of all students.

To advance student achievement goals, the district will implement clear measures of success that go beyond standardized achievement scores. These measures will be coordinated in a full K-12 continuum using the district's

new cluster focus (elementary, middle and high schools) model led by area superintendent academic leaders.

With individualized instruction focused on annual progress for all students, the Vision will boost achievement levels for all and reduce the achievement gap.

The Vision 2020 sets the following goals:

- **Meaningful Graduation**  
All students will graduate as productive citizens with the skills and knowledge necessary for academic and occupational success.
- **Individualized Instruction**  
Each student will have an individualized learning plan and will be evaluated based upon progress according to the plan. Students will be allowed to progress through the system at an accelerated or individual pace, and graduate when all requirements have been fulfilled.
- **Access to Technology**

Students will have access to the latest technology, at school or home, and will be proficient in its use. Students, their parents and teachers will be able to monitor individual student performance continuously.

- **Annual Growth**  
Every student will meet the district's performance expectations, make at least one year's progress each year and graduate on time prepared for success academically, socially, physically and ethically.
- **Broad Curriculum**  
Instruction will include a blend of rigorous college preparatory and career/technical courses to assure a student's readiness for a full range of post-graduation choices. Students will be critical and creative thinkers with a strong foundation in English language arts, math, science, social studies, and the creative arts with the ability to communicate in two languages. All students will have access to A-G

*Each material  
fact*

*is a pose,  
an answer  
waiting to be chosen.*

*"Just so," it says.  
"Ask again!"*

**From the poem, "Fact,"  
by Pulitzer Prize recipient and  
San Diego Unified graduate,  
Rae Armantrout**

## Schools as Neighborhood Learning Centers



**The Vision 2020 sees our schools as true neighborhood learning centers**, where on campus student learning extends beyond the school site to benefit the surrounding neighborhoods they serve.

The plan will seek to link neighborhood schools with community in new ways, through expanded partnerships with social service agencies and businesses. Services will be uniquely

designed to each communities needs.

The Vision 2020 sets the following goals:

- **Schools will be safe, attractive neighborhood centers** supporting learning and interaction for citizens of all ages.
- **Neighborhood schools will promote growth though increased community participation** and integration into the neighborhood, resulting in

increased attendance by neighborhood students.

- **Schools and clusters will have the flexibility to establish instructional strategies** designed to assure the success of each student. The district will hold schools accountable to meet standards.
- **Schools will extend beyond the fence** with broadband connections to allow home learning and collaboration with other schools.

# EDUCATE ... ELEVATE... GRADUATE

## Parents and Volunteers Engaged with 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 add to the success of students.

As the district builds dynamic school clusters, neighborhood schools will become vibrant learning centers with actively engaged parents, guardians and volunteers supporting learning programs.

A high priority is placed on parent and community engagement.

The Vision 2020 sets the following goals:

- **Parents/guardians will be an integral element** in each student's educational experience.
- **Parents/guardians will be active home-learning guides** for their child(ren) to support student learning.
- **Parents/guardians, students and teachers will collaborate** in designing

individual learning plans for students.

- **Parents/guardians will be able to constantly monitor their child's performance** in real time.
- **Parents/guardians will play an integral part in school site governance and councils.**
- **Community volunteers and partners will augment the work of teachers** in support of helping each student succeed.



## Effective Teachers in Active Learning Communities

**An effective teacher in every classroom is central to Vision 2020.**

The Vision sets a course for the district to improve overall teaching effectiveness with the following goals:

- **Teachers will have freedom to use creativity in their classrooms**, within established parameters, and will be held accountable for student achievement.
- **Teachers will participate in school-based learning**

**communities** to encourage best practices and shared problem solving.

- **Teachers will be provided with useful data systems that allow them to improve the learning of each student.** Evaluations will be used as a vehicle for enhancing a teacher's skills.
- **Low student-teacher ratios** will be a priority to permit productive interactions with students.

- **All staff will have access to professional development** opportunities that are directly tied to the needs of students.
- **District staff will parallel the demographic mix** of the student population for more effective multicultural interaction.
- **Salaries and benefits will rank among the top** in the state and career advancement opportunities will be available to provide professional growth.

*"Come to the edge", he said.*

*They said, "We are afraid"*

*'Come to the edge', he said*

*They came*

*He pushed them...*

*and they flew."*

**Guillaume Apollinaire, Poet**

## Support and Guidance from District Leadership

**A supportive central administration that facilitates the work of the principals, teachers and school communities within each cluster is an overarching goal of Vision 2020.**

The cluster support model led by area superintendents will provide oversight and guidance to schools within a cluster to facilitate successful articulation of students up the

K-12 ladder. The Superintendent will manage central office support functions to minimize overall costs and maximize a focus on student and classroom support.

The Vision 2020 sets the following goals:

- **The district central administration will be technologically advanced** and highly efficient in all divisions in order to best serve the learning needs of

students and citizens.

- District support will **enable schools and teachers to effectively monitor each student's academic progress.**
- **Effective long-range fiscal planning** will result in the ability of the district and schools to make multi-year plans with confidence.
- **The district will maintain a strong advocacy and communications program** to promote adequate school funding.





# San Diego Unified SCHOOL DISTRICT

Where Every Student is a Star!

Education Center  
4100 Normal Street  
San Diego, CA 92103  
619-725-5550



## Facts About San Diego Unified School District

- 131,541 students (pre-K through 12)
- 2nd largest district in California
- 228 total educational facilities
- 118 elementary schools, including K-8
- 24 middle schools
- 28 high schools
- 13 atypical schools
- 45 charter schools
- Ethnic diversity (students):
  - 45.7% Hispanic
  - 23.9% White
  - 15.2% Asian
  - 11.8% African-American
  - 3.1% Multi Racial/Eth.
  - .4% Native American
- Socio-economic make-up:
  - 30.2 % English learners (62 total languages)
  - 59.1 % eligible for free or reduced meals
- 16,062 Special Education students
- 9,745 students come from military families
- \$1.2 billion annual operating budget

## Goals for Student Achievement

As part of the Board's overall Governance Policies, three Goals for Student Achievement (GSA 2,3, 4) guide the district focus on students. The Superintendent is actively working with the Board and academic leadership to implement concrete actions to meet these achievement goals.

**GSA—2 establishes the overarching goal for: "Students to be critical and creative thinkers, able to integrate and apply their knowledge, skills and interests."**

This goal sets of a minimum of one year growth for each student in each academic year. It is the Board's expectation that the district will implement programs that give all students skills and knowledge in four core areas; English Language Arts, Math, Science and Social Studies.

In addition this goal establishes that all students will be able to communicate in at least two languages, will have an understanding of the arts and the use of technology in the learning process and the workplace.

GSA 3 and 4 broaden the overall expectation for student achievement beyond academics to the whole person.

**GSA—3 focuses on Personal Development** with a goal to develop students with good character, ethical behavior, and who are physically fit and possess effective social skills and self worth.

**GSA —4 focuses on Citizenship Development** and seeks to develop students who are actively engaged with each other and their community. Students will be expected to develop as good citizens by taking responsibility for their actions, making contributions to others, developing multicultural skills and being socially responsible members of the community.

The Superintendent and academic leadership are working collaboratively with teachers and school site leadership to create programs and actions for the 2010/11 school year and beyond and to integrate these goals into teaching and learning across the district.



For More Information about the  
San Diego Unified School District

Visit Our Website

[www.sandi.net](http://www.sandi.net)