



# A vision for IUSD

IRVINE UNIFIED SCHOOL DISTRICT

2012 - 2017 strategic initiatives

# About IUSD

Located in Orange County, Calif., the Irvine Unified School District comprises a community of learners, committed to the highest quality educational experience. IUSD educates a diverse population of more than 30,000 K-12 students in 24 elementary schools, six middle schools, four comprehensive high schools, one alternative high school and a campus of early childhood learning programs. This districtwide strategic plan outlines our mission to enable all students to become contributing members of society, empowered with the skills, knowledge and values necessary to meet the challenges of a changing world.

## OUR VISION

# Where we're going

A commitment to excellence is the hallmark of the Irvine Unified School District. As a school and community partnership, our promise is to provide the highest quality educational experience we can envision. To that end, we are dedicated to:

- The joy of learning for all
- Respect for each individual's worth and uniqueness
- A celebration of diversity
- An environment that nurtures the quest for quality
- A culture founded on relationship and inclusion

## OUR MISSION

# How we'll get there

We will leverage our collective resources in order to make a meaningful difference in today's and tomorrow's world by:

- Nurturing the diverse gifts and capabilities within each individual
- Challenging every student and adult learner to persevere for excellence
- Developing competent, resourceful, resilient, and empowered learners prepared to meet the challenges of a complex future
- Enhancing the human capacity for courage, compassion, and contribution

## OUR VALUES

# What we believe

As a district, we weave our core values into all that we do. Lived individually and exhibited organizationally, they are:

Integrity • Collaboration • Learning  
Empowerment • Trustworthiness

# Our strategic initiatives

## I. We shall prepare all students for their respective futures.

We believe preparing students for their respective futures requires that learning substantially exceeds the traditional understanding of basic skills. Adequate preparation necessitates that attention be given to depth and process, creativity and innovation, thinking and problem-solving, as well as the application of skills and concepts. In order to improve the results for all students, we must rely on evidence for the purpose of reshaping instruction and implementing intervention strategies as needed. Moreover, as we strive to produce critical and divergent thinkers who will emerge as productive citizens of the 21<sup>st</sup> century, we must ensure that each student develops essential capacities in the areas of knowledge, communication, problem-solving and relationships/interpersonal skills, as outlined in our Continuous Improvement Efforts.

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| Strategy 1 | Support the learning of essential content standards in a context of application.               |
| Strategy 2 | Achieve a balance between content standards and outcomes essential to students' futures.       |
| Strategy 3 | Embrace instructional practices that cultivate 21 <sup>st</sup> century skills and capacities. |
| Strategy 4 | Utilize Professional Learning Communities as a vehicle to refine instruction.                  |
| Strategy 5 | Utilize both formative and summative assessments to drive instruction.                         |

## II. We shall establish a comprehensive human resources system to identify, engage and develop a professional staff that can create, implement and maintain the highest quality educational experience we can envision.

Based upon our belief that people are our most valuable resource, we are committed to attracting and developing employees who understand and embrace our vision and values. More than 90 percent of our fiscal resources are spent on the people who comprise our organization. It is therefore imperative that we optimize and empower personnel in supporting the education of 21<sup>st</sup> century learners.

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| Strategy 1 | Attract and retain extraordinary professionals and leaders for all schools, departments and programs.  |
| Strategy 2 | Establish and maintain an inclusive professional culture that supports our vision and values through collaborative communication and innovative practices.           |
| Strategy 3 | Design and implement professional growth opportunities to build capacity, cultivate collaboration and maximize the collective talents and efficacy of our employees. |

### **III. We shall communicate effectively and form strategic alliances to secure the support and resources necessary to deliver our vision.**

In this age of information and interdependence, it is crucial to recognize the importance of a strong, proactive communications program and diligence in connecting with our internal and external communities. Quality communication and a service orientation with our community, parents, staff, business and civic leaders must be a high priority in order to develop support for our schools and programs. A citizenry, well informed about our challenges, successes, needs and issues, requires a plan that utilizes various modes and strategies, as well as messages that are clear, consistent and easily accessible. Working together with other key players in the local, state and national arenas will enhance the District's ability to influence and shape the future for our more than 30,000 students.

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| <b>Strategy 1</b> | <b>Create a comprehensive approach to communication, utilizing new technologies when feasible and appropriate, in order to share IUSD's vision and values with our many stakeholders.</b>  |
| <b>Strategy 2</b> | <b>Expand within the organization the entrepreneurial skills, creativity and passion for reaching out to various publics and drawing on their unique capacities.</b>   |
| <b>Strategy 3</b> | <b>Forge synergistic coalitions with organizations such as PTA, IPSF, employee organizations, the City of Irvine, the Chamber of Commerce, service clubs, other school districts, institutions of higher learning and state and national organizations in pursuit of common goals.</b> |

### **IV. We shall provide facilities to enhance and maximize learning opportunities.**

As the local community and the State of California continue to redefine expectations for students, and consistent with the District's vision "to provide the highest quality educational experience we can envision," it is important to provide our students and teachers the very best facilities public education can afford. Clean, attractive, energy-efficient facilities, which provide for adequate space and technology for curriculum-related activities, will help our students achieve their maximum potentials during their years of K-12 instruction. Future facilities should be designed and constructed to accommodate known and anticipated future needs. Existing facilities must be continuously assessed to address their specific needs in a timely fashion. Support functions need to be evaluated to achieve maximum service potential for each facility.

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| <b>Strategy 1</b> | <b>Develop and implement a facilities master planning process that incorporates current and future needs.</b>  |
| <b>Strategy 2</b> | <b>Identify and align resources for implementation of the facilities master plan.</b>  |
| <b>Strategy 3</b> | <b>Implement a system of facilities support focused on energy-efficient, effective and predictive maintenance.</b>                                   |
| <b>Strategy 4</b> | <b>Establish comprehensive school design processes including educational specifications, technology and other instructional and community needs.</b> |
| <b>Strategy 5</b> | <b>Enhance and modernize existing facilities to assure desirable and effective learning environments.</b>  |

**V. We shall develop a budget that maximizes revenues and aligns resources in support of the District’s vision.**

The identification and maximization of revenues is an important part of the District’s budget process. Additionally, an effective spending plan is needed to accomplish the priorities identified in the District’s vision, goals and objectives. The dedication of resources toward current initiatives is essential. This includes an in-depth analysis of the existing budget as well as the development of a long-range plan to ensure that resources are available when needed. The spending plan should promote equity and adapt to the District’s educational needs.

- Strategy 1** Explore and support legislation to enhance funding opportunities, including alternate sources of funds as well as grants that align with our goals and objectives.
- Strategy 2** Manage resources wisely and provide financial reports that are accessible and understandable.
- Strategy 3** Ensure that instructional initiatives, the District budget, and other priorities align with the District’s vision and goals, as outlined in the Strategic Plan.
- Strategy 4** Examine options in funding methodology that allow categorical dollars to follow the student while maximizing flexibility.
- Strategy 5** Evaluate and reallocate funding to schools and programs based on identified needs.

**VI. We shall leverage technology to enrich instruction, extend learning, maximize resources and further our commitment to continuous improvement.**

Technology is an essential component of 21<sup>st</sup> century learning, and it is vital for operational efficiency. Technology will help the District meet the challenges of growing enrollment, rising expectations and recurrent economic uncertainties. Through data, we will continually assess our progress against specific measurable outcomes. By utilizing the most effective technological devices and online sources, we will simultaneously personalize and expand learning opportunities for each student. We will use technology to connect our staff, students and community to our vision and goals as we strive to provide the highest quality educational experience we can envision.

- Strategy 1** Leverage data to continually review and refine our practices.
- Strategy 2** Create online communities that connect staff, students, parents and community partners, allowing stakeholders to share ideas, concerns and best practices.
- Strategy 3** Extend classroom instruction through online learning, meaningful connections, and differentiated, student-centered content.
- Strategy 4** Empower students to be the architects of their own learning by providing the tools that allow them to set personal educational goals, create knowledge and assess progress.
- Strategy 5** Apply technology to streamline business processes and focus our resources on student learning.



# Our core values

Lived individually. Exhibited organizationally.

## INTEGRITY

- Demonstrates honest and ethical behavior.
- Honors commitments.
- Accepts responsibility for own actions.
- Models personal and organizational values.
- Behaves in a consistent, dependable manner.
- Recognizes and acknowledges the contributions of others.
- Demonstrates respectfulness and concern for others.

## COLLABORATION

- Shares ideas, information and resources.
- Encourages open dialogue.
- Listens to and seeks to understand others' ideas.
- Disagrees respectfully and constructively.
- Treats others and their ideas with respect.
- Invites diverse perspectives.
- Balances individual and group needs.
- Promotes teamwork and interdependence.
- Encourages divergent thinking. Participates actively.

## LEARNING

- Celebrates learning.
- Models a commitment to life-long learning.
- Takes risks as a learner and as a learning community.
- Structures time and resources to support learning.
- Models high expectations.
- Works to improve performance and results.
- Promotes diversity in learning opportunities.
- Provides for varied learning styles, experiences and personal goals.

## EMPOWERMENT

- Supports a learning community.
- Invites divergent opinions.
- Promotes consensus as a process for decision-making.
- Encourages creative solutions.
- Contributes to achieving personal and organizational goals.
- Demonstrates initiative and responsibility.
- Shares roles of leader and follower.
- Supports risk-taking.
- Seeks multiple options.
- Demonstrates resourcefulness.
- Accepts challenges.
- Shares decision-making.
- Assesses own performance.
- Addresses issues and problems proactively.

## TRUSTWORTHINESS

- Promotes open communication.
- Demonstrates a commitment to group norms.
- Respects others and their ideas.
- Maintains confidentiality.
- Accepts and respects differences.
- Listens fully.
- Sets aside judgment.
- Demonstrates honesty.
- Assumes best intentions.



## IRVINE UNIFIED SCHOOL DISTRICT

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