



2026-2029 STRATEGIC PLAN





GOAL

1

Students Will Graduate Ready for College, Careers and Life

Increase Student Understanding and Engagement

- Implement and monitor Tier I instructional practices and their effect on student outcomes as they relate to each building's SAIL and/or school goals and action steps
- Strengthen our continuous improvement framework to ensure research-based decision making and effective problem-solving across the district
- Ensure all students develop foundational AI and technological literacy skills to become informed, ethical, and adaptable learners
- Universally build out additional mental health support
- Continue to offer post-secondary and dual enrollment programming to ensure maximum opportunities for K20 talent development
 - Research courses that have maximum transferability within 2-year associates degrees, 4-year colleges and pathways
 - Expand career- and service-based learning awareness and opportunities

Increase Relevance of Student Learning Experiences

- Focus on high-impact uses of technology for teaching and learning, build digital literacy skills, and foster a balanced learning approach to ensure technology effectively enhances learning outcomes
 - Develop library programming to meet current and foster emerging skills
- Expand intentional instructional practices and learning experiences to improve readiness for transitions to post-secondary levels for students with disabilities
- Improve continuum of career-oriented experiences for all secondary students
 - Ensure focus on careers most relevant to graduates
 - Infuse industry usage of AI into career pathways
 - Increase number of summer learning opportunities in area of career experiences

Support Student Learning Outcomes

- Increase staff knowledge and usage of data systems (NextPath, WISEDash, etc.)
 - Build staff capacity to use data systems to analyze and respond to formative and summative data
- Ensure all staff develop foundational AI and technological literacy skills to become informed, ethical, and adaptable users
- Analyze alternative education programming and secondary support and extension course options in grades 9-12 and determine growth opportunities, fiscal impact and implement improvements
- Analyze student learning outcomes in English language arts and math programming so systems are aligned to support all students
- Increase staff knowledge and understanding of evidence-based literacy and math practices
- Implement and monitor research-based instructional strategies and programming to improve academic outcomes for students in target groups identified on state report card: English learners, economically disadvantaged, high achieving, and students with disabilities
- Ensure learning opportunities for all students
 - Analyze data to identify areas of disproportionality in course selections, special education identification, discipline, and academic achievement
 - Implement instructional strategies to address areas of disproportionality
- Monitor implementation of purposeful, targeted instruction for all students
 - Analyze outcomes of specially designed instruction for students with disabilities
 - Improve co-planning and co-serving practices

2

Attract, Retain and Honor High-Quality Staff

- **Research and implement health plan options that meet the needs of existing staff, are attractive to new hires, and maintain or lower costs to the District**
 - Develop strategies to help employees manage out-of-pocket expenses
 - Explore options that take proactive approach to healthcare (value-based care) and promote overall wellness
 - Continue to manage overall plan performance and District medical spend
- **Revise Educator Effectiveness model to improve/enhance teacher performance and support positive student academic performance and engagement**
 - Explore moving from 3-year cycles to annual reviews
 - Explore 360-degree model elements including student, parent and peer survey feedback
 - Maintain updated Danielson Framework for Teaching language and evaluate the potential move to the Stronge Evaluation System
 - Increase average EE scores
 - Increase positive teacher response to feedback and evaluation questions on annual survey
- **Revise and implement compensation model that provides recognition of teacher excellence on an annual basis, provides leadership opportunities and is competitive in local market**
 - Research elements of best practices from across the U.S., incorporating student value-add scores
 - Increase/maintain certified staff retention rate
 - Increase high-quality applicants/new hires
- **Explore the transition of Other Post Employment Benefits (OPEB) from a defined benefit to a defined contribution plan**
- **Increase number of staff with specialized certifications in hard-to-fill positions and potentially develop own in hard-to-fill areas**
- **Continue to build mutually beneficial relationships with local universities to build teacher knowledge and create a pipeline of appropriately trained new teachers**

GOAL 3

Maintain and Promote Fiscal Responsibility that Reflects a Commitment to Student Learning

- **Develop efficiencies in current processes that result in cost savings, improved services, or both**
 - Annually review the benefits of current and proposed outsourced, non-instructional services based on cost savings, improved services, or both
 - Develop and utilize impact statements during the budget development process and for proposed program/staffing changes that indicate alignment with educational impact, District initiatives, immediate and future fiscal/programmatic impact
- **Develop new process documentation for:**
 - Individual parent transportation contracts
 - Sponsorship solicitation, contracts, terms, and payment tracking
 - Budget development and management including impact statements
 - Budget reporting
- **Recalibrate facilities maintenance plan annually to maintain 10 years of projections**
- **Explore and identify alternative funding sources for the expansion of District programs**
- **Develop and maintain technology infrastructure that is modern, secure, reliable, and adaptable to emerging instructional and operational needs while supporting student achievement**
 - Ensure critical infrastructure systems including compute, storage, wired and wireless networks, AI-assisted operations, connected devices, asset and location services, and cybersecurity technologies continue to be evaluated, enhanced, and replaced as needed
 - Continue to evaluate, implement and update I:1 student technologies that enhance and support student learning
 - Implement cost-effective and relevant replacement classroom technology solutions for audio, video, and interactivity



GOAL 4

Develop Mutually Beneficial Relationships in Community

- Increase purposeful engagement of key stakeholder groups
 - Share information with parents/guardians on strategies to support responsible use of technology
- Continue to increase utilization of the EFNB and its partnerships with parent organizations and booster clubs to promote ethical fundraising
- Engage stakeholders in facility rental opportunities
- Refine processes and strategies to maximize facility usage
- Leverage sponsors / naming rights partners to develop learning and / or employment opportunities for students
- Leverage sponsors / naming rights partners to enhance capital improvement opportunities
- Advance collaboration with the EFNB to strengthen community partnerships, build organizational capacity, and expand resources that support students, staff, and schools
- Utilizing ticket sales growth data as a point of emphasis, work to secure season sponsors for the Community Concert Series and / or naming rights for the West Performing Arts Center
- Ensure all District policies are updated, as needed, in a timely fashion and continue to utilize BoardDocs to maximize transparency and access to policies for all stakeholders

The SDNB Strategic Plan is an active, “living document” which is continually updated based on our progress and input from our stakeholders. If you have comments, concerns or questions with the direction of the district, please contact Superintendent Joe Garza at Joe.Garza@nbexcellence.org.