



SUBMITTED  
1/2/91

December 7, 1990

TO: Staff, Parents, and Community Members

The Berkeley Unified School District is embarking on a process called Strategic Planning. Strategic Planning, very simply, is a process of doing an in-depth analysis of the school system as it currently exists and then projecting into the future what we would like the district to look like. We will want action teams who will carry out the strategies to develop our future in a positive way. Strategic Planning is a proactive approach versus a reactive approach to leadership.

### LETTERS AND NEWS RELEASES

#### Regarding

### BERKELEY UNIFIED SCHOOL DISTRICT

## STRATEGIC PLANNING PROCESS

December 1990 - October 1991

Dr. Bill Cook, our outside consultant, says that the actual meeting time commitment that anyone would make on an action team would be approximately twenty hours. I realize twenty hours is a small commitment, but, on the other hand, it may be a small price to pay if you really have an opportunity to participate in the future design of the District. The first meeting of the action teams will be on Tuesday, January 8, 1991. Their reports will be complete by May 14, 1991.

If you are willing to serve on a Berkeley Unified School District Strategic Planning Action Team, call the chair of the team you would like to join. A description of the goals of each team and the name and phone number of the chair is attached.

*Handwritten signature*  
Lorraine R. Steele, D.D.  
Superintendent of Schools

Attachment  
LCS:RCS:G

# Berkeley Unified School District

2134 Martin Luther King, Jr. Way, Berkeley, California 94704-1180 (415) 644-6147 FAX: (415) 540-5358



December 7, 1990

SUPERINTENDENT  
LaVoneia C. Steele, Ed.D.

TO Staff, Parents, and Community Members:

The Berkeley Unified School District is embarking on a process called Strategic Planning. Strategic Planning, very simply, is a process of doing an in-depth analysis of the school system as it currently exists and then projecting into the future what we would like the District to look like. We will want action teams who will carry out the strategies to develop our future in a positive way. Strategic Planning is a pro-active approach versus a reactive approach to leadership.

I am very excited about Strategic Planning and what it can do for us. The initial steering committee spent three days, literally fifteen to sixteen hours a day, defining the basic strategies they wished to see the District fulfill over the next three to five years.

We are now to Step 2, and that is a most important step. Step 2 will be the development of action teams to bring into reality the hopes and expectations we all have for the District. I would like to ask you to give serious consideration to participation on one of these teams. At this time we are asking for volunteers to serve on action teams. This is an opportunity for all of us to participate in the future in a designed, meaningful manner. Quality environments don't just happen. They come about through thorough leadership, heavy involvement of participants, and good, organized planning.

Dr. Bill Cook, our outside consultant, says that the actual in-meeting time commitment that anyone would make on an action team would be approximately twenty hours. I realize twenty hours in meetings is a major commitment, but, on the other hand, it may be a small price to pay if you really have an opportunity to participate in the future design of the District. The first meeting of the Action Teams will be on Tuesday, January 8, 1991. Their reports will be complete by May 14, 1991.

If you are willing to serve on a Berkeley Unified School District Strategic Planning Action Team, call the chair of the team you would like to join. A description of the goals of each team and the name and phone number of the chairs is attached.

Sincerely,

A handwritten signature in cursive script that reads "LaVoneia C. Steele".

LaVoneia C. Steele, Ed.D.  
Superintendent of Schools

Attachment  
LCS:NDS:g



BERKELEY PUBLIC SCHOOLS  
OFFICE OF THE SUPERINTENDENT

Beth Mesnick/644-6348

December 11, 1990

NEWS RELEASE

## BERKELEY UNIFIED SCHOOL DISTRICT ASKS FOR STRATEGIC PLANNING VOLUNTEERS

Volunteers are needed to serve on a variety of Action Teams to carry out the current Berkeley Unified School District Strategic Plan, according to Dr. LaVoneia Steele, Superintendent of Schools.

Strategic Planning is a process of doing an in-depth analysis of the school system as it currently exists and then projecting the future of the district in a pro-active, not a re-active, way.

The Strategic Plan is an extension of the Task Force Planning that has been in process for the last two years. Attempting to build on the accomplishments of the Task Force, Dr. Steele assembled an initial steering committee which met for three solid days and succeeded in defining the eleven basic strategies that the Berkeley School District should fulfill over the next three to five years.

Each of the eleven different Strategies will be studied and analyzed by a "team" of 25 members who will be charged with designing a plan of action to carry out the results of their studies. The teams should consist of a good balance of participants with regard to age, race and ethnic background, parent or non-parent, students, community leaders, etc. Participants should expect to spend approximately 20 hours on the project between the initial meeting on Tuesday, January 8, 1991, and the completion of the reports by May 14, 1991.

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The various Action Teams and their leaders are:

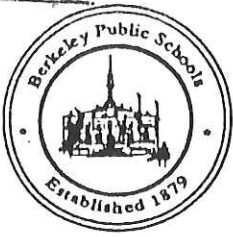
- Parent Involvement -- Carolyn Hall-Gaertner, State and Federal Projects Manager, 644-6202
- Community Resources -- Laura Monroe, Principal, Emerson Primary School, 644-6890
- Safe, Orderly Schools -- Neil Smith, Principal, King Junior High School, 644-6280
- Racial, Ethnic, and Cultural Respect -- Lori Chinn, Bilingual Manager, 644-6934
- Pre-school -- Mary Logan, Principal, Child Development, 644-6203
- Staff Development -- Michael Wong, Personnel Manager, 644-6187
- Adult Education -- Richard Endsley, Principal, Adult Education, 644-6130
- Facilities: Function and Investment -- Monica Thyberg, Berkeley Schools Enrichment Project (BSEP) Manager, 644-8717
- Communications -- Robetta Mack, Principal, John Muir Primary School, 644-6410
- Curriculum: Learning Styles; Individual Goals; Multicultural; Graduation Requirements -- Pat Endsley, Instructional Services Manager, 644-6079 and -- Flori McCurdy, Special Education Manager, 644-6210
- Participatory Management -- Chris Lim, Principal, Willard Junior High School, 644-6330

"This is an opportunity for all of us to participate in the future in a designed, meaningful manner," says Dr. Steele. "Quality environments don't just happen. They come about through thorough leadership, heavy involvement of participants, and good, organized planning."

Anyone interested in joining a particular Action Team is encouraged to call the team leader directly. If anyone needs further clarification, he or she should call Dr. Nancy Spaeth, Associate Superintendent, Instructional Services, at 644-6257.

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SS:clh



May 21, 1991

## GIANT STEP COMING FOR DISTRICT'S STRATEGIC PLANNING PROCESS

The Berkeley Unified School District's Strategic Planning process will take a giant step June 22 toward completion of the plan that will direct public education in Berkeley for the next five years.

On June 22, the BUSD's Strategic Planning Team will receive an action plan from each of the 11 Action Teams that have been studying the areas of Adult Education, Communications, Community Resources, Curriculum, Facilities, Parent Involvement, Participatory Management, Preschool, Racial/Ethnic/Cultural Respect, Safe /Orderly Schools, and Staff Development.

The Action Teams are the outgrowth of the Strategic Planning Team's analysis of the school district. Formed in November 1990 by Superintendent of Schools LaVoneia C. Steele, the community-based Strategic Planning Team identified 11 basic strategy areas. The Action Teams were formed, with each having a balance of members -- students, District staff (certificated and classified), local civic and business persons, and representatives from UC-Berkeley.

Each Action Team was directed to study its assigned area and then to design a plan of action that would carry out the results of that study -- work that has been in progress for the last four months.

A preview of the results was given May 13 and 14 when nine of the 11 Action Teams presented first drafts of their plans to the Strategic Planning Team. (The plan from the Participatory Management Team still is being developed, as is the plan for Adult Education.)

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NEWS RELEASE

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The draft plans were examined by the Strategic Planning Team, questions were asked and suggestions were advanced. The nine Action Plans now are on the desk of Dr. Nancy Spaeth, the District's Associate Superintendent for Instruction and the "Internal Facilitator" for the Strategic Planning process.

Depending on Dr. Spaeth's feedback, each of the Action Teams will modify its plan in time for the June 22 presentations.

"We expect that most of the plans will be in final form by June 22," Dr. Steele explained, "and we will be able to say 'thank you for a job well done' at that time. However, there still is a lot of work ahead of us before the final form is reached."

Dr. Steele noted that many of the BUSD teacher-members of the Action Teams have been concerned about the contract negotiations that were underway during the Action Teams' study period. The Berkeley Federation of Teachers and the District reached agreement on a new contract May 10 and the Superintendent stated that "we now look forward to having our teachers come back to their Action Teams. Their input is invaluable and we urge them to return and to help us as only they can."

After the June 22 session, work will continue on those plans that are not yet complete. Over the summer months, BUSD staff members will further develop the cost/benefit analysis for each of the plans. In September, the Board of Education will hold a workshop study session to examine the plans. The Board members then will decide which of the plans to implement in the first year and which to hold, depending on a full review of the District's needs and finances.

Dr. Steele explains: "With the Board's action, our district will start on a studied path of organized, fiscally-sound development that will enable us to provide an excellent learning place for Berkeley's children, today and in the future."

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BRM:clh



**BERKELEY UNIFIED SCHOOL DISTRICT  
OFFICE OF THE SUPERINTENDENT**

2134 Martin Luther King Jr. Way • Berkeley, CA • 94704 • (415) 644-6348

July 5, 1991

**BERKELEY SCHOOLS STRATEGIC PLANNING UPDATE**

The Strategic Planning Team of the Berkeley Unified School District had its third meeting on June 22 during which it reviewed the Action Plans submitted by the eleven Strategic Planning Action Teams.

Seven of the Action Plans have been reviewed and substantially accepted by the Planning Team: I - Parent Participation, II - Community Resources, III - Safe/Orderly Schools, IV - Trust, IX - Communications, X - Curriculum, and XI - Participatory Management.

The four remaining Action Plans, V - Child Development, VI - Personnel, VII - Adult Education, and VIII - Facilities, have been partially accepted and will subsequently be turned over to task forces for each appointed by Superintendent LaVoneia Steele.

The goal for the completion of the work of the four task forces will be November 1, 1991. The reports of the task forces will then be reviewed by the Strategic Planning Team after which all the Action Plans will be put in priority order. The revised date for bringing the Strategic Plan to the Board of Education is now mid-January, 1992.

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**NEWS RELEASE**



**BERKELEY UNIFIED SCHOOL DISTRICT  
OFFICE OF THE SUPERINTENDENT**

2134 Martin Luther King Jr. Way • Berkeley, CA • 94704 • (415) 644-6348

October 14, 1991

**STRATEGIC PLAN FOR BERKELEY SCHOOLS NEARS COMPLETION**

A new Strategic Plan for the Berkeley Unified School District, designed to bring its students, programs, and facilities into the 21st century is nearing completion.

Shortly after taking over as Superintendent in August of 1990, Dr. LaVoneia Steele initiated a Strategic Planning process utilizing the expertise of the staff, parents, and members of the community by having them serve on various Action Teams to study eleven different Strategies and come up with Action Plans for each.

The eleven Strategies are: Parent Participation; Community Resources; Safe/Orderly Schools; Trust, Respect and Understanding; Pre-School; Personnel; Adult Education; Facilities; Communications; Curriculum; and Participatory Management.

Drafts of seven of the Action Plans have been reviewed and substantially accepted by the Strategic Action Planning Team. The remaining four have been partially accepted and are expected to be finalized this fall. A School Building Advisory Committee has been formed to further study the long-range facilities situation within the District. The Committee, using information compiled by staff and input from five Community Meetings held throughout the fall in various locations in town, will draft a plan for use, change, and financing concerning District owned properties. This plan will be presented to the Strategic Planning Action Team in late November.

The Strategic Planning Team will in turn present its final draft of the entire Strategic Plan to the Board of Education in December. The Board will then thoroughly review it before recommending any changes, further action, or adoption.

Dr. Steele explains: "When the Strategic Plan in its final form is adopted by the Board of Education, our district will start on a studied path of organized, fiscally-sound development that will enable us to provide an excellent learning place for Berkeley's children, today and in the future."

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NEWS RELEASE



# ACTION TEAM LEADERS

Carolyn Hall-Gaertner —  
644-6202

Laura Monroe —  
644-6890

Neil Smith —  
644-6280

Lori Chinn —  
644-6934

Mary Logan —  
644-6203

Michael Wong —  
644-6150

Richard Endsley —  
644-6130

Monica Thyberg —  
644-8717

Robetta Mack —  
644-6410

Pat Endsley —  
644-6079

Flori McCurdy —  
644-6210

Chris Lim —  
644-6330

# STIR ATTIEGIES

We will provide opportunities for parental involvement to ensure that parents and teachers are equal partners in the education of children.

We will identify and utilize all human, institutional and environmental resources of the community to help us accomplish our mission and objectives.

We will maintain safe, orderly schools under a comprehensive discipline plan that is understood by students, parents and staff and is consistently enforced.

We will build trust, respect and understanding among racial, ethnic and cultural groups.

We will develop a comprehensive preschool child development program accessible to all children that is financially independent of General Fund Support.

We will ensure the best staff through recruitment, competitive salaries, training, working conditions, appreciation and evaluation.

We will define and implement the mission, financing and location of Adult Education.

We will provide safe, attractive and functional facilities that achieve optimal return on investment.

We will implement effective internal and external communications.

We will provide a curriculum that addresses different learning styles; enables each student to accomplish her/his individual goals; prepares all students to succeed together in a diverse, multicultural society; and includes an assessment plan and a redefinition of graduation requirements that accommodates individual differences.

We will implement the principles of participatory management in decision-making and organizational structure, functions, and accountabilities.