

# Strategic Plan

2026-2030

“Preparing Every Student  
to Be Ready for the World”

June 23, 2026 | Dr. William Johnston



# Purpose of Today's Presentation



## Strategic Plan

Present the Strategic Plan

### Pillars and Priorities

<b>Academic Excellence</b>	High Quality Instruction	Eliminating Opportunity Gaps	College and Career Readiness
<b>Joy and Wellness</b>	Welcoming Learning Environments	Whole-Child Well-Being	Outstanding Attendance
<b>Engagement and Collaboration</b>	Strong Relationships	Accessible Information	Leading for Impact
<b>Operational Effectiveness</b>	Modernizing Infrastructure	Sustainable Budgeting	District of Choice
<b>Investing in Staff</b>	Strong and Sustainable Workforce	Staff Support and Development	High Performance Standards

## Key Updates

Highlight Key Updates

### Pillar 1 | Academic Excellence

**Priorities**

- **High-Quality Instruction:** Focus on consistent implementation of high-quality instruction to improve student outcomes.
- **Eliminating Opportunity Gaps:** Expand equitable access through inclusive practices and targeted supports to ensure all students can engage and succeed in rigorous learning opportunities.
- **College and Career Readiness:** Provide multiple, meaningful pathways that integrate academic rigor with career exploration and real-world application.


**Our Focus**

Educate and support all students to progress, achieve at high levels, and graduate with the knowledge and skills necessary for postsecondary success.

**High-Quality Instruction**

Focus on consistent implementation of high-quality instruction to improve student outcomes.

- **Why This Matters:** This is the most powerful lever schools have to improve student achievement and accelerate learning growth, ensuring all students gain the knowledge and skills needed for future success.
- **Measures of Success:**
  - Improve grade-level proficiency of students in English Language Arts (ELA), Mathematics, and Science+
  - Increase early education student development in literacy, numeracy and social-emotional development
  - Increase K-2 student literacy proficiency+
  - Students across all achievement levels, on average, will show improved



## Measures of Success

Share Measures of Success

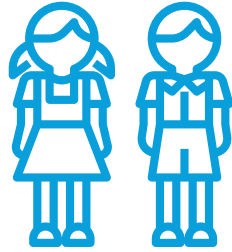
# Why We Updated the Strategic Plan

- ✓ **Build on progress from 2022–26**
- ✓ **Respond to community input**
- ✓ **Continue prioritizing student success and well-being**
- ✓ **Refine and update District goals**



# District Profile

**Educating  
442,000+  
Students**



Latine **72.7%**  
White **10%**  
African American **7%**  
Asian **3.5%**  
Filipino **1.8%**  
Pacific Islander **0.2%**  
American Indian or  
Alaska Native **0.1%**

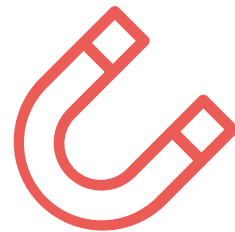
Teachers and Substitutes  
**34,000+**

School  
Administrators  
**2,858**

Total Employees Providing  
Various Forms of Services  
and Support to Students  
and School Communities  
**83,000+**



**1,322**  
Schools and  
Programs



**333**  
Magnet  
Programs



**232**  
Dual  
Language  
Programs



**160**  
Languages spoken  
by students

# Our Vision and Mission

Los Angeles Unified is grounded in a clear vision and mission that guide our work and reflect our commitment to students.

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## Vision

Los Angeles Unified will graduate ALL students Ready for the World and prepared to thrive in college, career, and life.

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## Mission

Provide a rigorous, joyful, and culturally relevant education for all that ensures students achieve academic success and social-emotional well-being.



# Core Beliefs

Our core beliefs guide how we serve students, families, and our community.

## Students at the Center

We believe every decision must be grounded in what is best for students. All students have the potential to succeed, and it is our responsibility to provide the opportunities, supports, and high-quality instruction they need to thrive.

## Collaboration

We believe we exist to serve the students and families of Los Angeles Unified, and we acknowledge the many voices who have a vested interest in the success of Los Angeles Unified. Our decisions, policies, and programs are designed with learners at the center. We actively seek, value, and make decisions with the diverse voices of our communities (parents, students, staff, community partners, labor partners, advocates and education non-profits). We build stronger relationships that better support our students at school, home and in the world.

## Equity

We believe we must unapologetically call out and close the persistent opportunity gaps that disproportionately impact Black, Latine, foster, unhoused, LGBTQIA+, immigrant, and other historically underserved communities. We can and will disrupt the generational, systemic manifestations of discrimination, racism, and bigotry affecting our schools. We are committed to and will actively identify and amplify the successes of our schools that eliminate inequities. We will strategically allocate resources to our students and families to ensure that students are celebrated and supported.

## Excellence

We believe the communities served by Los Angeles Unified deserve the most exemplary education that prepares all students to achieve excellence throughout their educational trajectory from early childhood education to postsecondary. With our community, we must create schools and an entire system that meets the promise of all our unique students.

# Theory of Action

If we:

**Align Resources at Every Level**



Learn from our community



Support our teachers, leaders, and staff



Proactively collect, analyze, and share information



Align our actions



**Pillar 1: Academic Excellence**

High-Quality Instruction, Eliminating Opportunity Gaps, College and Career Readiness



**Pillar 2: Joy and Wellness**

Welcoming Learning Environments, Whole-Child Well-Being, Outstanding Attendance



**Pillar 3: Engagement and Collaboration**

Strong Relationships, Leading for Impact, Accessible Information



**Pillar 4: Operational Effectiveness**

Modernizing Infrastructure, Sustainable Budgeting, District of Choice



**Pillar 5: Investing in Staff**

Strong and Sustainable Workforce, Staff Support and Development, High Performance Standards

**Then We Will Reach Our Five District Goals**

**And Therefore: LAUSD Students Will Be *Ready for the World***

# From Vision to Action



**Core Beliefs**

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Students at the center

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Equity is essential

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Collaboration and strong relationships support students

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Excellence in education that prepares all students from early education to postsecondary

-  **VISION**  
What we will achieve
-  **MISSION**  
Why we exist
-  **DISTRICT GOALS**  
How we will reach our vision
-  **PILLARS AND PRIORITIES**  
Where we will focus
-  **MEASURES OF SUCCESS**  
How we will know we are making progress
-  **DEPARTMENTAL STRATEGIES**  
Departmental strategies and actions to achieve goals
-  **MILESTONES**  
Points in time that signal completion of actions



**Strategic Plan**

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Sets long-term direction for the District

Defines our vision, mission, goals, pillars, priorities, and measures of success



**Operational Plans**

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Turn strategy into action

Define strategies, activities, timelines, and responsibilities to achieve results

# Strategic Plan

**Then (2022-26)**

**Now (2026-30)**

4 District Goals

5 District Goals

95 measures of success

51 measures of success

Activity

Impact

Focused on outputs

Focused on outcomes

Longer document (65 pages)

Streamlined and accessible (32 pages)



# What is Staying the Same

## Commitment to student success and equity



- 1 Academic Excellence**
- 2 Joy and Wellness**
- 3 Engagement and Collaboration**
- 4 Operational Effectiveness**
- 5 Investing in Staff**



# What is Evolving

## Strategic Foundations

- Vision, Mission, and Core Beliefs (Board Edited)
- Activities included in operational plans
- Refined priorities

## Refined District Goals

- New grade levels for English Language Arts
- New Science goal
- Updated College and Career Readiness and Social-Emotional Learning goals

## Performance Culture

- **Shift:**  
Moving from outputs to outcomes
- **Streamlined focus:**  
Focused Measures of Success

These changes reflect our evolving commitment to **Student Excellence** and **Operational Clarity**.

# Overall Engagement Groups



**Parents**



**Community Partners**



**Students**

**Targeted Engagement**



**Staff**



**Labor Partners**



**District Parent Committees**

Parent Advisory Committee (PAC)  
Community Advisory Committee (CAC)  
District English Learner Advisory Committee (DELAC)



# Engagement Overview

**70+**  
Total Sessions



**6,400+**  
Total Participants

## Methods



# What We Heard (Key Themes)

**Student Learning and Achievement**  
Strong academic and enrichment programs



**Equity and Access**  
Access to high-quality programs, supports and services for all students

**Mental-Health and Well-Being**  
Access to mental health, social-emotional learning, counselling and student support services



**Communication and Engagement**  
Clear, consistent and accessible communication and meaningful opportunities to engage

# What We Heard

## Student-Focused Themes

Increase services in high-need areas (special education, mental health, arts, after-school)

Expand access to arts, STEM, extracurriculars, and after-school programs

Reduce screen time and focus on hands-on learning experiences

Strengthen student well-being by fostering inclusive, safe, clean and welcoming school environments

Improve campus conditions and safety through better cleanliness, supervision, facilities, and consistent discipline systems

Increase capacity of high-demand programs (magnet, CTE, dual enrollment, enrichment)

# What We Heard

## Operational and Organizational Themes



Improve hiring processes and timelines



Provide focused, meaningful professional development



Ensure consistent and equitable funding across all schools



Reduce information overload and improve clarity of messaging



Build authentic, ongoing partnerships with families and community organizations by involving stakeholders earlier in planning and decision-making



Simplify enrollment and provide clear pathways for families to access programs

# 2026–2030 Strategic Plan District Goals

			Tool of Measure
<b>Literacy</b>	At Proficiency, on Average	By June 2030, students in grades 3–5 and grades 6–8 will, on average, perform at grade-level for English Language Arts.	Smarter Balanced Assessment
<b>Numeracy</b>	At Proficiency, on Average	By June 2030, students in grades 3–5 and grades 6–8 will, on average, perform at grade-level in Mathematics.	Smarter Balanced Assessment
<b>Science</b>	At Proficiency, on Average	By June 2030, students in grades 5 and 8 will, on average, perform at grade-level in science.	California Science Test
<b>College and Career Readiness</b>	85% College/Career Ready	By June 2030, 85% of students in a graduating 9–12th grade cohort will be college- and/or career-ready, with at least 70% of the cohort being college-ready.	Grad Cohort Data
<b>Social-Emotional Learning</b>	Under Development	By June 2030, students will increase their mastery of social-emotional competencies that support success in school and life.	Report Card

# Pillars and Priorities

<b>Academic Excellence</b>	High Quality Instruction	Eliminating Opportunity Gaps	College and Career Readiness
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<b>Engagement and Collaboration</b>	Strong Relationships	Accessible Information	Leading for Impact
<b>Operational Effectiveness</b>	Modernizing Infrastructure	Sustainable Budgeting	District of Choice
<b>Investing in Staff</b>	Strong and Sustainable Workforce	Staff Support and Development	High Performance Standards

# Why Refine Measures



## Alignment

Strengthening alignment to overarching District goals



## Outcome Focused

Prioritizing outcomes over simple outputs to gauge real impact



## SMART Goals

Specific, Measurable, Attainable, Relevant, and Time-bound measures

## Measures of Success

The Strategic Plan highlights a focused set of measures, with others supported through Operations Plans.



# Academic Excellence



## High Quality Instruction

Focus on consistent implementation of high-quality instruction to improve student outcomes

- Increase performance of all students:
- Grade level proficiency in literacy, numeracy and science\*+
  - Pre-K literacy, numeracy and SEL
  - K-2 literacy proficiency+
  - Students across all achievement levels, on average, will show improved academic performance from prior year



## Eliminating Opportunity Gaps

Expand equitable access through inclusive practices and targeted supports to ensure all students can engage and succeed in rigorous learning opportunities

- Accelerate progress for student groups toward District academic goals\*
- English Learners who are making progress toward reclassification+
- Time students with disabilities are in general education+
- Students with significant cognitive disabilities graduating with a high school diploma
- Underrepresented students enrolled in advanced academic courses
- Student participation in Gifted and Talented programs and services



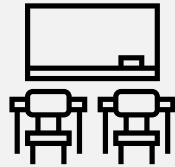
## College and Career Readiness

Provide multiple, meaningful pathways that integrate academic rigor with career exploration and real-world application

- Students graduating college and career ready\*+
- High school students on track for A-G+
- Students enrolled in Advanced Placement, International Baccalaureate and Dual Enrollment
- Students passing Advanced Placement exams+

\*One of five Districtwide goals, +District LCAP metric

# Joy and Wellness



## Welcoming Learning Environments

Design and maintain inviting and inclusive school spaces where every student feels safe, connected, and supported

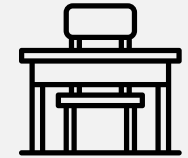
- Students who feel safe at school+
- Students who feel they belong at their school+
- Students who feel they are supported by adult(s) at school
- Reduce the number of open maintenance and operations service call requests at school sites



## Whole-Child Well-Being

Promote whole-child well-being through integrated health, nutrition, and wellness services

- Student development in Social-Emotional Learning competencies\*
- Students reporting, they are happy to be at their school
- Students participating in academic enrichment programs and extracurricular activities (e.g., robotics, athletics)
- Student participation in visual and performing arts program offerings during the school day



## Outstanding Attendance

Outstanding attendance to support consistent in-class learning

- Increase the percentage of students with excellent attendance+
- Decrease the percentage of chronically absent students+

\*One of five Districtwide goals, +District LCAP metric

# Engagement and Collaboration



## Strong Relationships

Strengthen relationships between families, students, and their schools to improve student success

- Parents who feel welcome to participate at their school+
- Families using Parent Portal
- Volunteer participation
- Families responding favorably around overall customer service
- Students, staff and parents+ who feel they are included in decision-making

+District LCAP metric



## Leading for Impact

Shape and contribute policies that yield meaningful progress for our students and the communities in which they live

- Number of engagement and collaborative initiatives with governmental entities and community-based organizations
- Maintain a high passage rate of legislative priorities
- Effectiveness of partnerships through partner feedback and analysis of impact



## Accessible Information

Maintain communication that is clear, consistent, and accessible so our community can engage and collaborate

- Parents reporting satisfaction with District and school communication+

# Operational Effectiveness



## Modernizing Infrastructure

Build and maintain a resilient, modern infrastructure that supports innovative learning and long-term District stability

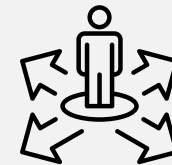
- Increase the number of centralized processes that are digitized
- Increase facilities Capital projects completed on time
- Increase the District’s use of renewable energy
- Decrease districtwide energy usage



## Sustainable Budgeting

Ensure long-term financial sustainability through strategic, transparent budgeting that protects core services and strengthens student outcomes

- Increase one-time funding through grant awards
- Meet or exceed the District’s fund balance target
- Reduce workers’ compensation costs
- Decrease transportation costs



## District of Choice

Position Los Angeles Unified as a district of choice by delivering exceptional, innovative, and equitable learning experiences that attract and retain families across every community

- Increase the count and percentage of new student enrollment
- Stabilize the retention rate of students

# Investing in Staff



## Strong and Sustainable Workforce

Recruit and retain talented staff to build and sustain a diverse, stable, high-quality workforce that supports schools

- Maintain a low districtwide school-based vacancy rate
- Increase the retention rate of teachers across the District with particular focus on schools and subjects with higher turnover
- Increase stabilization of principals at school sites

+District LCAP metric



## Staff Support and Development

Develop and sustain a highly skilled and satisfied staff by providing meaningful professional development and supportive work environments

- Staff reporting that their school is a supportive and inviting place to work+
- Staff attendance rates+
- Educators reporting training as effective

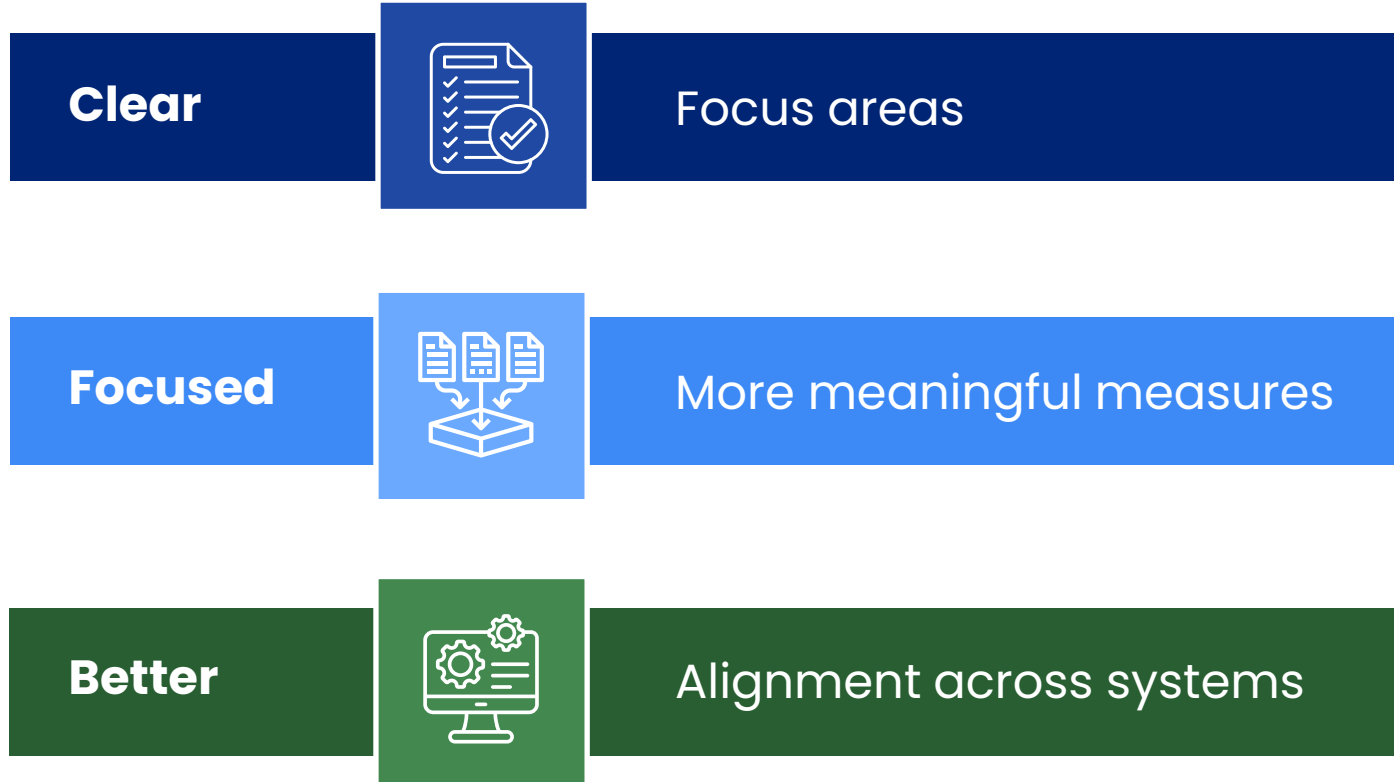


## High Performance Standards

Set and uphold high performance standards that drive excellence across every school and office, ensuring students receive high-quality instruction and support

- Staff reporting their school has high performance standards for all employees
- Principals and teachers who use data to inform instructional decisions

# What This Means for Schools



# Next Steps



**Adopt**



**Communicate**



**Implement**



**Monitor**