



**Woodside School District Strategic Plan 2022-2027**  
*World-Class Public Education & Inclusive Community Connections*

# 2022-2027 Strategic Plan

## Board Update & Discussion Year Two Draft Action Plan

Presented to WESD Board of Trustees  
by Steve Frank, WESD Superintendent

October 10, 2023 | Y2 Action Plan DRAFT



**Superintendent will present additional information from Leadership Team on strategic plan development with draft actions and measurable milestones for Year 2 (2023-24) implementation of strategic priorities.**

1.	<b>Review</b>	Year 2 priorities from multi-year implementation roadmap presented in September (no change)
2.	<b>Preview</b>	Year 2 draft action plan & tracking framework for 2027 strategic plan goals and initiatives (new)
3.	<b>Discussion</b>	Board discussion / questions / comments
4.	<b>Next Steps</b>	Leadership will continue ongoing work & next steps to advance year 2 priorities. Superintendent & Communications will update community and website on Y2 priorities Superintendent & Leadership will provide mid-year / progress check-in at February Board mtg.



## REVIEW: Strategic Plan Implementation Roadmap & Y2 Priorities (same as Sept. 2023)

ROADMAP <a href="#">link to view plan</a>	Strategic Plan Highlights Year 1 <a href="#">Link to Year 1 Summary Report (June 2023)</a>	Strategic Plan Draft Priorities Year 2 (Sept 2023) Leadership to present more detailed draft action plan in October	Future Areas of Strategic Action Years 3-5 specific annual action plans will be developed each summer
GOAL #1 WHOLE CHILD DEVELOPMENT	<ul style="list-style-type: none"> <li>✓ Formed Whole Child Committee &amp; completed bilingual community survey regarding current SEL, advisory, electives, service learning &amp; student skills.</li> <li>✓ Worked with teachers to design &amp; launch programs that expand shared sense of student responsibility on campus &amp; lunchtime options for students.</li> </ul>	<ul style="list-style-type: none"> <li>❑ Pilot opportunities to improve and enhance whole child development &amp; reinforce WESD tenets while emphasizing responsibility, citizenship, community and school pride.</li> <li>❑ Review SEL offerings and current research to enhance support for whole child development.</li> <li>❑ Design vertical articulation of SEL and DEI programs for continuity of student learning.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to implement and enhance whole child offerings, including expanded teacher and staff training, as well as enhanced and coordinated articulation across grades.</li> <li>• Evaluate initial impact and progress regarding new / expanded SEL offerings and identify opportunities for continued improvement, integration, next actions.</li> </ul>
GOAL #2 ACADEMICS & STUDENT OFFERINGS	<ul style="list-style-type: none"> <li>✓ Implemented use of interim assessments in grades 3-8 with all classroom teachers, next steps include proactive plan for uniform use of data to inform real-time practices</li> <li>✓ Designed / implemented positive behavior PBIS.</li> <li>✓ Completed SpecialEd program review.</li> </ul>	<ul style="list-style-type: none"> <li>❑ Build upon and consistently use formative assessments and data to identify opportunities that enhance learning and support all students</li> <li>❑ Evaluate curriculum and offerings for continued effectiveness; based on findings: research and recommend ways to enhance academics in areas of strategic focus (including math &amp; foundational literacy).</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to implement, expand, and systematize data-driven enhancements based on Year 1 and Year 2 initiatives</li> <li>• Work to improve academic programs and student offerings with informed differentiation in all subjects, including areas of strategic focus.</li> </ul>
GOAL #3 COMMUNITY CONNECTIONS	<ul style="list-style-type: none"> <li>✓ Engaged Teachers &amp; designed whole child development options &amp; campus responsibility.</li> <li>✓ Expanded access to bus &amp; summer school.</li> <li>✓ Exploring expanded support for community events on campus.</li> </ul>	<ul style="list-style-type: none"> <li>❑ Explore ways to broaden and deepen connections between families &amp; WESD to enhance collaboration and support students.</li> <li>❑ Invest in, position, and promote the attributes and advantages of a WESD education to attract, engage, and retain WESD community members for the strength of our schools.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to build community, promote the advantage of a WESD education and explore ways to expand safe, sustainable, community- building events on campus.</li> <li>• Explore ways to expand connections with local partners &amp; Bay Area experts to add resources for students.</li> </ul>
GOAL #4 OPERATIONAL EXCELLENCE	<ul style="list-style-type: none"> <li>✓ Prioritized long-term facility needs for essential upgrades, deferred maintenance, infrastructure.</li> <li>✓ Created financial reserves dashboard to track reserve funds for long-term fiscal needs.</li> </ul>	<ul style="list-style-type: none"> <li>❑ Complete community survey to inform bond measure for ballot</li> <li>❑ Prepare for public vote regarding bond measure.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop implementation plan and take action to continue to invest in and update facilities within available resources to address highest needs to ensure safe and well-maintained facilities.</li> </ul>

Each row = key action for Y2 aligned to Strategic Plan # Goal and ## Initiative

## PREVIEW: New Tracking Grid Format & Y2 Action Plan

### Y2 Strategic Plan Implementation Tracking Grid

Draft priorities / Superintendent goals for 2023-24

with key actions & measurable milestones organized by area of focus & initiative

for larger view, see PDF posted in online Board packet

Strategic Plan Initiative	Year 1 (2023-2024)	Leadership	Priority	Y2 Priorities	Measurable Milestones	Strategic Status	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41	2041-42	2042-43	2043-44	2044-45	2045-46	2046-47	2047-48	2048-49	2049-50	2050-51	2051-52	2052-53	2053-54	2054-55	2055-56	2056-57	2057-58	2058-59	2059-60	2060-61	2061-62	2062-63	2063-64	2064-65	2065-66	2066-67	2067-68	2068-69	2069-70	2070-71	2071-72	2072-73	2073-74	2074-75	2075-76	2076-77	2077-78	2078-79	2079-80	2080-81	2081-82	2082-83	2083-84	2084-85	2085-86	2086-87	2087-88	2088-89	2089-90	2090-91	2091-92	2092-93	2093-94	2094-95	2095-96	2096-97	2097-98	2098-99	2099-00	2100-01	2101-02	2102-03	2103-04	2104-05	2105-06	2106-07	2107-08	2108-09	2109-10	2110-11	2111-12	2112-13	2113-14	2114-15	2115-16	2116-17	2117-18	2118-19	2119-20	2120-21	2121-22	2122-23	2123-24	2124-25	2125-26	2126-27	2127-28	2128-29	2129-30	2130-31	2131-32	2132-33	2133-34	2134-35	2135-36	2136-37	2137-38	2138-39	2139-40	2140-41	2141-42	2142-43	2143-44	2144-45	2145-46	2146-47	2147-48	2148-49	2149-50	2150-51	2151-52	2152-53	2153-54	2154-55	2155-56	2156-57	2157-58	2158-59	2159-60	2160-61	2161-62	2162-63	2163-64	2164-65	2165-66	2166-67	2167-68	2168-69	2169-70	2170-71	2171-72	2172-73	2173-74	2174-75	2175-76	2176-77	2177-78	2178-79	2179-80	2180-81	2181-82	2182-83	2183-84	2184-85	2185-86	2186-87	2187-88	2188-89	2189-90	2190-91	2191-92	2192-93	2193-94	2194-95	2195-96	2196-97	2197-98	2198-99	2199-00	2200-01	2201-02	2202-03	2203-04	2204-05	2205-06	2206-07	2207-08	2208-09	2209-10	2210-11	2211-12	2212-13	2213-14	2214-15	2215-16	2216-17	2217-18	2218-19	2219-20	2220-21	2221-22	2222-23	2223-24	2224-25	2225-26	2226-27	2227-28	2228-29	2229-30	2230-31	2231-32	2232-33	2233-34	2234-35	2235-36	2236-37	2237-38	2238-39	2239-40	2240-41	2241-42	2242-43	2243-44	2244-45	2245-46	2246-47	2247-48	2248-49	2249-50	2250-51	2251-52	2252-53	2253-54	2254-55	2255-56	2256-57	2257-58	2258-59	2259-60	2260-61	2261-62	2262-63	2263-64	2264-65	2265-66	2266-67	2267-68	2268-69	2269-70	2270-71	2271-72	2272-73	2273-74	2274-75	2275-76	2276-77	2277-78	2278-79	2279-80	2280-81	2281-82	2282-83	2283-84	2284-85	2285-86	2286-87	2287-88	2288-89	2289-90	2290-91	2291-92	2292-93	2293-94	2294-95	2295-96	2296-97	2297-98	2298-99	2299-00	2300-01	2301-02	2302-03	2303-04	2304-05	2305-06	2306-07	2307-08	2308-09	2309-10	2310-11	2311-12	2312-13	2313-14	2314-15	2315-16	2316-17	2317-18	2318-19	2319-20	2320-21	2321-22	2322-23	2323-24	2324-25	2325-26	2326-27	2327-28	2328-29	2329-30	2330-31	2331-32	2332-33	2333-34	2334-35	2335-36	2336-37	2337-38	2338-39	2339-40	2340-41	2341-42	2342-43	2343-44	2344-45	2345-46	2346-47	2347-48	2348-49	2349-50	2350-51	2351-52	2352-53	2353-54	2354-55	2355-56	2356-57	2357-58	2358-59	2359-60	2360-61	2361-62	2362-63	2363-64	2364-65	2365-66	2366-67	2367-68	2368-69	2369-70	2370-71	2371-72	2372-73	2373-74	2374-75	2375-76	2376-77	2377-78	2378-79	2379-80	2380-81	2381-82	2382-83	2383-84	2384-85	2385-86	2386-87	2387-88	2388-89	2389-90	2390-91	2391-92	2392-93	2393-94	2394-95	2395-96	2396-97	2397-98	2398-99	2399-00	2400-01	2401-02	2402-03	2403-04	2404-05	2405-06	2406-07	2407-08	2408-09	2409-10	2410-11	2411-12	2412-13	2413-14	2414-15	2415-16	2416-17	2417-18	2418-19	2419-20	2420-21	2421-22	2422-23	2423-24	2424-25	2425-26	2426-27	2427-28	2428-29	2429-30	2430-31	2431-32	2432-33	2433-34	2434-35	2435-36	2436-37	2437-38	2438-39	2439-40	2440-41	2441-42	2442-43	2443-44	2444-45	2445-46	2446-47	2447-48	2448-49	2449-50	2450-51	2451-52	2452-53	2453-54	2454-55	2455-56	2456-57	2457-58	2458-59	2459-60	2460-61	2461-62	2462-63	2463-64	2464-65	2465-66	2466-67	2467-68	2468-69	2469-70	2470-71	2471-72	2472-73	2473-74	2474-75	2475-76	2476-77	2477-78	2478-79	2479-80	2480-81	2481-82	2482-83	2483-84	2484-85	2485-86	2486-87	2487-88	2488-89	2489-90	2490-91	2491-92	2492-93	2493-94	2494-95	2495-96	2496-97	2497-98	2498-99	2499-00	2500-01	2501-02	2502-03	2503-04	2504-05	2505-06	2506-07	2507-08	2508-09	2509-10	2510-11	2511-12	2512-13	2513-14	2514-15	2515-16	2516-17	2517-18	2518-19	2519-20	2520-21	2521-22	2522-23	2523-24	2524-25	2525-26	2526-27	2527-28	2528-29	2529-30	2530-31	2531-32	2532-33	2533-34	2534-35	2535-36	2536-37	2537-38	2538-39	2539-40	2540-41	2541-42	2542-43	2543-44	2544-45	2545-46	2546-47	2547-48	2548-49	2549-50	2550-51	2551-52	2552-53	2553-54	2554-55	2555-56	2556-57	2557-58	2558-59	2559-60	2560-61	2561-62	2562-63	2563-64	2564-65	2565-66	2566-67	2567-68	2568-69	2569-70	2570-71	2571-72	2572-73	2573-74	2574-75	2575-76	2576-77	2577-78	2578-79	2579-80	2580-81	2581-82	2582-83	2583-84	2584-85	2585-86	2586-87	2587-88	2588-89	2589-90	2590-91	2591-92	2592-93	2593-94	2594-95	2595-96	2596-97	2597-98	2598-99	2599-00	2600-01	2601-02	2602-03	2603-04	2604-05	2605-06	2606-07	2607-08	2608-09	2609-10	2610-11	2611-12	2612-13	2613-14	2614-15	2615-16	2616-17	2617-18	2618-19	2619-20	2620-21	2621-22	2622-23	2623-24	2624-25	2625-26	2626-27	2627-28	2628-29	2629-30	2630-31	2631-32	2632-33	2633-34	2634-35	2635-36	2636-37	2637-38	2638-39	2639-40	2640-41	2641-42	2642-43	2643-44	2644-45	2645-46	2646-47	2647-48	2648-49	2649-50	2650-51	2651-52	2652-53	2653-54	2654-55	2655-56	2656-57	2657-58	2658-59	2659-60	2660-61	2661-62	2662-63	2663-64	2664-65	2665-66	2666-67	2667-68	2668-69	2669-70	2670-71	2671-72	2672-73	2673-74	2674-75	2675-76	2676-77	2677-78	2678-79	2679-80	2680-81	2681-82	2682-83	2683-84	2684-85	2685-86	2686-87	2687-88	2688-89	2689-90	2690-91	2691-92	2692-93	2693-94	2694-95	2695-96	2696-97	2697-98	2698-99	2699-00	2700-01	2701-02	2702-03	2703-04	2704-05	2705-06	2706-07	2707-08	2708-09	2709-10	2710-11	2711-12	2712-13	2713-14	2714-15	2715-16	2716-17	2717-18	2718-19	2719-20	2720-21	2721-22	2722-23	2723-24	2724-25	2725-26	2726-27	2727-28	2728-29	2729-30	2730-31	2731-32	2732-33	2733-34	2734-35	2735-36	2736-37	2737-38	2738-39	2739-40	2740-41	2741-42	2742-43	2743-44	2744-45	2745-46	2746-47	2747-48	2748-49	2749-50	2750-51	2751-52	2752-53	2753-54	2754-55	2755-56	2756-57	2757-58	2758-59	2759-60	2760-61	2761-62	2762-63	2763-64	2764-65	2765-66	2766-67	2767-68	2768-69	2769-70	2770-71	2771-72	2772-73	2773-74	2774-75	2775-76	2776-77	2777-78	2778-79	2779-80	2780-81	2781-82	2782-83	2783-84	2784-85	2785-86	2786-87	2787-88	2788-89	2789-90	2790-91	2791-92	2792-93	2793-94	2794-95	2795-96	2796-97	2797-98	2798-99	2799-00	2800-01	2801-02	2802-03	2803-04	2804-05	2805-06	2806-07	2807-08	2808-09	2809-10	2810-11	2811-12	2812-13	2813-14	2814-15	2815-16	2816-17	2817-18	2818-19	2819-20	2820-21	2821-22	2822-23	2823-24	2824-25	2825-26	2826-27	2827-28	2828-29	2829-30	2830-31	2831-32	2832-33	2833-34	2834-35	2835-36	2836-37	2837-38	2838-39	2839-40	2840-41	2841-42	2842-43	2843-44	2844-45	2845-46	2846-47	2847-48	2848-49	2849-50	2850-51	2851-52	2852-53	2853-54	2854-55	2855-56	2856-57	2857-58	2858-59	2859-60	2860-61	2861-62	2862-63	2863-64	2864-65	2865-66	2866-67	2867-68	2868-69	2869-70	2870-71	2871-72	2872-73	2873-74	2874-75	2875-76	2876-77	2877-78	2878-79	2879-80	2880-81	2881-82	2882-83	2883-84	2884-85	2885-86	2886-87	2887-88	2888-89	2889-90	2890-91	2891-92	2892-93	2893-94	2894-95	2895-96	2896-97	2897-98	2898-99	2899-00	2900-01	2901-02	2902-03	2903-04	2904-05	2905-06	2906-07	2907-08	2908-09	2909-10	2910-11	2911-12	2912-13	2913-14	2914-15	2915-16	2916-17	2917-18	2918-19	2919-20	2920-21	2921-22	2922-23	2923-24	2924-25	2925-26	2926-27	2927-28	2928-29	2929-30	2930-31	2931-32	2932-33	2933-34	2934-35	2935-36	2936-37	2937-38	2938-39	2939-40	2940-41	2941-42	2942-43	2943-44	2944-45	2945-46	2946-47	2947-48	2948-49	2949-50	2950-51	2951-52	2952-53	2953-54	2954-55	2955-56	2956-57	2957-58	2958-59	2959-60	2960-61	2961-62	2962-63	2963-64	2964-65	2965-66	2966-67	2967-68	2968-69	2969-70	2970-71	2971-72	2972-73	2973-74	2974-75	2975-76	2976-77	2977-78	2978-79	2979-80	2980-81	2981-82	2982-83	2983-84	2984-85	2985-86	2986-87	2987-88	2988-89	2989-90	2990-91	2991-92	2992-93	2993-94	2994-95	2995-96	2996-97	2997-98	2998-99	2999-00	3000-01	3001-02	3002-03	3003-04	3004-05	3005-06	3006-07	3007-08	3008-09	3009-10	3010-11	3011-12	3012-13	3013-14	3014-15	3015-16	3016-17	3017-18	3018-19	3019-20	3020-21	3021-22	3022-23	3023-24	3024-25	3025-26	3026-27	3027-28	3028-29	3029-30	3030-31	3031-32	3032-33	3033-34	3034-35	3035-36	3036-37	3037-38	3038-39	3039-40	3040-41	3041-42	3042-43	3043-44	3044-45	3045-46	3046-47
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## 2023-24 Y2 Strategic Plan Implementation Tracking Update Calendar

<b>July 2023 – Summer Break</b> M T W R F Sa Su 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	<b>Aug 2023</b> M T W R F Sa Su 31 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	<b>Sept 2023 = Preview Y2 Priorities</b> M T W R F Sa Su 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 <small>Sept 7 = BSN &amp; Board Packet Due if Sept 25 PD Day</small>
<b>Oct 2023</b> M T W R F Sa Su Oct 4 Steve reviews draft at Cabinet 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 <small>conference days</small>	<b>Nov 2023</b> M T W R F Sa Su 30 31 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 <small>Nov 13 Teacher Work Day</small>	<b>Dec 2023</b> M T W R F Sa Su 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
<b>Jan 2024 = Mid-Year Report</b> M T W R F Sa Su 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 <small>Jan 22 = Board Retreat draft report</small>	<b>Feb 2024</b> M T W R F Sa Su 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 <small>Feb 16 Teacher PD Day</small>	<b>Mar 2024</b> M T W R F Sa Su March 21-22 conference days 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
<b>April 2024</b> M T W R F Sa Su 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	<b>May 2024 = Year-End Report</b> M T W R F Sa Su 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 <small>May 23 wrap call</small>	<b>June 2024</b> M T W R F Sa Su 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 <small>updated as of 10/4/2023</small>

**Interim Progress Reports posted in Board Packets prior to meetings**

**Board Meeting Updates on Agenda:**

**Sept 12** = Superintendent provides update on revised Y2 roadmap & high-level priorities

**Oct 10** = Board reviews draft of tracking grid & Y2 action plan

**Jan 22** = Board retreat option for discussion to inform Y3 action plans

**Feb 13** = Board review & comment on Y2 mid-year report check-in

**May 14** = Board reviews of year-end report and draft ideas for Y3 action



**Superintendent will present additional information from Leadership Team on strategic plan development with draft actions and measurable milestones for Year 2 (2023-24) implementation of strategic priorities.**

1.	<b>Review</b>	Year 2 priorities from multi-year implementation roadmap presented in September (no change)
2.	<b>Preview</b>	Year 2 draft action plan & tracking framework for 2027 strategic plan goals and initiatives (new)
3.	<b>Discussion</b>	Board discussion / questions / comments
4.	<b>Next Steps</b>	Leadership will continue ongoing work & next steps to advance year 2 priorities. Superintendent & Communications will update community and website on Y2 priorities Superintendent & Leadership will provide mid-year / progress check-in at February Board mtg.



## **For Board Reference**

Key elements from 2027 Vision & Y2 Action Plan:

- 1 overall (big picture) vision statement
- 4 areas of focus & strategic goals
- 2 sub-initiatives support each goal



## **2022-2027 Strategic Plan Vision**

### **World-Class Public Education & Inclusive Community Connections**

#### **Whole Child Development**

Goal 1 | Expand current programs to include focus on community citizenship and personal responsibility

#### **Academics & Student Offerings**

Goal 2 | Advance our innovative, dynamic approach to individualized student learning, collaborative teaching, and inclusive community building

#### **Community Connections**

Goal 3 | Continue to strengthen connections and engage everyone in the school community

#### **Operational Excellence**

Goal 4 | Support continued world-class public education through ongoing investments in campus infrastructure, fiscal sustainability, and resource stewardship





*Full Text of WESD Board-Adopted 2027 Strategic Plan Vision & Initiatives:*  
**World-Class Public Education & Inclusive Community Connections**

Vision 2027   Strategic Plan Areas of Focus & Goals	Original Initiatives for Implementation and Action 2022-2027
<b><u>Whole Child Development</u></b>  Goal 1 = Expand current programs to include focus on community citizenship and personal responsibility to nurture the whole child and develop students with accountability for their actions who work in partnership to support each other and make our Woodside community the best it can be.	1.1 Enhance current social-emotional learning (SEL) program, curriculum, and offerings to expand focus on student citizenship and personal accountability.  1.2 Nurture and support whole child development through campus experiences and student engagement to encourage shared responsibility for community & others.
<b><u>Academics &amp; Student Offerings</u></b>  Goal 2 = Advance our innovative, dynamic approach to individualized student learning, collaborative teaching, and inclusive community building to elevate curriculum, enhance offerings, and incorporate cutting-edge, research-based practices.	2.1 Implement collaborative models for teaching and learning, including opportunities for cross-curricular / cross-department / cross-class teaching within grades.  2.2 Continue to identify and integrate best practices for equitable teaching and learning, including research-based enhancements to core curriculum aligned with California standards.



*Full Text of WESD Board-Adopted 2027 Strategic Plan Vision & Initiatives:*  
**World-Class Public Education & Inclusive Community Connections**

Vision 2027   Strategic Plan Areas of Focus & Goals	Original Initiatives for Implementation and Action 2022-2027
<b><u>Community Connections</u></b>  Goal 3 = Continue to strengthen connections and engage everyone in the school community, including students, teachers, staff, families, alumni, and local partners to ensure a sense of connectedness, inclusion, and belonging for all.	3.1 Support WESD community connections among students, teachers, staff, and families with an emphasis on inclusion, belonging, equity, and access for all.  3.2 Position and promote the advantage of a WESD education to attract and retain students, families, teachers and staff, and community partners.
<b><u>Operational Excellence</u></b>  Goal #4 = Support continued world-class public education through ongoing investments in campus infrastructure, fiscal sustainability, and resource stewardship to provide robust support for operational needs and fiscal priorities on a safe, well-maintained campus.	4.1 Refresh campus infrastructure and continue to improve facilities within the budget framework.  4.2 Strengthen financial reserves & fiscal responsibility and invest in operational improvements.

