

Fresno Unified School District  
Board Communication

**BC Number EA-1**

From the Office of the Superintendent  
To the Members of the Board of Education  
Prepared by: Kristi Imber-Olivares, Director  
Cabinet Approval:

Date: February 21, 2020

Phone Number: 457-3896

Regarding: Collaborative Strategic Planning to Develop District Vision, Mission, and Goals

The purpose of this communication is to provide the Board information on the collaborative work to develop a collective vision, mission, and district goals. In recognition of our district's need to develop a collective vision embedded in a student-centered learning environment, a cross-departmental team was developed to engage in a process to gather input from our Board, students, parents, staff, and community members. The overall process will involve development, evaluation, implementation, and a plan to sustain a new collective vision, mission, and goals for our district.

During the spring, the primary focus is to gather stakeholder voice. Prevention and Intervention, Communications, Equity and Access, FTA President, and Goal 2 have partnered to plan a multi-layered approach to gathering student voice. Additional questions were included in the Climate and Culture survey provided to all students grades four through twelve. In addition to the survey, a total of thirty-five focus groups have been planned across the eight regions within our district. These focus groups will be conducted during the last two weeks of March with students in grades four through twelve. Thirteen focus groups will be conducted with the following student groups: English language learners, foster youth, homeless, LGBTQ, students with disabilities, African American, Asian, Filipino, Hispanic, Native American, Pacific Islander, Two or More Races, and White. The remaining twelve focus groups will be heterogenous groups representative of the various grade levels and schools across the regions. Additionally, eight focus groups will be conducted in April with students participating in the Black Student Unions at each high school. A final layer to the gathering student voice is to create a polling plan with the Student Advisory Board.

In addition to student focus groups, the Chief Academic Officer and Chief Information Officer met with principals during their mid-year meetings to gather input from site leaders on how to develop a multi-layered approach to gathering parent and staff voice. Like the students, additional questions have been added to the parent and staff Climate and Culture Survey as a baseline. The Communications Department will be providing future communication outlining the multilayered plan to gather input from staff, parents, and community members.

Approved by Superintendent  
Robert G. Nelson Ed.D.



Date: 02/21/20

Fresno Unified School District  
Board Agenda Item

Board Meeting Date: October 21, 2020

**AGENDA ITEM B-13**

**AGENDA SECTION: B**

(A – Consent, B – Discussion, C – Receive, Recognize/Present)

**ACTION REQUESTED: Adopt**

(Adopt, Approve, Discuss, Receive, etc.)

**TITLE AND SUBJECT: Discuss and Adopt Fresno Unified School District's Strategic Plan**

**ITEM DESCRIPTION:** Included in the Board binders is the final draft of Fresno Unified School District's Vision, Mission, Values, and Goals. The final draft of the vision, mission, values, and goals was a multi-phased approach which included analysis from a variety of stakeholder's input as well as Board's input and revisions during Mini Workshops during the week of October 5, 2020. The adoption of the Vision, Mission, Values, and Goals will provide a framework and guidance for the district to strategically develop aligned objectives during the second semester of the 2020/21 school year with our departments and schools. The objectives development will be the last phase of the strategic plan to ensure that the District goals live with our department and sites through active monitoring to guide program evaluations and resource allocations.

**FINANCIAL SUMMARY:** There is no fiscal impact to the district at this time.

**PREPARED BY:** Lindsay Sanders,  
Chief, Equity and Access

**DIVISION:** Equity and Access  
**PHONE NUMBER:** (559) 457-3471

**CABINET APPROVAL:** Lindsay Sanders,  
Chief, Equity and Access

**SUPERINTENDENT APPROVAL:**



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# Fresno Unified School District's Vision, Mission, Values & Goals

Board Presentation  
October 21, 2020

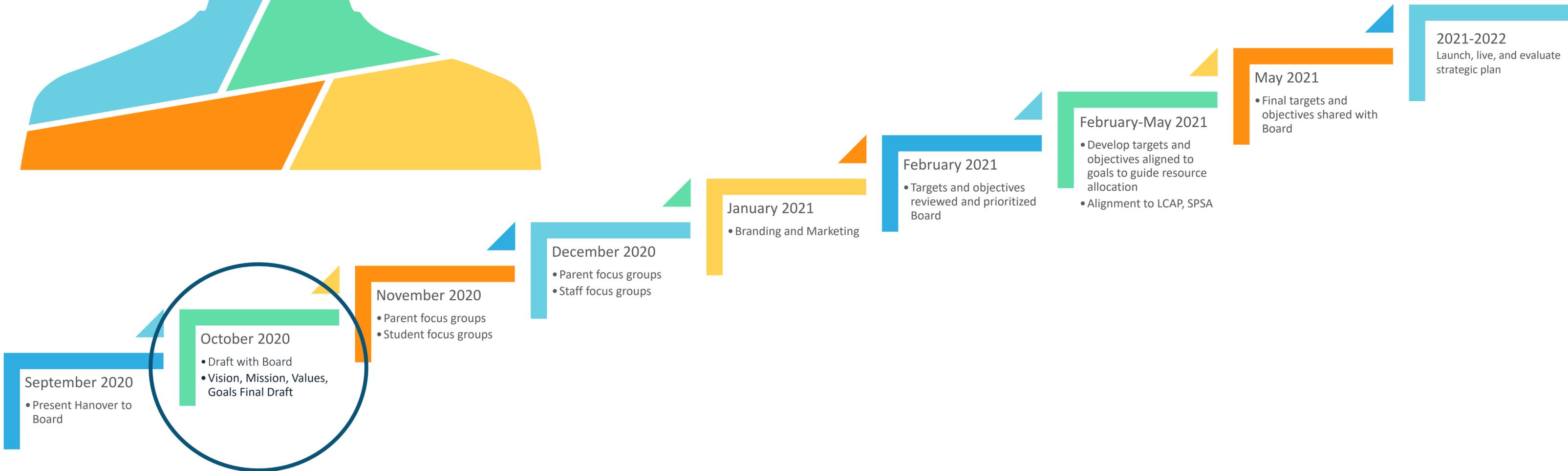


Prepared by Communications, Equity & Access, & Superintendent's  
Office



# Next Steps

Where are we going from here?





# Key Findings

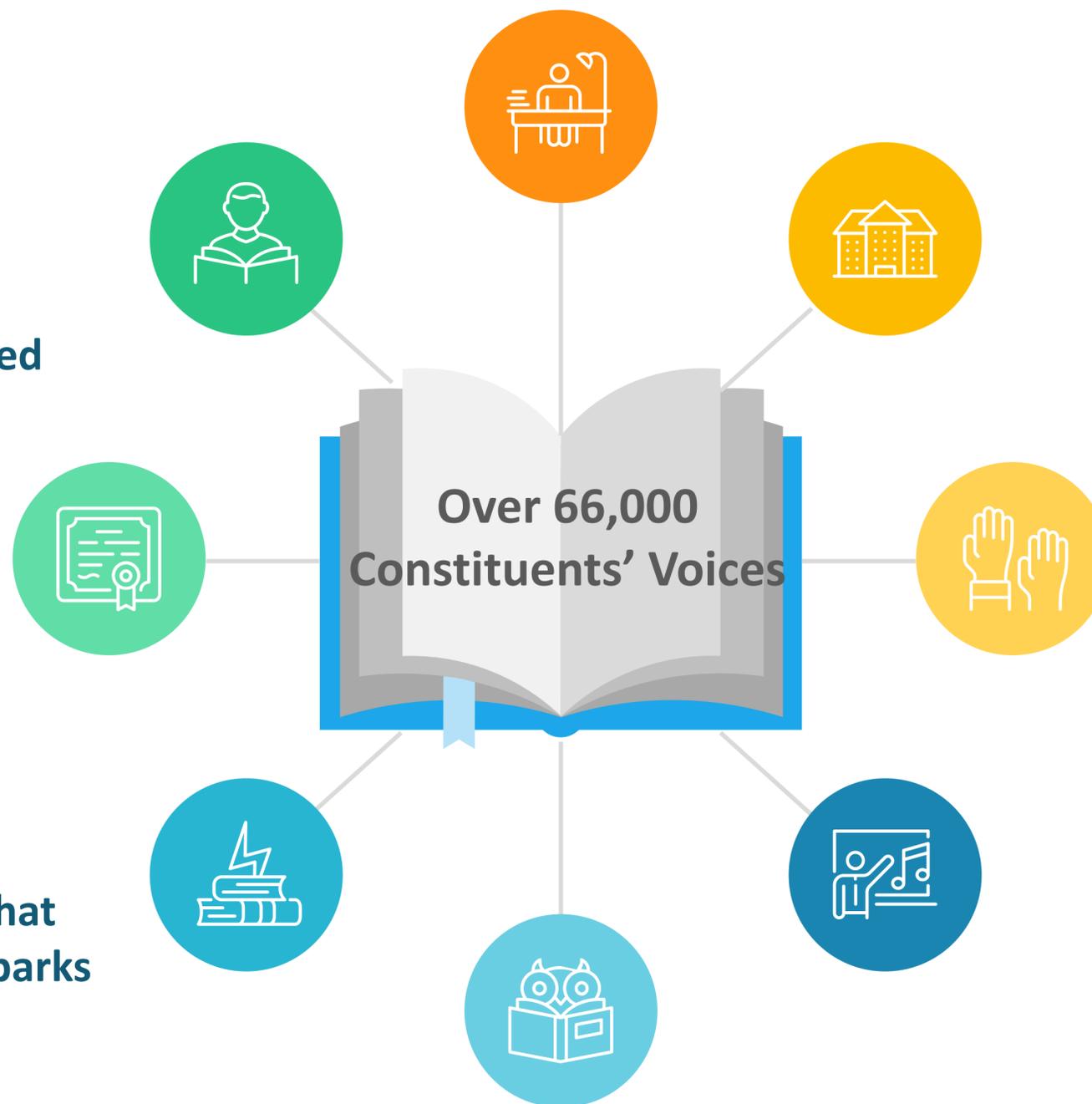
Hanover Research—Capstone: Stakeholders’ Strategic Priorities

◆ Prepare students for postsecondary success/align content to college & career

◆ Prepare students to be engaged community members

◆ Support student needs

◆ Create learning experiences that are relevant to their lives & sparks their interest



◆ Connectedness & involvement = interpersonal relationships

◆ Improve family engagement & communication

◆ Support staff & professional learning

◆ Bolster student engagement & teacher support during distance learning



# Recommendations

## Hanover Research—Capstone: Stakeholders’ Strategic Priorities

Based on the findings from these four stakeholder studies, Hanover recommended the following:

01

Establish & enhance culturally competent two-way communication & engagement with families

02

Prioritize the recruitment, retention & development of staff

03

Promote postsecondary programs & curricular content to engage and motivate students to learn

04

Establish district goals that are measurable, actionable, and develops monitoring metrics to track progress



Over 66,000  
Constituents’ Voices

# Fresno Unified Strategic Plan

## Current Reality

*"A mission statement is not something you write overnight, but fundamentally, your mission statement becomes your constitution, the solid expression of your vision and values. It becomes the criterion by which you measure everything else in your life." Stephen Covey*

### ◆ Vision

We **SEE** a Vision—Where do we want to be? What does the future look like?

Current Reality: None

### ◆ Mission

We **HAVE** a Mission—Why do we exist? What is our purpose?

Current Reality: None

### ◆ Values

We **BELIEVE** in Values—What is our expected behavior? What is our moral compass?

Current Reality: Core Beliefs and Commitments drafted in 2013



### ◆ Goals

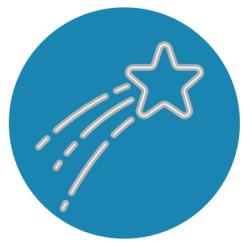
We **PURSUE** Goals—What do we want to accomplish?

Current Reality: Expired 2019

### ◆ Objectives

We **ACHIEVE** Objectives—What are our measurable targets along the path to our goals?

Current Reality: LCAP encompasses objectives that are updated annually and aligned to expired goals



# THE VISION

Putting It Together

We **SEE** a Vision—Where do we want to be? What does the future look like?

Fresno Unified School District is where students, families and staff are valued and empowered to achieve their greatest potential.





# THE MISSION

Putting It Together

We **HAVE** a Mission—Why do we exist? What is our purpose?

We nurture and cultivate the interests, intellect, and leadership of our students by providing an excellent, equitable education in a culturally proficient environment.





# THE VALUES

## Putting It Together

We **BELIEVE** in Values—What is our expected behavior? What is our moral compass?

Organizational culture is the building block for a highly successful and extraordinary school district. Organizational culture is the set of shared beliefs, truths, assumptions, and values that operate in organizations. Our Fresno Unified values shape our culture by defining the way that things get done and by providing a framework for the expected behavior of faculty, staff, and students to foster the growth of individuals we serve. Fresno Unified believes in dependable and tailored service with a focus on our core values.

### ❖ We Value Learning

- We provide high quality teaching and learning that involves challenging and relevant experiences to produce critical, collaborative, and solution-oriented thinkers.
- We create learning experiences that support a wide range of ability and are focused on improving every day with constructive and consistent feedback.
- We emphasize learning is enjoyable, engaging, and interactive.
- We know all individuals can learn and we demonstrate that by having high expectations and a growth mindset.

### ❖ We Value People and Our Community

- We create a welcoming place where diversity, equity, and inclusion are at the forefront of all our decisions to create a place where people are treated with respect and compassion.
- We strive to ensure that all feel loved, valued, informed, and heard.

### ❖ We Value Positive Behavior

- We promote all individuals to grow intellectually, emotionally, morally, socially, and culturally.
- We demonstrate a passion for life rooted in respecting and understanding one another.
- We prepare our students to play active roles in building positive communities.

### ❖ We Value Accountability

- We have a responsibility to action and own the consequences of our actions.
- We measure and reflect on outcomes to improve the quality of our work.
- We use evidence-based methods and make data-informed decisions.
- We own the intent and the impact of our actions at all levels of Fresno Unified.





# THE GOALS

Putting It Together

We **PURSUE** Goals—What do we want to accomplish?

All district goals shall have objectives that are measurable, actionable and develops monitoring metrics to assess district progress that guides program evaluation and resource allocation.

## Student

- ❖ Improve academic performance at challenging levels
- ❖ Expand student centered and real-world learning experiences
- ❖ Increase student engagement in their school and community

## Staff

- ❖ Increase recruitment and retention of staff reflecting the diversity of our community

## Families

- ❖ Increase inclusive opportunities for families to engage in their students' education





# The Strategic Plan Development Continued

What would the plan include?

## THE PLAN

### Goals

Clear outcomes for our students by 2025 from the Fresno Unified Board of Education



### Strategies

Core strategies to guide school and department work plans

### Objectives

Specific areas of focus to meet the goals

### Metrics

Measurable indicators of progress and performance

### Actions

Specific actions and programs implemented with an ongoing cycle of analysis on Strengths, Weaknesses, Opportunities, and Threats (SWOT) before deciding on new actions



# The Strategic Plan Development Continued

What would it look like?

## STUDENT GOALS

### IMPROVE ACADEMIC PERFORMANCE AT CHALLENGING LEVELS

Strategy: Close the achievement gaps through using an equity lens & researched-based instructional & intervention practices

Objectives	Performance Metrics	Equity Metrics
Increase 3 <sup>rd</sup> Grade ELA Proficiency by XX% <i>EXAMPLE</i>	XX% → XX%	African-American XX% → XX% English Learners XX% → XX%

### EXPAND STUDENT CENTERED & REAL-WORLD EXPERIENCES

Strategy: Promote intellectual curiosity, critical thinking, and problem-solving in order to be prepared for college and career

Objectives	Performance Metrics	Equity Metrics
Increase College & Career Indicator by XX% <i>EXAMPLE</i>	XX% → XX%	Foster Youth XX% → XX% Students w/ Disabilities XX% → XX%

### INCREASE STUDENT ENGAGEMENT IN THEIR SCHOOL & COMMUNITY

Strategy: create a safe and inclusive climate that promotes relationships, involvement, and diversity

Objectives	Performance Metrics	Equity Metrics
Increase College & Career Indicator by XX% <i>EXAMPLE</i>	XX% → XX%	Asian XX% → XX% Homeless XX% → XX%



# The Strategic Plan Development Continued

What would it look like?

## STAFF GOAL

### INCREASE RECRUITMENT AND RETENTION OF STAFF REFLECTING THE DIVERSITY AND VALUES OF OUR COMMUNITY

Strategy: Create a safe and inclusive climate that promotes relationships, collaboration, diversity, and our values

Objectives	Performance Metrics	Equity Metrics
Increase retention of our staff by XX% <i>EXAMPLE</i>	XX% → XX%	African-American XX% → XX% Hispanic XX% → XX%

## FAMILY GOAL

### INCREASE RELEVANT & INCLUSIVE OPPORTUNITIES FOR OUR FAMILIES TO ENGAGE IN THE EDUCATIONAL JOURNEY OF THEIR STUDENT

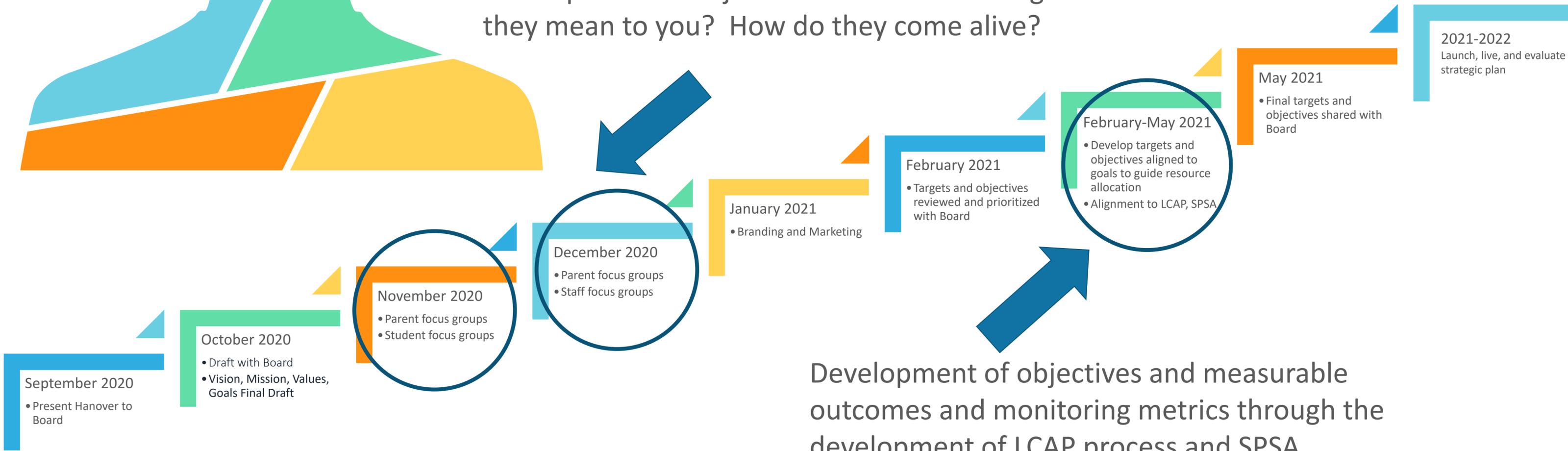
Strategy: Establish and enhance culturally-proficient two-way communication and engagement opportunities for families

Objectives	Performance Metrics	Equity Metrics
Increase the perception of positive customer service by XX% <i>EXAMPLE</i>	XX% → XX%	African-American XX% → XX% Hispanic XX% → XX%

# Next Steps

Where are we going from here?

Conduct focus groups to get feedback on our newly adopted Mission, Vision, Goals, and Values to inform development of Objectives and measurable goals. What do they mean to you? How do they come alive?



Development of objectives and measurable outcomes and monitoring metrics through the development of LCAP process and SPSA development

