



SUPERINTENDENT EVALUATION AND GOAL SETTING 2020-2021



SWOT ANALYSIS FROM EVALUATION



Strengths

Weaknesses

Opportunities

Threats

Strong COVID Response :

- Call Center Approach
- Adapting to work/learn-from-home environment
- Acquiring technology short turnaround time
- Feeding entire Fresno community in a time of true crisis.

Capable employees recruited via competitive process, with goal of workforce reflecting student population.

Increased leadership presence:

- Calm and pleasant demeanor even during tough times
- Leading with a stronger, more confident style

Dividends from investment made in **positive relationships with FUSD labor partners.**



Strengths

Weaknesses

Opportunities

Threats

Cabinet will grow in 2021 and hope to address:

- Opportunity to focus Nelson time, build capacity, delegate and hold accountable top staff members.
- Team must be proactive think tank for post-COVID learning loss mitigation.

Board expects to hear emerging issues at concept stage, much earlier in policy development cycle.

- Vet “political” hot topic issues
- Gauge full-board interest and perspectives
- Consult on labor relations strategy more frequently, both COVID and bargaining

Pay better attention to cross cultural/monolingual non-English communication practices District-wide:

- Lessons learned from LCAP feedback sessions in Spanish
- Translate most important documents early and often.
- Recalibrate messages where necessary to the literacy level of the typical FUSD parent.

When possible, streamline Board reports, include Executive Summaries and related data snapshots.

Strengths

Weaknesses

Opportunities

Threats

Additional comprehensive supports for students in **Alternative Education** settings:

- New Ventura and 10th campus / World class facility/ Comprehensive supports/ New instructional delivery models
- Creation of an Office of External Partnerships:
 - Funding support for community projects via foundation
 - Increased access to student internships
 - Increased opportunity for governmental engagement
 - Comprehensive grant writing for systemic projects

Leadership reorganization to create opportunities for additional efficiency/effectiveness.

Strengths

Weaknesses

Opportunities

Threats

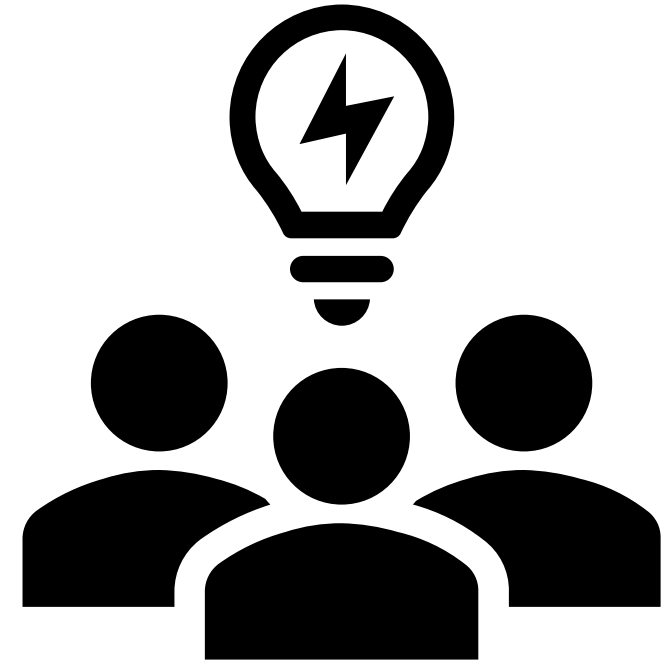
Ongoing impacts of COVID-19 impacting stakeholders/ responsible entities.

- Return to school timelines and protocols
- Assessing and supporting student learning loss
- Additional need for social-emotional support services
- COVID testing protocols and potential vaccine dispersal
- Potential budgetary impacts due to underlying economic factors.
- Decline in student progress and readiness for post FUSD world

PROGRESS SUMMARY
2019-20
FUSD GOALS

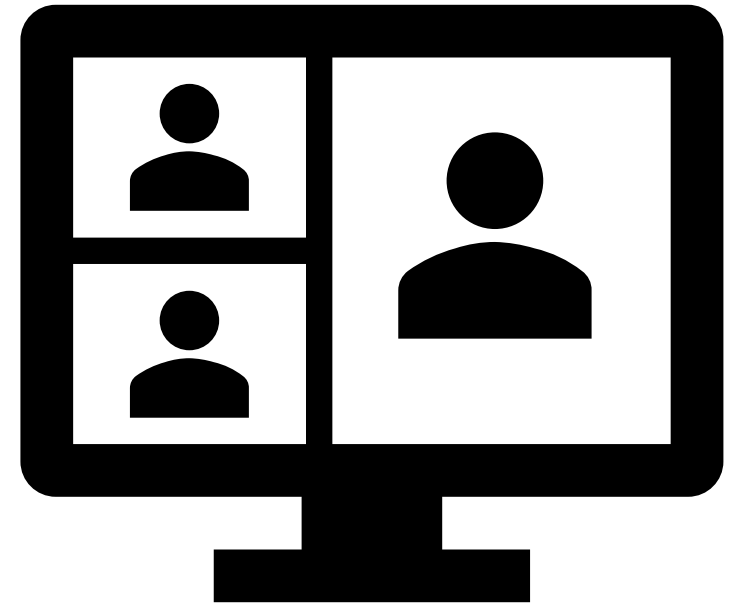
Deliver Mission, Vision, Values and Goals document that provides Trustees ample opportunity to comment at various points in the development process.

- Conduct focus groups (parents, students, staff) “How to make Strategic Plan effective operational tool”.
- Draft - present measurable objectives for Cabinet and Board of Education review
- Establish priorities to guide 2021-2022 program and resource development
- Develop 5-year Strategic Plan with annual goals with clearly measured metrics and equity metrics clarified with all stakeholders, including the public.



Increase Fresno Unified School District's workforce and programs so that they are reflective of our student population.

- Continue to review personnel policies and practices to ensure they advance Board goal of workforce that fully reflects the student population.
- Consider special education needs/experiences in review of diversity and inclusion practices.
- Consider diversity within specialty programs and work to address barriers to participation.



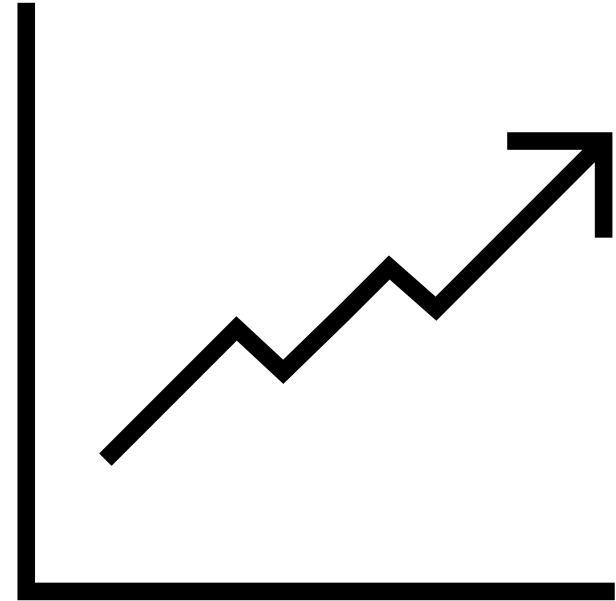
Address communication and customer service deficits, especially within Special Education

- Complete reorganization plan by 2021/22 school year to place customer-facing areas of FUSD under one umbrella to receive customer service training and create a one-stop shop
- Ensure reorganization provides necessary supports for those student populations chronically underserved: SPED, African American, English Learners, Foster, and Homeless youth.
- Complete assessment of Spanish and Hmong translation requirements for equity with solution to Trustees (may require budget prioritization) .



Maintain Fiscal Stability - Continue to have a fiscally sound district with great credit rating

- With the ROI study, direct and redirect resources to areas that produce the greatest student outcomes



Fine-tune Communication with Trustees. Ensure accurate and timely critical incident information is available to Trustees.

- Finalize/agree on a clear communication plan/strategy to provide information to Trustees on all aspects of FUSD with “no surprises” expectation

- Work on better scheduling



Grow Cabinet structure and team committed to excellence and accountability - More consistently holding senior leaders accountable for actions, or inactions, through written documentation

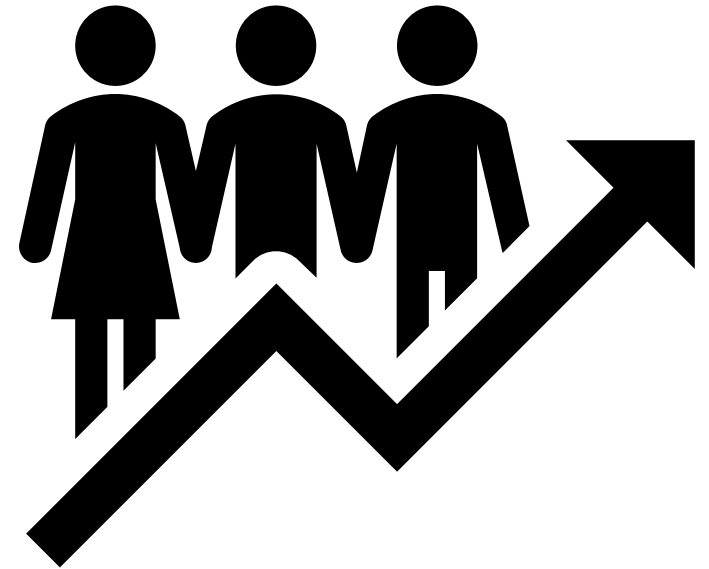
- Complete reorganization plan by start of 2021/22 school year
- Continue to refine, establish and maintain accountability structures for leadership action and inaction, progressing toward a culture of full accountability.



Continue to provide reliable student growth and performance data, accompanied by program options to improve outcomes

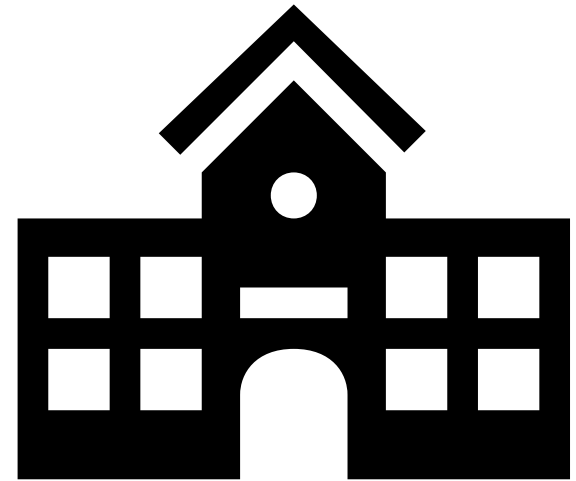
- Begin studies to understand COVID-19 impact on student groups - implement targeted interventions aimed at improving outcomes

- Utilize ROI analysis, as available, to direct/redirect funds to programs with biggest impact and most cost effective



Implement plan to provide facility equity throughout our schools.

- Continue to update Board regularly on Facilities Program
- Bring identified Grant recommendations to fund projects to free up Bond resources



WHAT BOARD CAN EXPECT FROM ME:

- Personal and professional best, everyday, including unquestionable work ethic
- Engage all seven trustees universally, with dignity and respect
- Represent FUSD with honesty, integrity, kindness, and executive presence
- Share with transparency to the extent of my knowledge
- Work to know, fulfill Trustee interests to better support FUSD kids
- Work to know and fulfill community and constituent aspirations as possible
- Work for equity across the system in every respect
- Assist Trustees to be an effective and stable governance team
- Advise when requests should come before the entire board
- Keep open, brief, regular communication regular, goal within 24 hours
- Be politically savvy without personally engaging in political behavior outside my sphere
- Carry out every board-issued policy directive that is legal, ethical, and within my authority

WHAT I ASK OF YOU -TRUST AND SUPPORT:

- Trust that I will engage in behavior that benefits FUSD, our kids, and long-term sustainability fiscally and professionally, and remain open to your regular feedback in this regard
- Withhold formation of firm conclusions (from parent and community) until staff discussion
Share remarks/concerns regarding inaccuracy or insufficiency with staff before open session
- No intentional “gotcha” surprises in either direction of the governance team
- Understand mistakes will occur, staff will own them and correct them, and honor accountability expectations defined by Trustees
- Work collaboratively with all staff, and fiscal concerns directed through me or our office
- Sideline some low priority initiatives to better streamline and sustain high priorities
- Consider Trustee emotional tone, public remarks, and visible behaviors set the weather for our entire system of 10,000 employees and 74,000 students as well as the community’s perception of us as an entity

DISCUSSION –
BOARD DESIRED 2021-22
FUSD GOALS

GOALS DISCUSSED IN EVALUATION

- ❑ Academic Loss Recovery

- ❑ **COVID return to school actions,** communication, negotiations, trust building

- ❑ **Consistent messaging** with County and Region, clarity in Board communication, conciseness valued

- ❑ **Inclusion, Equity, Access in all activities** (communications, programs, resource allocation)

- ❑ **Fiscal Health**

- ❑ **Operationalization of Strategic Plan**

REMINDER – 2019-2020 GOALS - REVISIT?

Deliver **Mission, Vision, and Goals** with ample Trustee input

Operationalize Plan and address missed input

Ensure FUSD workforce and programs **reflect student population.**

Continue Effort

Address **communication and customer service deficits**, especially Special Education

And Alternative Ed and areas of profound academic loss

Fiscal Stability - Continue – maintain credit rating

Continue Effort especially post COVID realities

Fine-tune

Trustee Communication

Continue Effort including report improvements, brevity etc.

Grow Cabinet expecting excellence and accountability for actions/ inactions

Continue Effort

Provide reliable student growth - performance data, program options to improve outcomes

Continue Effort especially post COVID realities

Facility Equity

Continue Effort