

February 28, 2024

To: Fresno Unified School District Board of Education
From: Kent Bechler, Ph.D., Sally Frazier, Ed.D., Juan Garza
Subject: Listening Tour Summary Report

**Fresno Unified School District
Key Themes from February 2024 Listening Tour**

Key themes gathered from the extensive listening tour sessions are delineated in this summary report. The report highlights several key themes deemed necessary for an effective leader within the Fresno Unified School District. These themes include:

Educational Background and Administrative Credential:

The ideal candidate should possess a strong educational background with experience as a classroom teacher, site administrator and across various departments. The candidate should hold a California Administrative Credential, to make certain s/he is well-equipped to navigate the complexities of district leadership and to bring a systemic perspective to ensure the coherence of the various departments.

Experience and Contextual Understanding:

Classroom teaching experience, site and district office administration and familiarity with the district's history and culture are critical. Progressive experience within the education system is important. Additionally, internal candidates and those with ties to the Valley are preferred, as they would be most likely to bring a deep understanding of the district's context, complexities and diversity.

Communication and Collaboration:

Effective communication skills are essential, including the ability to share successes, collaborate with stakeholders, and engage with the community. The candidate should be transparent, authentic, and able to build trust among staff, the Board, and the community. Fostering and enhancing existing relationships were deemed invaluable.

Strategic Vision and Data Analysis:

The candidate should have a clear plan for revitalizing the district and be able to analyze multiple data points to understand the reasons for achievement and opportunity gaps in specific student populations. The candidate should take a systemic view of the district and prioritize the success of all students in all

subgroups. The view should be supported by data-driven strategies and deep understanding of curriculum and instruction.

Community Engagement and Equity:

Strong ties to the community, a commitment to diversity, and experience with parent engagement strategies are crucial. The candidate should value and understand the district's diverse community, working to ensure equity and prosperity across all areas.

Leadership Skills and Accountability:

The ideal candidate should be able to build bridges, hold individuals accountable, and demonstrate curriculum and instructional expertise and experience and fiscal acumen. They should protect staff from political interference, ensure authentic and equity-centered leadership, and remove barriers for students and families.

Innovation and Adaptability:

Embracing technology, fostering innovation, and being transformative in her/his approach are vital qualities. The candidate should provide timely communication, establish and articulate clear district goals, and promote cohesive collaboration at all levels of the organization.

Overall, the report underscores the importance of finding a leader who possesses a diverse skill set, a strong commitment to equity and community engagement, and the ability to navigate the complex landscape of educational leadership effectively.