



INTERIM SUPERINTENDENT HER'S 100 DAY PLAN

Purpose:

Ensure a seamless transition as the Interim Superintendent of the Fresno Unified School District, fostering transparency, authenticity, and efficiency. Guided by our Vision, Mission, Values, and Goals, concentration will be on the following core objectives:

Enhance student learning outcomes.

- Improve student outcomes and close the achievement gap for all students.
- Implement, measure effectiveness, and move the progress of the literacy initiative to ensure all students learn to read by first grade.
- Ensure active ownership, hold accountable, and implement the Council of Great City Schools Special Education review and recommendations by all departments and sites.

Foster robust engagement and trust

- Establish and build transparency, trust, and collaboration amongst the board, leadership, staff, students, and the community at large.

Provide supports needed to succeed.

- Conduct a deep dive into the culture and climate of the district, the instructional programs, and operational needs to effectively carry out the vision for the vibrant futures of students.
- Implement structures, systems, and processes for operational excellence.

Uphold fiscal stability and responsibility.

- Implement a robust A-ROI process to ensure all initiatives are in alignment with goals. Ensure all departments and sites utilize the A-ROI structures to thoughtfully expand, segment/target, reduce, expand, or eliminate programs for effective cost savings.

MISSION

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

VALUES

We Value Learning
We value Accountability
We Value Positive Behavior
We Value People & Our Community

VISION

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

GOALS

STUDENT GOALS:

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

STAFF GOALS:

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

FAMILY GOALS:

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

Phase 1: Listen, Learn, End the School Year Strong, and Draft Action Plan (May-June)

- Communicate calm, confidence, and steadfast leadership throughout entire organization.
- Gather insights about our community and organization.
- Conduct data dive by state, by district, by school, by name, by need.
- Establish a prominent leadership presence both internally and externally.
- Conduct comprehensive evaluation of FUSD's strengths and weaknesses.
- Leverage existing strengths and opportunities.
- Prioritize key areas to enhance student learning outcomes.
- Forge valuable partnerships within Fresno County, across the state, and nationally to facilitate continuous improvement and maximize student potential beyond graduation.
- Develop clear weekly communication with trustees.
- Clearly communicate expectations and goals to executive team to implement with their teams.
- Draft action plan.
- Close the school year strong-celebrate the accomplishments of students, families, and staff.
- Board Governance retreat

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Phase 2: Utilize Critical Data, Develop the Plan, and Communicate Effectively (June-July)

- Utilize data dive learnings, trends, and patterns to engage key internal and external stakeholders in the planning process.
- Develop an action plan in collaboration with executive cabinet and cross-departmental team members with 2-3 goals with metrics, measurements, and action steps for progress monitoring.
- Transparent communication of the plan to all stakeholders (board, executive cabinet, department leads, site leaders, community partners, parents, etc.)
- Alignment of departmental goals with the overarching plan.
- Provide clear expectations, emphasizing academic ROI and resource optimization.
- Empower autonomy in implementation while establishing clear accountability measures and guardrails.
- Work with cross departmental and site collaboration for powerful strong opening of school.

Phase 3: Ensure Strong Opening of School, Implementation of Plan (August-September)

- Execution, refine, and monitoring.
- Build in monthly cadence of reports to board and community regarding progress of metrics and progress monitoring.
- Alignment of operational systems and processes to support goals and guardrails.

Phase 4: Continuous Improvement Cycles (October 2024 onward)

- Direct implementation of the plan with ongoing monitoring.
- Monthly updates to the Board via the Superintendent/Board Dashboard.
- Quarterly cycles of continuous improvement with executive cabinet, department leads, supervisors of schools, and site principals.

Enhance Student Learning Outcomes

Utilize "Conducting the Cascade" by AJ Crabill from the book, "Great on Their Behalf."

1. Develop the Goals and Guardrails
2. Develop Interim Metrics
3. Deploy Goals, Guardrails, and Interim Metrics with the Superintendent
4. Deploy Interim Metrics with the Cabinet
- 5a. Project Management and Performance Management: Execution and Accountability
- 5b. Project Management and Performance Management: Psychological Safety
6. Cascading Beyond Cabinet

May

ESTIMATE TIMELINE	GOAL	ACTIONS
May-June 6	Strong closing of school year	Work with all chiefs, department leads, and site leaders to end the school year strong. <ul style="list-style-type: none"> • Convey calm, confidence, and steadfast leadership throughout the district. • Celebration of students and families
May 6-10	Develop clear weekly communication with trustees to build transparency, trust, and collaboration in moving and keeping them informed of work.	Calendar in weekly 15-20 min calls to every trustee to ensure: <ul style="list-style-type: none"> • Staff follow-ups. • Weekly updates/information

INTERIM SUPERINTENDENT HER'S 100 DAY PLAN (CONT.)

<p>May 6-24</p>	<p>Start process of gathering insights about the FUSD systems, structures, and processes. Conduct comprehensive evaluation of FUSD's strengths and weaknesses.</p> <p>Leverage existing strengths and opportunities.</p>	<p>Listen/Learn Sessions</p> <ul style="list-style-type: none"> - Executive Cabinet Chiefs and Direct Reports - Teachers - Students - Parents - Principals - Classified staff - Counselors <p>Note: This will be ongoing into the 2024-25 school year</p> <p>Schedule in students before they go on vacation</p>
<p>May 13-17</p>	<p>Root cause analysis:</p> <ul style="list-style-type: none"> - Conduct data dive by state, by district, by school, by name, by need. - Prioritize key areas to enhance student learning outcomes. <p>Goal: Decrease -15 pts Distance from Standards in the next two years to get double digit gains.</p>	<p>Work with Analysis, Measurement, and Accountability (AMA) Department to conduct deep dive of local and state assessments to determine data by:</p> <ul style="list-style-type: none"> - District, school, teacher, student groups - Prioritize key areas of focus for elementary, middle, high school, and student groups (EL learners, AA students, SPED).
<p>May-Ongoing This is ongoing work that will be part of the 2-3 goals and guardrails</p>	<p>Build cross functional study and deep dive of CGCS SPED Review plan to build an implementation plan where every department and site owns SPED</p>	<p>Work with CAO to lead the following:</p> <ul style="list-style-type: none"> - Set up small group sessions for trustees. - Build cross functional team. - Conduct deep dive and data analysis of SPED. - Secure consultant with SPED expertise to assist in development of implementation plan. - Plan for budget augmentations.
<p>May 20-24</p>	<p>Become well versed with Board Governance</p>	<p>Work with Chief of Staff to schedule 1x1 Board Governance training for in depth learning</p>
<p>May 21</p>	<p>Re-calibrate expectations for Executive Cabinet leaders</p>	<p>Review and re-bench expectations for executive cabinet team as Interim Superintendent</p> <p>Ensure all chiefs are clear on what is expected going forward from their leadership and the departments that they lead</p>
<p>May 25-26</p>	<p>Draft set of 2-3 SMART goals</p>	<p>Retreat with Trustees and AJ Crabill</p> <ul style="list-style-type: none"> - Student outcome goals in SMART format - Monitoring student progress
<p>May 28</p>	<p>Re-calibrate expectations for Supervisors of Schools, HR Asst Supts, Safety, AMA, and EC</p>	<p>Calendar in weekly 15-20 min calls to every trustee to aget everyone timeline for what to expect and how we are going to lead the work towards -15 DFS to get double digit gains</p>

INTERIM SUPERINTENDENT HER'S 100 DAY PLAN (CONT.)

<p>May 27-31</p>	<p>Start DRAFT of action plan</p> <ul style="list-style-type: none"> Utilize data dive learnings, trends, and patterns to engage key internal and external stakeholders in the planning process. Draft an action plan in collaboration with executive cabinet and cross-departmental team members with 2-3 goals with metrics, measurements, and action steps for progress monitoring. 	<p>Draft action plan with:</p> <ul style="list-style-type: none"> Goals Implementation timeline Communication plan
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June

ESTIMATE TIMELINE	GOAL	ACTIONS
<p>June</p>	<p>Start Action Plan DRAFT-Get clear on the 2 goals</p> <ul style="list-style-type: none"> Student Outcomes Operational Excellence <p>Conduct random home visits of students</p>	<p>Vett action plan with the following for feedback:</p> <ul style="list-style-type: none"> Trustees (during 1x1 calls) Executive cabinet Principal leaders Teacher leaders Student leaders <p>Visit at least 3-5 students per week at their homes during the summer</p> <ul style="list-style-type: none"> Bring care and connection to wanting students back in school
<p>June</p>	<p>Clear communication plan of sharing goals, guardrails, and action plan with stakeholders.</p>	<p>Work with Communications team to have a plan ready by June 14 of how we will communicate this to all stakeholders</p>
<p>June 11 Executive Cabinet</p>	<p>Executive Cabinet training with Dr Shelley Holt-Making Effective Decisions that Serve Others</p>	<ul style="list-style-type: none"> Reflection of yearlong cultural proficiency learning with Dr. Holt Share new Executive Cabinet Structure
<p>July 17 Executive Cabinet</p>	<p>Executive Cabinet Retreat-Great on Their Behalf w/ AJ Crabill-Council of Great City Schools</p>	<ul style="list-style-type: none"> Clarify Priorities and Cascading Goals training with AJ Crabill Get all chiefs on the same page with language and expectations for goals, guardrails, interim metrics, and progress monitoring.
<p>June 18 Executive Cabinet</p>	<p>Clearly lay out expectations for executive cabinet for planning work during June-July</p>	<p>Alignment of departmental goals with the overarching plan.</p> <p>Provide clear expectations, emphasizing academic ROI and resource optimization.</p> <p>Empower autonomy in implementation while establishing clear accountability measures and guardrails.</p>

INTERIM SUPERINTENDENT HER'S 100 DAY PLAN (CONT.)

June 24 Principals Institute	Clearly lay out expectations for site leaders for planning work for June-July	Alignment of site goals with the overarching plan. Provide clear expectations, emphasizing academic ROI and resource optimization. Empower autonomy in implementation while establishing clear accountability measures and guardrails.
June-August	Plan for strong, inspiring opening of school for 2024-25	Work with CAO to start leading cross functional team for strong opening of new school year

July

ESTIMATE TIMELINE	GOAL	ACTIONS
July	Conduct random home visits of students	Visit at least 3-5 students per week at their homes during the summer Bring care and connection to wanting students back in school
July 8-12	Define metrics, measurements, and progress monitoring for how we will decrease -15 DFS to get double digit gains	Public Education Leadership Program (PELP) @ Harvard to work on this problem of practice: - Achieve double digit gains by getting 15 points closer to proficiency annually over the next two years. Team members: Misty Her, Sandra Aguayo, Natasha Baker, Carmen Rodriguez, Joni Dillfilipo, Linda Ramirez, Jennifer Carr, Mike Robinson
July 8-12	Communicate 100 plan and 2 goals publicly	Start sharing overview of 100 day plan with families and community - 2 goals - High level of plan
July 17 Executive Cabinet	Executive Cabinet Retreat-Great on Their Behalf w/ AJ Crabill-Council of Great City Schools	- Clarify Priorities and Cascading Goals training with AJ Crabill - Get all chiefs on the same page with language and expectations for goals, guardrails, interim metrics, and progress monitoring.
July-August	Plan for strong, inspiring opening of school for 2024-25	Continue working with CAO on strong opening of new school year. Provide weekly progress updates to trustees
July	Map out timeline of when regular metrics will be coming to trustees and community	Work with Chief of Staff, Instructional Division, and AMA on when and what cadence each metric will come to trustees. Build into monthly board agenda for B item presentations.

INTERIM SUPERINTENDENT HER'S 100 DAY PLAN (CONT.)

July	Finalize "Clarity" dashboard partnership with Parsec Education to monitor interim metrics, measurements, and progress monitoring	Work with AMA and Parsec to test out Dashboard for tracking of interim metrics, measurements, and progress monitoring for identified 2 goals.
July	Network with and build strong partnerships with local, state, and nation.	Foster and build strong relationships with local partners, community leaders, across the state, and nation to bring in best practices to help move the 2 identified goals.
July 22-August 2	Review of each Chiefs strategies as they align to the 2 identified goals	Meet with each chief and his/her direct reports to provide feedback and ensure agreement on strategies, interim metrics, measurements, progress monitoring and when it will come to the board for review. Ensure goals get built out into the dashboard. Schedule cycles of reviews for each chief.
July 30 Executive Cabinet	Review, clarify, and agree on expectations for executive cabinet	Review and clarify expectations for each chief. Agree on norms and decision making to serve others. Agree on instructional and operation excellence systems and processes.

August

ESTIMATE TIMELINE	GOAL	ACTIONS
August 2-19	Opening of Schools communication and messaging-Strong Inspiring Opening	Blast out, overcommunicate to families/students/staff opening of school (videos, messages, phone calls, etc) Make sure everyone is in the know and ready
August 6 Principals Institute	Review, clarify, and agree on expectations for site leaders	Provide in-depth clarity to ensure site leaders are very clear on the 2 goals and their role in achieving the goals. Expectation for supervisors of schools to follow up on the implementation of the goals and the action plan.
August 6, 13	Implement new executive cabinet structure for accountability towards goals and guardrails	Expect chiefs to start implementing their strategies towards the goals with new structures. Ensure every chief knows and owns the goals. Agree on cycles of continuous improvement calendared dates

INTERIM SUPERINTENDENT HER'S 100 DAY PLAN (CONT.)

August	Opening of Schools Video declaring 3-4 goals and action plan to all staff	Create video to be shared with all staff during Buyback or 1 Day on goals and guardrails for implementation.
August/September Board Meeting	Present first set of data to be share publicly as soon as results are in	Transparently share release SBAC data from the state and action steps to address gaps.
August 19-30	Black out 2 weeks of uninterrupted time for schools ONLY	Every chief and department out supporting schools (no meetings, no pulling teachers out, etc.)
August 31-September 1	Student Outcomes Board Governance Retreat	2-day student outcomes board governance retreat with AJ Crabill for CGCS

Sept and ongoing

ESTIMATE TIMELINE	GOAL	ACTIONS
September	Lock in Quarterly dates for Cycles of Continuous Reviews for every chief, department, and site	Conduct first cycle of continuous reviews with September metrics
September	Board Workshop on Goals and Plan of Action for Implementation	Present to board and public Interim Superintendent's goals and plan of action
September-ongoing	Full implementation of district dashboard Commitment to iterative refinement to ensure sustained progress and success with the goals and guardrails.	Schedule board meeting B item showing full implementation of district dashboard. Revise as necessary for adaptability. Monthly updates for internal and external access.
September-ongoing	Conduct weekly site visits to see implementation of the goals and guardrails	Lock in site visits with instructional team and chiefs to see the goals lived in classrooms. Provide real-time feedback to supervisors to ensure actions are being implemented. Have real time supervision and evaluation conversations for accountability.
September-ongoing	Full implementation of Supervision and Evaluation process, procedures, and documentation.	Ensure adherence to agreed upon timelines in collective bargaining agreements. Pull monthly data from iAchieve to check on progress.
September-ongoing	Lock in dates for board and Interim Superintendent feedback on goals and implementation of the action plan.	Get real time feedback from trustees on areas we are doing well and areas of improvement.