

2020-23

# Strategic Plan

## Our Vision:

To be America's benchmark for excellence in education.

## Our Mission:

To be a quality educational system providing the resources for all students to reach their potential in Mind, Body, and Spirit.

## Our Aims:

- I. Maximize Achievement for ALL Students
- II. Operate with Increasing Efficiency and Effectiveness
- III. Hire, Develop, Sustain, and Value a High Quality Diverse Workforce



## Our Non-Negotiable Core Values

**“We believe in high standards in Clovis schools.” – Floyd “Doc” Buchanan, Ed.D.**

*We believe that integrity cannot be compromised.*

*We believe in collaboration based on shared decision-making and trust.*

*We believe standing together with our students, employees and community is our strength.*

Students	Employees	Community	Schools and Facilities
<p><i>“A fair break for every kid.”</i> -Doc</p> <ul style="list-style-type: none"> <li>● Educate the whole child in Mind, Body, and Spirit.</li> <li>● Base all decisions on what is best for students’ academic, social and emotional well-being.</li> <li>● Commit to a safe and inclusive learning environment for ALL students.</li> <li>● Believe every child can learn and we can teach ALL children.</li> <li>● Students are at the center of every decision.</li> </ul>	<p><i>“It’s people, not programs, that make the positive difference for students.”</i> -Doc</p> <ul style="list-style-type: none"> <li>● Foster a climate of trust and respect through relationships and communication.</li> <li>● Collaborate and empower all employees in the decision-making process at every level of the District.</li> <li>● Be accountable to high standards, both individually and collectively.</li> <li>● Surround students with the very best role models and mentors who are reflective of our student community.</li> <li>● Support life-long learning by providing ongoing professional development for all employees.</li> </ul>	<p><i>“Education revolves around teamwork and trust.”</i> -Doc</p> <ul style="list-style-type: none"> <li>● Great schools build great communities and great communities build great schools.</li> <li>● Engage with parents and the community to support ALL students.</li> <li>● Value the cultural perspectives of our community.</li> <li>● Be accessible to parents and the community as we continue to grow.</li> <li>● Decision making includes perspectives from parents, students, staff and community.</li> </ul>	<p><i>“When you do something, only do it first class.”</i> -Doc</p> <ul style="list-style-type: none"> <li>● Provide safe, student-centered, world-class schools.</li> <li>● Build state-of-the-art facilities that promote student success.</li> <li>● Maintain quality campuses that create community pride.</li> <li>● Design learning environments that serve ALL students now and in the future.</li> <li>● We are stewards of our community’s resources.</li> </ul>

**CUSD 2020-2023 Strategic Plan**  
**AIMS – ACTIONS – INDICATORS**

(A) - annual, (M) - monthly, (Q) - quarterly, (W) - weekly

<b>Aim I: Maximize Achievement for ALL Students</b>	
<i>The District will provide a high-quality educational system for ALL students focusing on mind, body, and spirit by using engaging instruction, rigorous curriculum, and systematic academic-emotional intervention to ensure college and career readiness.</i>	
<b>ACTIONS</b>	<b>INDICATORS</b>
<p><b>Focus on Learning</b> Align curriculum, instruction, and assessment to meet the academic needs of every student.</p>	<p><i><b>Aim I indicators will be applied to multiple actions that reflect the Local Control Accountability Plan (LCAP) matrix.</b></i></p> <p>Student Achievement Data:</p> <ul style="list-style-type: none"> <li>▪ Annual growth of ALL students as measured by California Data Dashboard</li> <li>▪ Achievement gap analysis</li> <li>▪ English Learner reclassification</li> </ul> <p>Clovis Assessment System for Sustained Improvement (CLASSI) Model:</p> <ul style="list-style-type: none"> <li>▪ Component 1- disaggregated student achievement data</li> <li>▪ Component 2- co-curricular/athletics, visual and performing arts, school/community involvement, graduation rates, scholarship awards</li> <li>▪ Component 3- cultural competency and proficiency</li> </ul>
<p><b>Professional Learning Communities (PLC)</b> Optimize the PLC process to develop and support a collaborative culture by identifying best practices and research-based strategies to maximize the success of all students and staff.</p>	<p>Survey Data</p> <ul style="list-style-type: none"> <li>▪ Climate Assessment, Professional Development Needs Assessment</li> </ul> <p>Student Achievement Data:</p> <ul style="list-style-type: none"> <li>▪ Annual growth of ALL students as measured by California Data Dashboard</li> <li>▪ Achievement gap analysis</li> </ul> <p>English Learner Reclassification</p>

ACTIONS	INDICATORS
<p><b>College and Career Readiness</b> Effectively implement the California State Standards to ensure college and career readiness including technology, relevance and rigor for ALL students.</p>	<p>College and Career Readiness:</p> <ul style="list-style-type: none"> <li>▪ Graduation requirements, graduation rates, percent of students completing FAFSA, UC/CSU eligibility, Early Admission Program (EAP) pass rates, ACT/SAT success rate, Advanced Placement (AP) success rate, Seal of Biliteracy and JROTC</li> <li>▪ Enrollment in Career Technical Education (CTE), Center for Advanced Research and Technology (CART), and dual enrollment courses</li> <li>▪ California State Data Dashboard Results</li> <li>▪ CTE Student Survey</li> </ul>
<p><b>Multi-Tiered Systems of Support</b> Ensure multiple systems of support are in place to meet the unique academic and socio-emotional needs of each student.</p>	<p>Multi-Tiered Systems of Support:</p> <ul style="list-style-type: none"> <li>▪ Number of sites with effective Multi-Tier System of Supports (MTSS)</li> <li>▪ Number of Clovis Support Intervention (CSI) groups</li> <li>▪ Effective PLCs</li> </ul> <p>Increased Level of Family Involvement as Evidenced by Participation and Attendance at Site and District Meetings</p> <p>School and District Attendance and Discipline Data:</p> <ul style="list-style-type: none"> <li>▪ For ALL students</li> <li>▪ Gap analysis</li> <li>▪ Student surveys grades 4-12</li> </ul>
<p><b>Educate the Whole Child</b> Provide curricular and co-curricular programs to develop the “Mind, Body, and Spirit” of every student.</p>	<ul style="list-style-type: none"> <li>▪ CLASSI components I, II, III</li> </ul>

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<b>Aim II: Operate with Increasing Efficiency and Effectiveness</b>	
<i>The District will actively seek innovative methods to operate with efficiency and effectiveness in all areas of operation.</i>	
<b>ACTIONS</b>	<b>INDICATORS</b>
<p><b>Communication</b>            Maximize means of direct and timely communication and transparency with all stakeholders.</p>	<ul style="list-style-type: none"> <li>▪ Stakeholder satisfaction as measured by surveys and data collection</li> <li>▪ Diverse stakeholder engagement in committee and employee groups</li> <li>▪ Access by stakeholders to a variety of up-to-date and high-quality communication tools (e.g. District and school web sites, CUSD app, social media, District and site digital media, <i>2 Minutes Today</i>, and <i>CUSD Today</i>)</li> <li>▪ Increase in number, completion, and usability of digitized forms/processes for all stakeholders</li> <li>▪ SART Survey measurement of parent access to technology</li> </ul>
<b>ACTIONS</b>	<b>INDICATORS</b>
<p><b>Safety</b>            Provide a safe environment for staff, students, and community.</p>	<ul style="list-style-type: none"> <li>▪ Annually updated Safety Plan</li> <li>▪ Number of annual District-wide safety related incidents as measured by reports and data collection</li> <li>▪ Survey data reflecting student, parent, employee and public perception of safety (e.g. SART survey, senior student survey, climate assessment surveys)</li> <li>▪ Number and regularity of safety and crisis scenario drills and training for all stakeholders</li> <li>▪ Communication to families regarding the type of drill and any follow-up information/talking points about the drill</li> <li>▪ Degree of collaboration between District and all local law enforcement agencies (e.g. City of Clovis, City of Fresno, Fresno County)</li> </ul>
<p><b>Utilization of Time</b>            Optimize systems and workflow to maximize time management</p>	<ul style="list-style-type: none"> <li>▪ Positive changes in time management as measured by review of schedules, surveys, and data collection (e.g. Climate assessment, Listening Tours, Surveys, Software Alignment Committee)</li> <li>▪ Establish and maintain efficient workflow systems</li> <li>▪ Regular review of current practices and procedures to maximize efficiency</li> </ul>
<p><b>Fiscal Management</b>            Demonstrate fiscal responsibility.</p>	<ul style="list-style-type: none"> <li>▪ Financial stability as measured by identified performance indicators (e.g. Annual Audits, Bond Ratings, Multi Year Projections)</li> <li>▪ Prioritize resources to support the Strategic Plan, District Aims and Local Control Accountability Plan (LCAP) goals</li> <li>▪ Complete capital facility projects to District standards, on time and on budget</li> </ul>
<p><b>Innovation and Agility</b>            Promote continuous improvement, innovation, and entrepreneurial spirit.</p>	<ul style="list-style-type: none"> <li>▪ Recognize and support innovative practices through documented resource allocation (e.g. CUSD Today, District publications, awards, grant funding, leveraging resources, and professional development)</li> <li>▪ Recognition of successful practices internally and externally</li> </ul>

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**Aim III: Hire, Develop, Sustain, and Value a High-Quality Diverse Workforce**

*The District will provide a collaborative learning and working environment that effectively recruits, trains, and retains an exceptional workforce reflecting the diversity of our community and fostering the culture and traditions of the Clovis Unified School District.*

ACTIONS	INDICATORS
<p><b>Workforce Development</b>  Recruit, hire, and retain the best and brightest employees.</p>	<ul style="list-style-type: none"> <li>▪ Employment and retention rates</li> <li>▪ Competitive compensation package</li> <li>▪ Implementation of Marketing and Recruitment Action Plan</li> <li>▪ Number of CUSD Job Fair participants – Certificated and Classified</li> </ul>
<p><b>Collaborative Environment</b>  Foster a professional climate and culture that values, empowers, and connects employees to an inclusive and transparent organization.</p>	<ul style="list-style-type: none"> <li>▪ Representation of all active employee groups on District-related committees</li> <li>▪ Results of the annual employee Climate Assessment Survey and implementation of Action Plans</li> <li>▪ Results of District Listening Tours and implementation of Action Plans</li> <li>▪ Conduct Annual Spring Update</li> </ul>
ACTIONS	INDICATORS
<p><b>Continuous Learning</b>  Promote a culture of professional learning, mentoring, training, and support for all employees.</p>	<ul style="list-style-type: none"> <li>▪ Results of annual Professional Development Needs Assessment and Professional Development evaluations (for both certificated and classified employees)</li> <li>▪ Implementation of annual professional learning for all employees</li> <li>▪ Results and findings of annual CLASSI III Review</li> <li>▪ Completion of annual Employee Evaluation process</li> <li>▪ Implementation of “Building Leaders the CUSD Way”</li> </ul>
<p><b>Recognize Excellence</b>  Recognize and celebrate exceptional individual and teamwork District-wide.</p>	<ul style="list-style-type: none"> <li>▪ Participation in internal and external recognition and appreciation award programs available to all employee groups</li> <li>▪ Monitor recognition of certificated and classified employees by CUSD and external organizations</li> </ul>