

100 DAY PLAN

LEARNING

LISTENING

**LEADING THE
TRANSFORMATION**

COMMUNICATING



Interim
Superintendent
Dr. Elizabeth J. Blanco



PASADENA
Unified School District



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LETTER FROM THE INTERIM SUPERINTENDENT

Dear Pasadena Unified School District Family,

I feel privileged to assume the role of Interim Superintendent, and I am deeply moved by the remarkable students, dedicated employees, supportive families/caregivers, esteemed board members, and the entire community of Pasadena Unified School District who have embraced me in this new capacity.

In this new role, I am filled with a sense of purpose and commitment to ensuring the best possible education and opportunities for our students.

I have visited summer programs in our schools, walked with students and District leaders in the Sierra Madre 4th of July Parade, attended professional development sessions with teachers and administrators, and been part of the corps at the central offices where hardworking employees are getting campuses, services, and programs ready for the start of the new school year.

With every visit, I can feel the energy and excitement of students expanding their learning this summer and the enthusiasm and deep commitment with which employees are preparing classrooms, cafeterias, and curricula for the arrival of students on the first day of school.

In June, the Board of Education approved Imagine PUSD 2028, a strategic plan that defines why we do what we do, and where we want to go, and we are working on a roadmap for how we will get there. The Strategic Plan includes a mission to prepare PUSD students for an ever-evolving world and a vision to transform education to empower every student to succeed.

Our Board, leaders, and staff have worked diligently to ensure that the new strategic directives and focus areas portray our Diversity, Equity, and Inclusion lens, the PUSD values, and demonstrate alignment with Local Control and Accountability Plan (LCAP). I am excited to work hand in hand with each of you to collaboratively address the opportunities that lie ahead. Together, we can build a thriving learning environment that fosters growth, creativity, and inclusivity.

Community engagement is at the heart of the PUSD strategic planning process; much information has been gathered from the PUSD community over the past year. I am delighted to have this unique opportunity to gain additional insights and continue to engage in **Learning, Listening, Leading, and Communicating** through the lens of the Superintendent.

As one of the leading architects of the Strategic Plan, I deeply understand the sentiments expressed by our community; we are well-positioned to put Year 1 priorities into action. I am proud to say I began the Listening Learning Tour, outlined in my 100-Day Entry Plan, before July 1, 2023, my official first day on the job. In June, we began the roadmap process through a culture of "WITH" and a collaborative group of leaders. The adopted Imagine PUSD Strategic Plan governs the "why." The Roadmap will govern how programs, actions, initiatives, and implementation strategies deliver on the areas of focus outlined in the Strategic Plan.

The 100-Day Entry Plan will serve as the foundation for the first 100 days of my tenure as Interim Superintendent. Organizational success will be measured as we actualize the promises made to our students, staff, and community. A progress report will be shared at the conclusion of the 100 days with the Board of Education, PUSD leaders, staff, and educational partners.

I am committed to the success of our students and ensuring our culture values each of you for the gifts and assets you bring to students, families, and the community of PUSD. Let us embrace this journey together and create a future where every child's potential is nurtured and celebrated. Thank you for entrusting me with this important responsibility, and I look forward to the incredible accomplishments we will achieve as a united educational community.



Sincerely,

A handwritten signature in blue ink that reads "Elizabeth J. Blanco". The signature is written in a cursive, flowing style.

Elizabeth J. Blanco, Ed.D.
Interim, Superintendent

1

MISSION

Pasadena Unified School District prepares students for success in an ever-evolving world. We are committed to cultural responsiveness and academic excellence.

2

VISION

We will transform education to empower students to succeed.

3

VALUES

Our students come first. Our decisions are driven by what is best for them. Our policies, programs, and behaviors are based on:

CULTURAL COMPETENCY

Our behaviors, policies, and programs affirm the worth and personal dignity of all students, employees, and community members. We foster a climate of civility, collegiality, tolerance, and reasoned debate, embracing our diversity as a strength that adds vibrancy and creativity to our perspectives, deliberations, and decisions.

EQUITY

We believe that every child is equally entitled to high-quality education and that different needs require different levels of resources to enable all children to achieve their full potential.

ACCOUNTABILITY

We take responsibility for our actions, decisions, and outcomes. We are committed to continuous improvement and use evidence-based approaches to identify improvements that support student success. We make information accessible and our decisions openly.

COLLABORATION

We value the participation of parents, students, and the community in all aspects of PUSD. We actively seek mutually-beneficial partnerships with people and organizations. We encourage diverse input and differing opinions.

FISCAL RESPONSIBILITY

We maintain public trust by providing high-quality services and by using our resources prudently, efficiently, and equitably. Preserving the longer-term financial viability of the district is always a key factor in our decisions.



PUTTING THE STRATEGIC PLAN INTO ACTION



IMAGINE

PUSD 2028 STRATEGIC PLAN

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LISTENING & LEARNING TOUR

JULY 1, 2023 - OCTOBER 9, 2023

LEARNING LISTENING TOUR with all Educational Partners: Students, Schools Sites, Departments, Parent Groups and Community-Based Organizations, Labor Partners, Elected Officials, and Other Community Educational Leaders utilizing a strengths, challenges, and strategy approach to collect data.



LEARNING

Strategic Plan **PILLAR 5**

Purposeful Collaboration with Families and Communities to Increase Trust

The District values and works with our partners on behalf of our students

Goal: Listening to the community and learning about strengths, challenges, and strategies for improvement.

Activities:

- Listening Learning Tour: listening sessions, town halls, interviews, and focus groups
- Promote a culture “With” for communities of Pasadena, Altadena & Sierra Madre, and all PUSD staff
- Implement new engagement structures supported by the Office of Enrollment and Engagement that honor diversity
- Conduct parent cafes and increase communication opportunities for parents of students with disabilities
- Attend and participate in parent and community meetings

LISTENING

Strategic Plan **PILLAR 3**

Quality Learning Environment

Physical and cognitive environments that support and promote students’ ability to thrive

Goal: Collaborate with school and department leaders to use data to inform decisions and conduct internal evaluation.

Activities:

- Launch year with Data Dive to Review Student performance data: Achievement, Graduation, Enrollment, College and Careers, CAASPP, Attendance, School Climate, Social-Emotional Learning, California Healthy Kids Survey, Teacher Assignment, School Accountability Report Cards and Facilities Inspection Tool Reports
- Equity Analysis - School Infrastructure, Culturally-Relevant Curriculum, Stability of Workforce
- Review and Analyze Enrollment Trends
- Evaluate LCAP, Department Plans, and School Plans for Student Achievement
- Conduct Fiscal Analysis



LEADING THE TRANSFORMATION

INCREASE STUDENT ACHIEVEMENT

Strategic Plan **PILLAR 1**

Learner-focused Instruction

Instruction that meets the needs of our diverse learners and prepares them to be ready for college, career, and life as contributing members of their community

Goal: Establish plans for internal and external monitoring and evaluation of instructional support and intervention systems

Activities:

- Ensure targeted support to increase student achievement for students furthest from opportunity as supported by data
- Monitor Literacy and Math implementation aligned to Curriculum Audits
- Evaluate the status of Inclusive Practices
- Monitor implementation Multi-Tiered System of Supports - Intentional Intervention
- Monitor implementation of the Educational Master Plan



LEADING THE TRANSFORMATION CONTINUED

ORGANIZATIONAL EFFICIENCY

Strategic Plan **PILLAR 2**

Outstanding and Respected Employees

Employees are supported to be culturally competent, inclusive, and thrive within a culture of excellence.



Strategic Plan **PILLAR 4**

Effective, Responsive, and Accountable Organization

The systems and processes of the district are effective, transparent, and efficient. The central office is responsive to the needs of the school sites. Our educational partners in this work include the board, teachers, principals, administrators, other school personnel, local bargaining units, parents, and students.

Goal: Increase Operational Effectiveness and Efficiency to ensure systems & operations in Human Resources, Innovative Technology Services, Maintenance and Operations, and Business Services to demonstrate excellence in customer service and support student achievement

Activities:

- Develop Strategic Plan Roadmapping aligned to the Local Control Accountability Plan (LCAP)
- Attract and Retain culturally competent talent
- Develop criteria for bond, Implement Facilities Master Plan and Asset Management Plans
- Accountable, transparent operational systems; Fiscal Analysis - to plan for shifts in revenue
- Evaluation of audit reports for Human Resources/Business Services, Curriculum, and Innovative Technology Services and the reorganization of the Executive Leadership Team to the Superintendent Leadership Team

COMMUNICATING

Strategic Plan PILLAR 5

Purposeful Collaboration with Families and Communities to Increase Trust

The District values and works with our partners on behalf of our students

Goal: Engage positively with the Board, staff, students, parents/caregivers, and community leaders.

Activities:

INTERNAL COMMUNICATION

- Develop a positive, respectful relationship with the Board of Education:
 - - A student-centered cohesive governance team.
 - Regularly schedule one-to-one meetings with Board members
- Attend Board Committee meetings
- Cultivate a welcoming open-door policy for all employees and student voices:
 - - Create avenues for reciprocal communication
- Establish professional and collaborative relationships with labor partners in the best interest of students.

EXTERNAL COMMUNICATION

- Newsletters, social media, and press releases.
- Promote PreK, TK, and Expanded Learning
- Attendance Campaign
- Enrollment Campaign
- Attend and participate in parent and community meetings



WHAT WE KNOW TODAY

JULY 1, 2023 - SOAR ANALYSIS

STRENGTHS

- PUSD's diverse, multicultural schools, with Board and Leadership embrace of diversity, equity, and inclusion lens
- Well-regarded and engaging Signature Programs
- Community schools' initiative is beginning to expand learning opportunities to coordinate a range of services
- Families have pride for their schools and are deeply committed to the relationship

ASPIRATIONS

(THAT ADDRESS OUR WEAKNESSES)

- Predictors of disparate student outcomes for all grade levels are removed.
- Teachers and staff feel valued and supported
- Facilities and school sites are not only welcoming but are consistently clean and maintained
- Communication with educational partners is transparent, effective, and meaningful.

OPPORTUNITIES

- Increased awareness of PUSD programs and schools, and community support attracts and retains students and families
- Focus on schools as community hubs: places where people and services connect. School sites are supported to optimize facility use.
- Opportunities to improve facilities and create flexible, learner-centered environments
- Greater community partnership

RESULTS

(THAT OVERCOME THREATS)

- Increased enrollment is an indicator that PUSD programs are desirable options for all families
- Public perception is framed in positive narratives consistently
- Funding for PUSD programs is sustainable.
- Continuous Improvement practices increase district transparency and accountability.

ELIZABETH J. BLANCO, ED.D

INTERIM, SUPERINTENDENT

Dr. Elizabeth J. Blanco takes immense pride in her family, celebrating 31 years of marriage and cherishing the roles of mother to six children, grandmother to thirteen, and great-grandmother to seven. Her lifelong passion for social justice has been nurtured by her personal experiences and those of her children.

With over 30 years of dedicated service in public education, Dr. Blanco's leadership embodies the principles of a servant leader. Prior to her appointment as Interim Superintendent. She was the Deputy Superintendent for the Pasadena Unified School District, holding a prominent position on the Superintendent's Cabinet, where she spearheaded systemic change to foster equity, access, and enhanced student achievement. As a trailblazer, Dr. Blanco oversaw the Academics Division, encompassing Pre-K-12 instruction, special education, multilingual programs, arts, gifted education, and college and career initiatives.

Dr. Blanco's accomplishments have earned her recognition, being named Educator of the Year by the esteemed Association of California School Administrators. An ardent mentor, she generously shares her expertise to nurture aspiring administrators.

Her academic achievements are equally impressive, holding an Ed.D. in Urban Educational Leadership from the prestigious University of Southern California. She further earned Master's degrees in Educational Administration and Special Education from California State University, Los Angeles, along with a Bachelor's degree in Child Development from the same institution.

Beyond her professional endeavors, Dr. Blanco actively contributes to her community as an officer on the Board of Directors at Moreton Place. Drawing on her diverse experiences as a wife, mother, civic leader, and public educator, she strives to ensure equitable decision-making, financial stability, and a safe environment for all homeowners.

Dr. Blanco's commitment to equity extends to her engagement with the Pacific Oaks College Advisory Board, where she plays a vital role in the Transformation Grant work alongside Branch Education Alliance. She remains resolute in her mission to create equal opportunities for students and her community, driven by her unwavering dedication to a just and inclusive society.

