



Superintendent 100 Day Plan



4/23/2025

Objective for next 100 days...

- Take key learnings from the 11 months served as Interim Superintendent and efficiently achieve the Student Outcomes Focused Governance (SOFG) adopted goals and guardrails.



Listening Sessions

- 380+ students
 - K-12, alternative education, recent graduates, students who are now parents in FUSD, students who are in college or career
- Executive Cabinet
- Department leaders
- Special Education teachers
- Community leaders
 - (AMAE, Familias Empoderadas, Familias en Acción, African American pastors, Golden Westside Planning Committee members, The Fresno Center, Firm, Stone Soup, Khmer Society, Lao Community, Latino Roundtable, and others)
- Faith leaders
- Fresno Mayor
- Police Chief
- Sheriff
- Elected Officials
- Union partners (FTA, SEIU, etc.)
- Chamber of Commerce
- Fresno Business Council
- United Way
- Central Valley Community Foundation
- Fresno Housing Authority

Challenges

- Balancing the new learning and implementation of Student Outcomes Focused Governance (SOFG) while pushing the two 2024-25 goals.
- External factors distracted focus from student outcomes and building staff capacity (FTA, Measure H, politics, navigating executive orders).
- Compliance requirements for “Let’s Talk” were met, but the quality of service and lived experiences varied.
- Ownership and accountability across departments and sites continue to grow.

Key Learnings and Findings

Instructional Observations

By end of 1st Semester:

- Observed/ visited every school and department
- 357 classrooms
- Planned, prepped, and taught five lessons in literacy, math, and teacher CTE pathway in elementary, middle, and high school

Analysis of why we will not meet 15 pts DFS

- Widespread lack of rigor
- Not teaching to the skills required of the standards
- Instruction below grade level
- Inadequate use of grade-level texts and tasks
- Minimal scaffolding to accelerate learning
- Insufficient progress monitoring
- Low student engagement: 80% of students observed were copying rather than thinking critically or participating in meaningful discourse

2025-26 100 Day Plan

Goal: Achieve the adopted goals and guardrails in the next five years by leading with *transparency, efficiency*, and a *commitment* to changing adult behaviors to:

- Improve student learning outcomes
- Strengthen engagement and trust with all stakeholders
- Provide targeted support to ensure success
- Maintain fiscal responsibility and sustainability

My Leadership Approach:

Teach, Learn, and Connect with compassion, creativity, courage, and collaboration.

Focus Areas for 2025-26:

- Accountability
 - Supervision and evaluation
 - Investigations
- Special Education Re-Design
- High Quality Teaching and Learning
- Exceptional Customer Service Experiences

**Student outcomes don't
change until adult behaviors
change.**



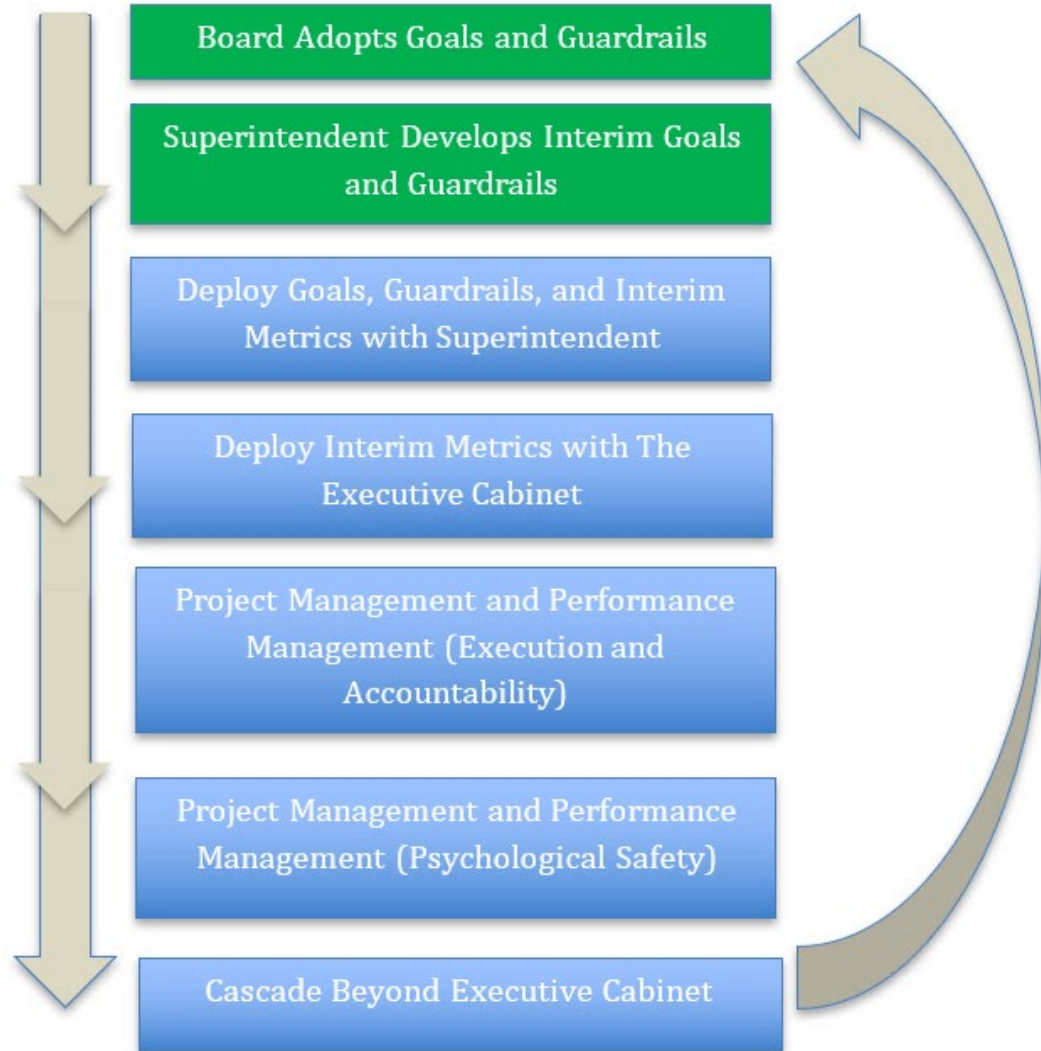
New Results



New Mindset



Align Resources: Cascading Priorities Throughout the System



Trust But Verify

- 5-year monitoring calendar
- Monitoring reports

Superintendent must run the operations of the district and cascade the priorities to life into initiatives that meet the goals and guardrails

We Are A Team

FUSD
ACHIEVING OUR *GREATEST* POTENTIAL



April-September and ongoing...

- Quality time with teachers and classified staff who directly work with students (aides, paras, tutors)
 - Feedback and understanding of the interim goals and interim guardrails
- Superintendent evaluation to align with goals and guardrails
- 5-year monitoring calendar and monitoring reports
- Build SOFG "Clarity" Dashboard to quickly access data and AROI
- Cascade work will start with the executive cabinet and department leaders
- Align evaluation of the executive cabinet, department leaders, and site leaders to interim goals and guardrails
- Life Skills Goal: Develop competencies for "Portrait of a Learner"
- Training and Capacity Building: 10,000 employees must take ownership

Psychological Safety



- Fallibility
 - Accountability and ownership when initiatives falter
 - Teach instead of weaponize
- Feedback
 - Listen, report out, integrate, articulate
- Get in the trenches
 - 1-5% of time is spent each month participating in the toughest tasks with their team



Conventional strategies (sort of) look like this.

Strategies to change complex systems look more like.

