

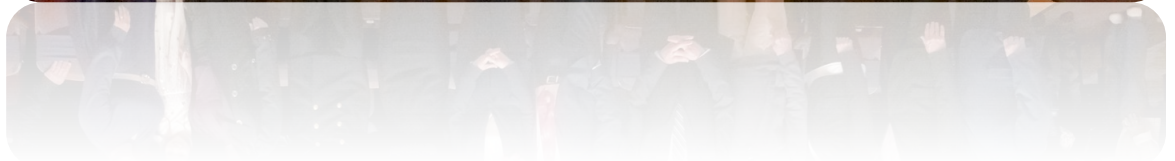


Promises Kept!

100-Day Plan

September 2023

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Office of the Fresno County Superintendent of Schools

Vision Statement:

My vision for education in Fresno County prioritizes ALL children, especially those who need us most, by ensuring equal access to resources and caring adults who support a healthy development and safeguard their success for school and for life.

I Believe

- Students reach their potential when they are engaged, encouraged, challenged and supported in the pursuit of their interests, passions and talents.
- All students are creative, unique and can learn.
- Education is a collaborative effort among students, staff, parents, guardians and the community.
- In valuing the diversity of students, staff and the community.
- Every student has a voice that deserves to be heard.
- Safe and welcoming schools help students and staff reach their potential.
- Educational experiences for students and staff are continually improved through systems of accountability.
- Education must be purposeful, challenging and innovative.

Cross-Sector Educational Partners Collaboration

Fresno County Board of Education

Team FCSS

-Executive Cabinet, Cabinet, Educational Services Directors, CORE, CSEA, CTA, MSC, departments

32 Fresno County School District Superintendents

Fresno County Board of Trustees

28 Fresno County Charter School Leaders

11 Fresno County Faith-Based School Leaders

Fresno County Teachers

Students

Parents, Guardians and Other Caretakers

General Community

Community Partners

-Systems Leaders and CBOs

Business-Education Partners

100-Day Plan

Purpose: Successful leaders consistently plan, talk, prepare, monitor and evaluate progress. The purpose of this 100-Day Plan is to establish goals and identify action items to guide success and communicate intent. The intent of this plan is to ensure that students and all employees understand the priorities to ensure they meet their personal and professional goals. The intent is also to provide a transparent transition into the Superintendentcy.

Leadership Philosophy: Impactful leaders cultivate trust in the people they serve. As Superintendent of the Office of the Fresno County Superintendent of Schools, I will gain respect and unwavering support from constituents by demonstrating the five elements of trust: Competence, consistency, concern, candor and connection. I will place students first through innovative educational practices, unwavering commitment to advocacy and ensuring equitable practices to support students to become well-educated, healthy graduates with post high school options towards productive internships.

Strategic Plan and Brand Refinement:

This 100-Day Plan establishes a plan of action for the following six goals with action items:

School Safety, Security and Climate

Student Achievement Across the County

Human Capital Related to Improved Student Outcomes

Organizational Effectiveness

Superintendent and Board Governance

Community Partnerships

School Safety, Security and Climate

- Ensure that schools are clean, safe and support a positive climate that ensures students' safety and well-being, and centers culture, health and equity.

A sustainable, positive school climate fosters youth development and learning necessary for a productive, contributing and satisfying life in society. This climate includes norms, values and expectations that support people feeling socially-emotionally and physically safe. People are engaged and respected in a positive school climate. Staff models and nurtures attitudes that emphasize the benefits and satisfaction gained from learning.

We will convene a Fresno County Superintendent of Schools Coalition and host two Safety Symposiums per year.

Action Items:

- 1.1. Request FCSS staff to brief Superintendent on attendance, tardiness, suspension, expulsion, truancy data, policies and regulations relative to student discipline. Review law enforcement, social services and other county-wide services.

In consideration.

- 1.2. Review the office's technology use agreements, social media expectations and the methods leadership communicates and enforces those expectations to students and employees.

Establishing a social media policy.

- 1.3. Review Emergency Disaster Preparedness Plans. Meet with crisis response teams, gather initial information and identify potential vulnerabilities in the plans. Discuss and map District emergency organizational structures. Review protocols and establish new ones as needed. Establish partnerships with groups that support our shared mission.

Accomplish with Safe School Symposiums.

- 1.4. Host Safe Schools Symposiums regularly (at least annually) to promote the ongoing relationship building between schools and law enforcement that will ensure swift responses to any threats.

Will host two times per year.

- 1.5. Continue to build on our Behavioral Threat Assessment trainings for schools.

 **Promise Kept: Long-term commitment.**

- 1.6. Meet with the Assistant Superintendent of Business Services and Director of Maintenance and Operations to discuss current work and upcoming plans for the Facilities Master Plan.

On track.

- 1.7. Survey parents, students and staff regarding social-emotional wellness, school security and promoting positive learning environments at all schools.

 **Promise Kept:** In consideration.

- 1.8. Continue and build on the importance of centering health and equity in schools through community partnerships, especially through monthly meetings with the DPH and in forging new collaborations with Valley Children's Hospital.

Accomplishing through the Fresno County Youth Health Corps.

Student Achievement Across the County

- Assess the instructional programs and increase learning opportunities for all students. Work with District Superintendents to identify and scale best instructional programs and practices to improve student achievement in ELA and Math.

Action Items:

- 2.1 During the first month of the Superintendency, schedule one-on-one meetings with each administrator to get acquainted with and discuss the department's accomplishments, challenges and plans. Use the following guided questions to generate meaningful discussion:
 - a. Share five personal and five professional aspects about yourself.
 - b. What are your department's greatest strengths and achievements?
 - c. How does your department support improved student outcomes?
 - d. What would you like to see improved or changed?
 - e. How can a new Superintendent help you achieve your department goals?
 - f. What does equity mean to you and how do you advocate for equitable outcomes for students?
 - g. Discuss the strengths and challenges of implementing Social-Emotional Learning programs.
 - h. What needs do you have for professional development (curriculum and instruction, English Language Learners, Special Education, SEL, equity, budget, leadership, etc.)?
 - i. What is your most significant leadership quality?

 **Promise Kept:** Completed! Highly informative and our staff is incredible.

- 2.2 Review the LCAP and Differentiated Assistance programs with the technical support process. Create a plan to ensure school leaders have a clear understanding of the plan and how to implement identified programs, strategies and actions supporting English Language Learners, socioeconomically disadvantaged youth, foster and homeless students (including being mindful of all students' needs).

 **Promise Kept:** In progress.

2.3 Conduct an academic review and analysis to evaluate the instructional program, practices, curriculum and support materials for evidence of effectiveness in improving student achievement across the county. Seek to highlight the most effective program and bring to scale across the county.

In progress.

2.4 Review and analyze patterns in student achievement data for all groups, particularly vulnerable subgroups.

In progress.

2.5 Review curriculum materials, instructional strategies, assessment indicators for high achievement and appropriate instructional plans for students requiring support.

 **Promise Kept: In progress.**

2.6 Schedule district visitations February – June, requesting the Superintendent share the programs in place, alignment of standards and best teaching practices.

 **Promise Kept: Visited every Superintendent in the first six months and will continue to visit annually.**

2.7 Build out data capacity so we are making more data-driven decisions. In progress.

In progress.

Human Capital Related to Improved Student Outcomes

- **Establish service-oriented professional relationships within our office and in service to school districts.**

Action Items:

3.1 Send a letter of introduction expressing excitement about assuming the office.

 **Promise Kept: Completed.**

3.2 Maintain regular standing meetings with key staff who have the greatest impact on student achievement.

 **Promise Kept: Completed and ongoing.**

3.3 Maintain and build on service-oriented and responsiveness to District Superintendents, particularly with office departments, such as C&I, LCAP, DA, Compliance, ECE and Testing.

 **Promise Kept: Top priority in progress.**

3.4 Lead the monthly Superintendent’s Advisory Council meetings to greater productivity, addressing issues together and anticipating emerging opportunities together.

In progress.

3.5 Contribute to the greater engagement of the Fresno County Community Agenda via the C2C Leadership Council.

In progress.

3.6 Implement Employee Wellness Program by July.

In progress.

3.7 Cultivate an equity-centered educational philosophy to improve outcomes for all students “by name and by need.”

3.8 Respectfully engage all staff and community groups in the development of a new Strategic Plan.

 **Promise Kept: Completed.**

3.9 Celebrate the outstanding achievements of students and staff. Achieving through new FCSS Norms, social media, Employee of the Month and more.

 **Promise Kept: Achieving through new FCSS Norms, social media, Employee of the Month and more.**

3.10 Nurture a continuous improvement, growth mindset culture.

In progress.

Organizational Effectiveness

- Analyze and assess organizational structures and identify areas of growth within departments, the leadership team and Cabinet to build a successful foundation for improved student outcomes, service delivery and administrative function.

Action Items:

- 4.1 Review and update all Superintendent’s documents relative to the office, including:
- Leadership job descriptions.
 - Major initiatives in progress with projected timelines.
 - Potential concerns and significant decisions that must be completed within a one-to-three-month period.

 **Promise Kept: All Board of Education and Standard Operating Procedures updated in the first eight months.**

- 4.2** Review and update all essential documents:
- a. Local Control Accountability Plan (LCAP)/Strategic Plan and WASC Report for our LEA.
 - b. Student achievement data by District.
 - c. Master Facilities Plan (including the status of General Obligation Bond projects).
 - d. Budget documents, fiscal projections and budget development processes.
 - e. Legal proceedings.
 - f. Curriculum reports (standards, assessment, accountability).
 - g. Technology, staff development, GATE and AVID program plans.
 - h. Board Policies and Administrative Regulations. **All updated.**
 - i. Safety and emergency plans.
 - j. Collective bargaining agreements.
 - k. Employee handbooks. **Annual notifications and training updated and enhanced.**
 - l. Studies, reports and audits by outside agencies.
 - m. Attend all annual Staffing and Budget sessions to objectively determine organizational efficiencies. **Attended all sessions and committed to all for the next year.**

- 4.3** Review and update all existing forms of communication and establish formats for communications with all educational partner groups.

In progress.

- 4.4** Engage all staff in the development of new Strategic Plan, Organizational Norms, and Branding protocols for improved communication internally and externally.

 **Promise Kept:** **In progress with the goal to complete October 2023.**

- 4.5** After analysis of efficiencies and alignment with emerging priorities, introduce a new organizational chart for the 23-24 school year.

 **Promise Kept:** **Completed with significant financial savings.**

- 4.6** Reconstitute administrative, fiscal and facilities service models for greater service to schools and educators.

In progress.

- 4.7** Significantly improve internal and external communications; i.e. social media, brand presentations, logo use, etc.

In progress.

Superintendent and Board Governance

- **Partner with Board of Education members to build a successful foundation of shared policies for improved student outcomes, service delivery and basic administrative functions.**

Action Items:

- 5.1** Schedule individual meetings with each Board Member to gain perspective regarding culture and promote relationship building. Use the following questions to generate discussion:
 - a. What are the essential qualities to preserve in FCSS?
 - b. What improvements would you like to see implemented?
 - c. What qualities would you like to see in the Superintendent?
- 5.2** Establish each Board Member's preferred method of receiving information relative to District business (i.e., email, phone calls, text messages and virtual or in-person meetings).
- 5.3** Discuss protocols for developing the Governing Board meeting agendas with the Board President.
- 5.4** Review and provide training with the California County Boards of Education Board Member Handbook and trainings per the request of the Board President.
- 5.5** Partner with members to determine board resolutions that support people and programs.
- 5.6** Seek opportunities to partner on legislative advocacy in areas of importance.

 **Promise Kept: In progress with a focus in 2025.**

- 5.7** Support the successful implementation of the annual Board project.

 **Promise Kept: Presented three times to the Board of Education.**

- 5.8** Seek opportunities to promote our office via CSBA and CCBE presentations.

Submitted for every presentation opportunity and award.

Public Trust, Community Support and Partnerships

- Analyze and assess opportunities to build public trust, promote community support and engage in partnerships that enable the development of positive learning environments where students and staff can thrive.

Action Items:

- 6.1 Update website content -- introducing myself, our vision and priorities.

 **Promise Kept:** In progress and will be ongoing.


- 6.2 Make active use of all communication assets, including social media.

 **Promise Kept:** In progress and development.

- 6.3 Engage parents and the greater community in positive public relations activities by highlighting academic, cultural and co-curricular activities. Reinforce interconnectivity and the sense of community through various media outlets, including social media (Facebook and Instagram), news releases, newsletters, etc.


Created the Superintendent's Community Advisory Council and ongoing.

- 6.4 Identify and schedule ongoing meetings with educational partners, community leaders, foundation leaders, college and university connections and faith-based congregations. Generate a list of primary educational partners to build alliances for working together on behalf of students. Determine what they see as the office's strengths and how they would like to extend their partnership. Engage them in the development of the new Strategic Plan.

 **Promise Kept:** Completed and ongoing with our community partners, including the State Center Community College District, Fresno State, Fresno Pacific University, Fresno County Department of Public Health, Law Enforcement, First 5 Fresno County and the Economic Opportunities Commission.

- 6.5 Establish regular meetings with education leaders. Schedule attendance at C2C, California County Superintendent of Schools Association meetings, local rotary and Superintendent's annual conferences.

- 6.6 Attend co-curricular, extra-curricular and student event activities as schedule permits.

 **Promise Kept:** Attended all of them! As well as more engagement with our seven sites.

- 6.7 Develop a coordinated communications plan, led by our office, and inclusive when appropriate of other systems communication assets.

In progress.

6.8 Conduct an assessment of all communications assets in our office and available via our public and systems partners.

In progress.

6.9 Assemble and respectfully seek input from the Superintendent's Community Advisory Council.

 **Promise Kept: Accomplished in three meetings and will continue to engage.**

Summary

On January 5, 2023, at my Oath of Office ceremony, I committed to engaging everyone in the work this office will do. It is my fervent wish that every willing person in our county devotes their energy, intellect, compassion, purpose and resources to lifting up ALL children to ensure their success in school and in life.

I've been an age 0-22 educator for some time now -- 33 years in our county school system. We know that all kids in our community do not have the same starting line in life.

Poverty steals the dreams of our children, when they can't see themselves in safe, healthy and productive futures. Education is the most effective way to break the cycle of poverty.

Our children deserve every opportunity to succeed, and it is our moral imperative to do our part to make sure they succeed. Acknowledging the whole child, whole community responsibility is the surest path to a positive life trajectory for our children.

At the foundation it is about recognizing that we all have a part in the assurance that children and families receive what they need to raise strong, healthy, well-educated children, who enter school ready to learn, achieve regular benchmarks and advance toward high school graduation and college or career attainment with many options for their bright futures.

In Fresno County, our schools, in cross-sector partnership with many community agencies, are investing in children in meaningful and sustainable ways. We have a shared vision and commitment to align resources and change lives. Together we can fulfill the promise of education for ALL children in Fresno County.

My vision of the future is: Individuals and communities will have a common vision and demonstrate actions both individually and collectively to achieve optimal education and quality of life. Our education systems will become a learning ecosystem, blurring the lines between school and community and ensuring that young people -- no matter who they are or where they're from -- are supported to thrive and contribute to our interconnected world. This is what unites us -- this vision for a better future for kids and families and an unyielding belief that anything is possible.

