

**CLOVIS UNIFIED
SCHOOL DISTRICT**

**PHILOSOPHY, GOALS, OBJECTIVES, AND COMPREHENSIVE PLANS
VISION, MISSION, BELIEFS, AND AIMS**

STRATEGIC PLAN

The District's Strategic Plan is as set forth in this Exhibit.

Adopted: 07/10/2013

Amended: 05/25/2016, 05/20/2020, 04/29/2021 (Exhibit 1103 renumbered as Exhibit 0000 –
Strategic Plan 2020 - 23), 05/22/2024 (Strategic Plan 2024 – 2027)

Doc# 49713-5 (05/2024, None)



EXHIBIT NO. 0000
2024-2027 Strategic Plan

OUR VISION

To be America's benchmark for excellence in education.

OUR MISSION

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

AIM I:
MAXIMIZE ACHIEVEMENT FOR ALL STUDENTS

The District will provide a high-quality educational system for all students focusing on mind, body, and spirit utilizing active learning, high academic rigor, and systematic intervention to ensure college and/or career readiness.

AIM II:
OPERATE WITH INCREASING EFFICIENCY AND EFFECTIVENESS

The District will operate with efficiency and effectiveness in all areas of operation.

AIM III:
**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.

Our Non-Negotiable Core Values

Students

“A fair break for every kid.” - Doc

- Students are at the center of every decision.
- Educate the whole child in Mind, Body, and Spirit.
- Base all decisions on what is best for students’ academic, social, and emotional well-being.
- Commit to a safe and inclusive learning environment for ALL students.
- Believe every child can learn and we can teach ALL children.

Employees

“It’s people, not programs, that make the positive difference for students.” - Doc

- Hiring is the most important thing we do.
- Foster a climate of trust and respect through relationships and communication.
- Empower all employees in the collaborative decision-making process at every level of the District.
- Be accountable to high standards, both individually and collectively.
- Surround students with the very best role models and mentors who are reflective of our student community.
- Support life-long learning by providing ongoing professional development for all employees.

Community

“Education revolves around teamwork and trust.” - Doc

- Great schools build great communities and great communities build great schools.
- Engage with parents and the community to support ALL students.
- Value the diversity and cultural perspectives of our community.
- Be accessible to parents and the community as we continue to grow.
- Include perspectives from parents, students, staff, and community in decision-making.

Schools and Facilities

“When you do something, only do it first class.” - Doc

- We are stewards of our community’s resources.
- Provide safe, student-centered, world-class schools.
- Build state-of-the-art facilities that promote student success.
- Maintain quality campuses that create community pride.
- Design learning environments that serve ALL students now and in the future.

CUSD 2024-2027 Strategic Plan
AIMS – ACTIONS – INDICATORS

Indicators identify the metric that will be used to measure success in achieving Strategic Plan Actions. Where indicated, the intent is to see positive progress as measured by a given Indicator metric.

| Aim I: Maximize Achievement for ALL Students | |
|---|--|
| <i>The District will provide a high-quality educational system for all students focusing on mind, body, and spirit utilizing active learning, high academic rigor, and systematic intervention to ensure college and/or career readiness.</i> | |
| ACTIONS | INDICATORS |
| <p>Focus on Learning Align curriculum, instruction, and assessments to meet the academic needs of every student.</p> | <p><i>Aim I indicators will be applied to multiple actions that reflect the Local Control Accountability Plan (LCAP) matrix.</i></p> <p>Student Achievement Data:</p> <ul style="list-style-type: none"> ▪ Annual growth of ALL students as measured by California Data Dashboard Indicators and District Formative Assessments ▪ Annual D, F, I list review and students meeting (A-G) requirements ▪ Achievement gap reduction of identified subgroups ▪ Multilingual Learner reclassification rates and measured growth ▪ Additional indicators as identified in Actions for MTSS (below) <p>Clovis Assessment System for Sustained Improvement (CLASSI) Model:</p> <ul style="list-style-type: none"> ▪ Component I: disaggregated student achievement data by all students and subgroups ▪ Component II: co-curricular/athletics, visual and performing arts, school/community involvement, graduation rates, scholarship awards ▪ Component III: cultural competency and proficiency |
| <p>Multi-Tiered Systems of Support Ensure multiple systems of support are in place to meet the unique academic, behavioral, and social-emotional needs of each student.</p> | <p>Multi-Tiered Systems of Support:</p> <ul style="list-style-type: none"> ▪ All sites effectively define and use Tier I, II, and III supports to maximize student success ▪ Reduce referrals for assessment resulting in students who “Do Not Qualify” for Special Education services ▪ Annual D, F, I list review and students meeting (A-G) requirements ▪ California Data Dashboard ▪ Student LCAP surveys grades 4-12 |

Aim I: Maximize Achievement for ALL Students

The District will provide a high-quality educational system for all students focusing on mind, body, and spirit utilizing active learning, high academic rigor, and systematic intervention to ensure college and/or career readiness.

| ACTIONS | INDICATORS |
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| <p>Professional Learning Communities (PLC) Develop a collaborative culture by identifying best practices through diagnosing, prescribing, and driving instructional change to optimize the PLC process.</p> | <ul style="list-style-type: none"> ▪ Qualitative feedback through: Climate Assessment, Professional Development Needs Assessment, Academic Reviews, Listening Tours, WASC process <p>Student Achievement Data:</p> <ul style="list-style-type: none"> ▪ Annual growth of ALL students as measured by California Data Dashboard indicators and District Formative Assessments ▪ Annual D, F, I list review and students meeting (A-G) requirements ▪ Reduction of achievement gap of State identified subgroups ▪ Multilingual Learner reclassification rates and measured growth ▪ Additional indicators as identified in Actions for MTSS (above) |
| <p>College and Career Readiness Effectively implement the California State Standards to ensure college and career readiness including technology, relevance, and rigor for ALL students.</p> | <ul style="list-style-type: none"> ▪ Graduation rate ▪ FAFSA completion rate <p>Dashboard Indicators:</p> <ul style="list-style-type: none"> ▪ (A-G) completion rate ▪ Grade 11 SBAC ELA & Math ▪ Advanced Placement (AP) success rate ▪ Subgroup enrollment in AP courses ▪ Seal of Biliteracy ▪ Military Science/JROTC ▪ CTE Pathway Completion ▪ Dual Enrollment/Concurrent Enrollment <p>Survey Indicators:</p> <ul style="list-style-type: none"> ▪ CTE Student Survey ▪ Senior Voice Survey ▪ LCAP Student Survey |
| <p>Educate the Whole Child Provide curricular and co-curricular programs to develop the “Mind, Body, and Spirit” of every student.</p> | <p>Clovis Assessment System for Sustained Improvement (CLASSI) Model:</p> <ul style="list-style-type: none"> ▪ Component I: disaggregated student achievement data by all students and subgroups ▪ Component II: co-curricular/athletics, visual and performing arts, school/community involvement, graduation rates, scholarship awards ▪ Component III: cultural competency and proficiency |

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AIMS – ACTIONS – INDICATORS

Indicators identify the metric that will be used to measure success in achieving Strategic Plan Actions. Where indicated, the intent is to see positive progress as measured by a given Indicator metric.

| Aim II: Operate with Increasing Efficiency and Effectiveness <i>The District will operate with efficiency and effectiveness in all areas of operation.</i> | |
|--|---|
| ACTIONS | INDICATORS |
| <p>Communication Maximize means of direct and timely communication and transparency with all educational partners.</p> | <ul style="list-style-type: none"> ▪ Educational partner satisfaction as measured by surveys and data collection ▪ Engagement by diverse educational partners in committees, and parent, student, and employee groups ▪ Access and utilization of high-quality communication tools by all educational partners ▪ Increase in number, completion, and usability of digitized forms/processes for all educational partners ▪ SART Survey results regarding satisfaction with School/District-to-home communication ▪ Increased level of family involvement as evidenced by participation and attendance at site and district meetings |
| <p>Safety Provide a safe environment for staff, students, and community.</p> | <ul style="list-style-type: none"> ▪ Annually updated Comprehensive School Site Safety and District Safety Plans ▪ Number of annual District-wide safety related incidents ▪ Survey data reflecting student, parent, employee, and public perception of safety (e.g. SART survey, senior student survey, climate assessment surveys) ▪ Number and regularity of safety and crisis scenario drills logged in emergency and visitor/volunteer management systems, and training for all educational partner groups ▪ Timing and consistency of communication to families regarding safety drills or episodes and any follow-up information/talking points about the episode/drill ▪ Degree of collaboration between District and all local law enforcement agencies (e.g. City of Clovis, City of Fresno, Fresno County) |
| <p>Utilization of Time Optimize systems and workflows to maximize time management.</p> | <ul style="list-style-type: none"> ▪ Positive changes in time management as measured by review of schedules, surveys, and data analysis ▪ Establish and maintain efficient processes and systems ▪ Regular review of current practices and procedures to maximize efficiency |

Aim II: Operate with Increasing Efficiency and Effectiveness

The District will operate with efficiency and effectiveness in all areas of operation.

| ACTIONS | INDICATORS |
|--|---|
| Fiscal Management Demonstrate fiscal responsibility. | <ul style="list-style-type: none">▪ Financial stability as measured by quarterly financial reports▪ Resources prioritized to support the Strategic Plan, District Aims, and Local Control Accountability Plan (LCAP) goals▪ Make use of employee and citizen groups to facilitate, monitor, and provide input and feedback▪ Complete capital facility projects to District standards, on time, and on budget▪ Maximize additional funding opportunities |
| Innovation and Agility Promote continuous improvement, innovation, and entrepreneurial spirit. | <ul style="list-style-type: none">▪ Recognize and support innovative practices through allocation of internally and externally documented resources▪ Increase recognition and utilization of new forms of technology▪ Foster an environment of lifelong learning for all▪ Maximize the opportunity to participate and promote recognition of all employees for innovation and agility by internal and external organizations |

CUSD 2024-2027 Strategic Plan
AIMS – ACTIONS – INDICATORS

Indicators identify the metric that will be used to measure success in achieving Strategic Plan Actions. Where indicated, the intent is to see positive progress as measured by a given Indicator metric.

| Aim III: Hire, Develop, Sustain, and Value a High-Quality Diverse Workforce | |
|--|---|
| <i>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 Clovis Unified School District.</i> | |
| ACTIONS | INDICATORS |
| <p>Workforce Development Recruit, hire, support, and retain high-quality employees.</p> | <ul style="list-style-type: none"> ▪ Employment and retention rates ▪ Competitive compensation package ▪ Effective marketing and recruitment plans ▪ Number of job fair participants (both Certificated and Classified) ▪ Number of applicants by position ▪ Exit interview survey/feedback data |
| <p>Collaborative Environment 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"> ▪ Representation of employee groups on District, Department and Site committees ▪ Results and participation rates of the annual Employee Climate Assessment Survey and implementation of resulting Action Plans ▪ Results of District Listening Tours and implementation of Action Plans ▪ Conduct Annual Spring Update |
| <p>Continuous Learning Promote a culture of professional learning, mentoring, training, and support for all employees.</p> | <ul style="list-style-type: none"> ▪ Results of annual Professional Development Needs Assessment and Professional Development evaluations for all employees ▪ Implementation of equitable, relevant training, and annual professional learning for all employees ▪ Results and findings of annual CLASSI III Review ▪ Completion of annual Employee Evaluation process ▪ Implementation of <i>Doc Buchanan Leadership Academy: Building Leaders the Clovis Unified Way</i> |
| <p>Recognize Excellence Recognize and celebrate exceptional individual and teamwork District-wide.</p> | <ul style="list-style-type: none"> ▪ Maximize the opportunity to participate and promote recognition of all employees for innovation and agility by internal and external organizations |