



2021-2026 STRATEGIC PLAN





June 22, 2021
Corona-Norco Unified School District
California

Dear CNUSD Students, Families, and Community Members,

Over the past year, our world has shifted in many ways and our whole school community has been asked to adapt, change, and grow. We have been continually impressed by our students and our staff as we all learned new ways to work together. As we emerge from this unique period of our District's history, we know that creating a strong roadmap for our future is critical to ensure that we can build on our successes, learn from our challenges, and continue to create learning environments where each student can thrive.

As part of this work, we are pleased to share the District's Strategic Plan for 2021–2026. This plan will guide our work together over the next five years by establishing strategic goals for our District, identifying specific actions to achieve those objectives, and creating a framework to report progress to our community members.

During a robust six-month planning process, over 1,000 students, families, and other District stakeholders made significant contributions to this plan. Participants took part in interviews, focus groups, surveys, open houses, and public comment. We are extremely appreciative of the community's engagement in this work—we simply couldn't have arrived here without you.

With the launch of the 2021–2026 Strategic Plan, we are eager to begin a new chapter for CNUSD and our students. We look forward to working together to make this plan a reality.

Sincerely,

Samuel Buenrostro, Ed.D.
District Superintendent



Mary Helen Ybarra
President
Trustee Area 3



Bill Pollock
Vice President
Trustee Area 5



Dr. Jose Lalas
Clerk
Trustee Area 1



Stacy Nicola
Board Member
Trustee Area 4



Chris Raahauge
Board Member
Trustee Area 2



MISSION, VISION, VALUES

Our strategic plan is grounded in the District’s vision for our future, the mission of our work, and the values we live by to support our students each and every day.

Our VISION is that ...

Every student has the knowledge, skills, motivation, and resilience to thrive in a diverse global community.

Our MISSION is to ...

Provide high-quality education to meet each student’s academic, social, and emotional needs. To accomplish this, we employ well-trained staff, promote family and community involvement, and create a safe and supportive learning environment.

We VALUE and strive to be ...

- **Students First:** Our students’ needs and safety are always our first priority.
- **Accountable:** We act with integrity, honesty, and transparency.
- **Collaborative:** Strong relationships are key to our success. We aim to create a healthy work environment based in respect, empathy, and constructive debate.
- **Inclusive:** Diversity is a core strength of our community. We strive to provide an equitable learning environment where everyone—regardless of ability, culture, gender, sexual orientation, socioeconomic status, race, or religious beliefs—can thrive and feel valued.
- **Innovative:** In our pursuit of excellence and equity, we take bold actions, explore innovative ideas, and have the courage to meet the diverse needs of our community.
- **Aligned:** As members of a unified school system, we work together to make strategic decisions, use our resources intentionally, and create a sustainable future for our students.



STRATEGIC GOALS



With input from our students, families, community members, and staff, the District has set the following strategic goals to guide our work for the next five years.

1 • Academic Excellence

Ensure all students have opportunities to achieve a high level of academic success.

2 • Student Well-Being

Provide all students the tools, resources, and support they need to manage mental health challenges.

3 • Equity

Reduce inequitable outcomes for students and staff by incorporating equity practices across all District operations.

4 • Effective Governance

Improve the efficiency and effectiveness of the District's leadership and internal operations to support staff, students, and the extended school community.



STRATEGIC DIRECTION

1 • Academic Excellence

Ensure all students have opportunities to achieve a high level of academic success.

OBJECTIVES AND STRATEGIES

A. Opportunity Gap: Close the identified opportunity gap by providing additional support to students who are not yet meeting academic standards.

- Support students who are not reading at grade level by third grade, by providing interventions across all school sites in the District.
- Support students who are not meeting math standards by first grade, by providing interventions across all school sites in the District.
- Increase the number of site-based teachers on special assignment to support interventions.
- Expand after-school interventions with a focus on the secondary level.
- Ensure the District's credit recovery program is centralized and includes District-wide expectations for progress monitoring and communication with stakeholders.
- Expand the use of the Advancement Via Individual Determination (AVID) program throughout the District.
- Develop a District-wide systematic plan to accelerate learning (reduce learning loss).

B. Consistent Student Experience: Ensure that each school in the District operates with consistent baseline service levels for all students and a Multi-Tiered System of Supports.

- Define the core services all students must receive, regardless of school.
- Continue efforts to build and implement the District's Multi-Tiered System of Supports (MTSS) system wide.

- Define consistent behavioral expectations for students and staff and share them with the broader school community.
- Ensure all schools have access to consistent and appropriate interventions for students who need additional support.
- Provide training to relevant staff members on an annual basis.
- Clearly articulate the roles and responsibilities of teachers and staff to engage in this work and provide Tier 1 interventions.
- Continue efforts to expand Career Technical Education (CTE) programs—with a focus on programs that culminate in certification—across all schools in the District.
- Develop and implement a TK-12 comprehensive assessment plan that includes systematic ways to measure and monitor student learning.

C. Flexible Learning Options: Provide a variety of learning options to best meet individual needs of students and families.

- Define and document alternative education options across the District, including the target student profile for each.
- Gather information directly from students, families, and future community employers to inform the development of alternative education options.
- Continue efforts to create a consistent process to approve student transfers to alternative education programs.

D. Technology: Expand the use of education technology to enhance students' academic experience and promote digital citizenship.

- Develop an education technology strategic plan to guide the District's work in this area. The plan may address: strategy for the use of education technology within schools/curriculum, resources and devices, professional development, sustainable funding, and technology support.
- Provide mandatory professional development opportunities to staff on the use of educational technology to support student learning.
- Increase the availability of technical support services for staff, students, and families, and expand the customer support platform. This work includes supporting the integration of educational technology from the instructional side.
- Increase the use and availability of data-informed practices (data literacy) that facilitate continuous improvement.

E. Family Engagement: Continue efforts to build stronger relationships between District staff and student families by providing clear communication, family resources, and engagement opportunities.

- Conduct an annual family engagement survey to track satisfaction with the District’s services and identify needs.
- Explore options to expand the distribution of District communications in languages other than English and Spanish.
- Regularly review and update all District-hosted websites to ensure families can easily access information and resources.
- Continue to hold regular meetings with the following district advisory committees to seek parent input: Parent Advisory Committee, District English Learner Advisory Committee (DELAC), Community Advisory Committee (CAC) supporting students with disabilities, District Advisory Council (DAC), and the Corona Norco PTA Council.
- Continue to partner with community and parent groups (including but not limited to JCSD, YMCA, and Parks and Recreation) to provide opportunities for all families across the District.
- Track data/feedback coming from the Parent Center to identify needs and potential solutions that could be implemented across school sites.

PERFORMANCE INDICATORS FOR ACADEMIC EXCELLENCE

- Percent of students meeting reading standards, by grade and school
- Percent of students meeting math standards, by grade and school
- High school graduation rates, by school
- Ratio of staff dedicated to providing interventions to students identified as requiring interventions
- Percent of students engaged in the AVID program
- Percentage of students with disciplinary referrals
- Percentage of students referred to or identified for special education
- Academic achievement of students receiving Tier II and III support
- Percent of schools offering CTE options to students
- Employee satisfaction ratings for District technical support

- Family satisfaction ratings for District services

Note: Additional performance measures may be identified after the development of the TK–12 comprehensive assessment plan.

MILESTONE MEASURES FOR ACADEMIC EXCELLENCE

- Development of a District-wide systematic plan to accelerate learning
- Development of the definition of core services all students must receive
- Implementation of the MTSS
 - Percentage of school sites at the installation stage of MTSS practices
 - Percentage of school sites with fully implemented MTSS practices
- Development and implementation of a TK-12 comprehensive assessment plan that includes systematic ways to measure and progress monitor student learning
- Completion of documentation outlining alternative education options and related target student profiles
- Implementation of a consistent process to approve student transfers to alternative education programs
- Development of an education technology strategic plan
- Implementation of mandatory education technology professional development for all relevant employees
- Conduct a needs assessment for District webmaster
- Development of options to expand the distribution of District communications in languages other than English and Spanish

2 • Student Well-Being

Provide all students the tools, resources, and support they need to manage mental health challenges.

OBJECTIVES AND STRATEGIES

F. Student Mental Health: Increase proactive mental health support and ensure resources are available to all students.

- Provide a comprehensive Multi-Tiered System of Supports (see the Consistent Student Experience section for more details), including clear expectations for teachers and staff on their role to provide Tier I support to students experiencing mental health challenges.
- Within the first year of adopting the 2021–2026 Strategic Plan, create a strategy to increase the number of staff that support student mental health. The strategy may include goals like providing a counselor for each elementary school.
- Provide universal and mandatory professional development to ensure teachers and staff are equipped to work with all students, potentially including education on:
 - MTSS roles and responsibilities
 - Trauma-informed education
 - Social and emotional wellness
 - Universal Design for Learning
 - Restorative practices
- Continue developing a comprehensive TK–12 counseling program.
- Continue to provide education and resources to students that focus on social-emotional wellbeing.

G. Safety: Ensure students can benefit from and contribute to a psychologically safe school community.

- Define consistent behavioral expectations for students and staff and share them with the broader school community (see the Consistent Student Experience section for more details).

- Review and update the Comprehensive School Safety Plans and student training drills through a trauma-informed lens.
- Train school site safety teams in the development and implementation of site Comprehensive School Safety Plans to ensure consistent District-wide protocols and practices.
- Provide all students Digital Citizenship learning opportunities.
- Explore options to provide student, staff, families, and/or community training on student safety issues like the signs of cyberbullying, online safety, drug safety, and overdose prevention.

PERFORMANCE INDICATORS FOR STUDENT WELL-BEING

- Percent of students referred to and receiving mental health support
- Student and/or family ratings of District mental health supports
- Percent of schools with fully trained site safety teams
- Percent of students provided Digital Citizenship opportunities
- Number of families trained on the impacts of cyberbullying and online safety

MILESTONE MEASURES FOR STUDENT WELL-BEING

- Development of a plan to increase the number of staff supporting student mental health
- Implementation of mandatory professional development related to supporting student mental health for all relevant employees
- Implementation of a comprehensive TK–12 counseling program
- Review of Comprehensive School Safety Plans and student training drills through a trauma-informed lens

3 • Equity

Reduce inequitable outcomes for students and staff by incorporating equity practices across all District operations.

OBJECTIVES AND STRATEGIES

H. Employee Training: Ensure all District employees have a strong working knowledge of diversity, equity, and inclusion practices.

- Provide universal and mandatory professional development around diversity, equity, and inclusion practices, potentially including:
 - How the District defines and implements equity
 - Anti-racist practices
 - Culturally responsive practices
 - Universal Design for Learning
 - Trauma-informed education
- Incorporate behavioral expectations related to creating a welcoming and inclusive environment into annual employee performance evaluations.

I. Systems and Processes: Align systems and processes with the District's value of inclusion and research-based best practices.

- Develop an equity framework (or redevelop the current Equity Guide) that can be used to assess initiatives and decisions, and/or develop an equity audit tool to assess the District and individual school sites.
- Ensure efforts to build and implement the Multi-Tiered System of Supports is reviewed through the equity framework.
- Review and update internal and Board policies through the equity framework.

J. Employee Representation: Work toward achieving a representative workforce within the District that better reflects the diversity of the students we serve.

- Track and report on workforce racial and gender diversity. This work may include redesigning processes to ensure data is gathered in a consistent manner.

- Review the District’s recruitment practices and make adjustments to begin aligning the racial and gender representation levels among all applicant pools to more closely reflect the diversity of the general student body.
- Create a mentoring program that can be used to coach skilled classified employees into other positions to promote personal and professional growth.

K. School Curriculum: Ensure curriculum is aligned with the District’s value of inclusion and research-based best practices to increase equitable outcomes for students and staff.

- Gather information directly from students and families to improve Universal Design for Learning and ensure teaching and learning are relevant to students’ cultural experiences.
- Perform a curriculum diversity audit to understand what areas of current curriculum are lacking in diverse representation.
- Develop a curriculum review process to verify current or new curriculum support the District’s values of inclusivity and equity.

L. Digital Divide: Close the digital divide for students.

- Continue to ensure every student is equipped with an up-to-date learning device.
- Provide hot spots for all economically disadvantaged families.
- Create a comprehensive device replacement plan and identify ongoing funding options to sustainably support this work.

PERFORMANCE INDICATORS FOR EQUITY

- Academic outcomes of students by race and gender
- Workforce racial and gender diversity by school, division, and/or position type
- Workforce racial and gender diversity in comparison to the general student body
- Student and/or family ratings of District equity work
- Percent of internal and Board policies that have been reviewed through an equity framework
- Percent of students with up-to-date learning devices
- Percent of economically disadvantaged families provided a hot spot

MILESTONE MEASURES FOR EQUITY

- Implementation of mandatory professional development related to diversity, equity, and inclusion
- Development of an equity framework or redevelopment of the Equity Guide
- Review of the MTSS implementation through the equity framework
- Review of District hiring practices
- Development of a mentorship program for classified employees
- Implementation of ongoing diversity audits of curriculum
- Implementation of adjustments to the curriculum review process to support the District's values of inclusion and diversity
- Development of a comprehensive device replacement plan

4 • Effective Governance

Improve the efficiency and effectiveness of the District’s leadership and internal operations to support staff, students, and the extended school community.

OBJECTIVES AND STRATEGIES

M. Leadership Collaboration: Increase alignment and collaboration between the Board of Education, administrative leadership, associations, and site-based management teams.

- Utilize the strategic plan as the primary planning document for the District and bring other planning efforts (including annual work plans, annual Board priorities, and the Local Control Accountability Plan goals) into alignment.
- Create a standard format and process to report progress on strategic goals and key initiatives to the Board of Education.
- Develop a common rubric to review potential initiatives and ensure they are aligned with the District’s strategic goals.
- Develop a site-based management leadership group to increase collaboration, provide input to administrative management, assist with the roll-out of new initiatives, and improve the consistency of communication.
- Provide ongoing leadership development opportunities for the Board and members of the District’s management team to clarify roles and responsibilities.

N. Employee Engagement: Continue to be an employer of choice by providing quality professional development and support so all employees feel engaged and valued.

- Develop a plan to address employee mental health.
- Provide executive coaching as needed for the District’s management team.
- Continue to provide intensive support to beginning teachers through the implementation of the Teacher Induction Program.

- Develop a consistent District-wide onboarding process to assist new staff transitioning into CNUSD.
- Create and support a staff mentoring program to enhance performance and provide career growth opportunities.
- Review compensation levels for staff across the District at least once every three to five years.
- Increase professional development opportunities for classified staff.
- Create career roadmaps for all positions within the District.
- Increase proactive communication from the Human Resources Department on employee-related issues.
- Build strong and collaborative relationships with the District associations by continuing to develop employee capacity around interest-based problem solving.
- Provide meaningful performance evaluations to all employees on an annual basis. The evaluations should include career growth plans.

O. Financial Stability: Continue to strengthen the District’s long-term financial position to ensure core services can be sustainably provided.

- Explore greater grant writing capacity across all departments.
- Analyze District use of overtime to determine if changes can be made to reduce overtime and enhance the employee experience.
- Develop a long-term financial forecast to plan for the future.
- Increase student enrollment by:
 - Developing a strategic marketing campaign. The campaign may focus on highlighting the District’s flexible options. For example: strategically marketing the District’s new virtual school program in order to allow families who may be considering alternatives to public school more flexible options within CNUSD.
 - Refreshing the CNUSD brand, website, and logo to ensure that visual and written communication is relevant and reflective of community needs.

P. Community Engagement: Develop a culture of communication and trust with all community stakeholders.

- Set and implement expectations for senior District leadership and the Board to continue to perform site visits and community engagement.

- Set and implement expectations for site administration in terms of family communication.
- Ensure regular communication from the Superintendent to the school community, potentially including:
 - Regular newsletters
 - Quarterly messages to the community in video format
- Continue livestream of the Board of Education meetings.
- In order to strengthen community engagement and active family participation within schools, increase the number of District volunteers by:
 - Improving District-wide infrastructure to support and track all volunteers
 - Identifying barriers to volunteering
 - Providing a wide range of potential volunteer options for parents and families
- Continue efforts to develop and strengthen community partnerships with local businesses and organizations by creating additional opportunities for student internships, mentoring programs, and other avenues.

Q. Technology Infrastructure: Maintain and improve the District-wide technology infrastructure and systems to effectively support all stakeholders.

- Ensure foundational technical systems used by the District are secure and scalable to meet the ongoing needs of stakeholders.
- Develop a cybersecurity strategy that improves the security and resilience of the District.
- Develop an IT project management framework to provide strategic alignment and ensure more refined strategies, outcomes, and processes.
- Develop a progress monitoring system using information management tools that can track, visualize, and display key performance indicators.
- Explore options to ensure the District has an adequate number of technical staff to maintain its infrastructure needs.

R. Physical Infrastructure: Maintain and improve District-owned buildings and physical infrastructure in an equitable and financially-sustainable manner.

- Conduct a facilities needs assessment to identify disparities, find opportunities to increase utilization, and evaluate the need for a future bond measure.

- Develop a comprehensive Capital Improvement Plan to ensure that District resources are being spent in the areas of highest need.
- Improve facilities to accommodate new instructional programs, like full-day kindergarten, virtual programs, and/or social-emotional programs.
- Review policies and procedures for assigning budget resources and prioritizing infrastructure projects to ensure the District is equitably providing maintenance to current buildings.

PERFORMANCE INDICATORS FOR EFFECTIVE GOVERNANCE

- Employee satisfaction ratings of internal service divisions
- Employee satisfaction ratings of communication within the District
- Employee satisfaction ratings of leadership collaboration
- Employee turnover rates by school, division, and/or position type
- Percent of employees receiving an annual performance evaluation
- Unassigned general fund balance
- District revenue vs. expenditures
- Student enrollment levels
- Unfunded pension liability
- Percent of operations funded via grants
- Student and/or family satisfaction rating of District community and operations
- Number of community volunteers
- Number of active community partnerships, by type
- Facility condition ratings for all District buildings

MILESTONE MEASURES FOR EFFECTIVE GOVERNANCE

- All planning documents (including annual work plans, annual Board priorities, and the Local Control Accountability Plan goals) aligned with the strategic plan
- Development of a standard format and process to report progress on strategic goals and key initiatives to the Board of Education

- Development of a common rubric to review potential initiatives and ensure they are aligned with the District's strategic goals
- Development of a site-based management leadership group
- Development of plan to address employee mental health
- Implementation of the Teacher induction Program
- Development of a consistent District-wide onboarding process
- Development of a staff mentoring program
- Compensation review completed at least once every three to five years
- Creation of career roadmaps for all positions within the District
- Analysis of District overtime usage complete
- Development of a long-term financial forecast
- Development of an IT project management framework
- Development of a progress monitoring system
- Facilities needs assessment complete
- Development of a comprehensive Capital Improvement Plan
- Review of policies and procedures for assigning budget resources and prioritizing infrastructure projects complete



ACKNOWLEDGMENTS

The following groups dedicated time and provided valuable input during the development of this strategic plan.

Students, Families, and Community Members

CNUSD Employees

CNUSD Leadership

CNUSD Board of Education

PREPARED BY MOSS ADAMS LLP
