

# ***Fuente Nueva Charter School Strategic Plan***

***2013-2018***



## ***A Call to Action***

***Adopted April 17, 2013***

*A culmination of work completed by the  
staff, parents, and council of Fuente Nueva Charter School*

## INTRODUCTION:

In the spring of 2009, the FNCS community began our process of creating strategic plan. During the years that followed, the community gathered several times to create a mission statement, define our core values and to develop a strategic plan. At the same time we began to take steps towards the goals and objectives. Through small and large group work, we created a clear vision for the future of our school. Our process was a longer one than we had anticipated, but through determination and hard work we now have this strategic plan to guide us for the coming years.

## PARTICIPANTS:

All members of our community were invited to participate in the strategic planning process. We had administrators, parents, and teachers, giving their time freely to the process over the course of many weekend and evening meetings. The Fuente Nueva Charter Council led the final push to finish the document and have it approved. Without the input of all those listed below we would not have such a powerful and collective vision for our school. It is with gratitude that we list the names below.

*Agustín Amaro*  
*Wendy Armstrong*  
*Jim Baskin*  
*Marianne Brousseau*  
*Nube Brown*  
*David Carter*  
*Rocio Corona*  
*Abe Crow*  
*Katherine Fergus-Foulkes*  
*Breck Foulkes*  
*Leah Fukunaga*  
*Kelly Gaudin*  
*Julie Giannini – Previde*  
*Jennifer Glueck*  
*Juliana Goldstein*  
*Tazsa Hartwell*  
*Cybelle Immit*  
*Marsha Lenz*

*Carolann Moorehead*  
*Marnie Nave*  
*Allison Oakland*  
*Michael Penny*  
*Rose Phelan*  
*John Reiss*  
*Karen Reiss*  
*Luci Ramirez*  
*Stassia Samuels*  
*Jorge Sanchez*  
*Danielle Stubblefield*  
*Lara Weiss*  
*Beth Ann Wylie*  
*Nora Wynne*  
*Leandra Young*  
*Traci Zelles*  
*Marci Zeppegno*  
*Rick Zumbrum*

## IMPLEMENTATION:

In order to strive for excellence in education, we are regularly in a state of constant refinement of our program. Our student body changes every year and in turn our approach adjusts to meet the needs of the children and families we currently serve. In addition we adapt to new concepts in education, improving the ones we have and creating new programs and strategies as needed. In this ever changing environment, the strategic plan provides the course along which we steer our ship. Each focus area has goals, objectives, and strategies that have arisen and further refined to define who we are and who we want to be. This tool is essential for our steady movement forward, and will prevent the common tendency for young organizations to move in redundant cycles. The goals and objectives are strong statements of where we want to be, and the strategies list concrete ways to reach our goals.

There have been delays in publishing this plan, but many strategies are well underway, and we are closer to our goals every day that we follow the plan. There is tremendous power in bringing a community together and allowing ideas like these to surface and become more clearly articulated. This power has already exerted tremendous influence on Fuente Nueva's growth. It is the hope of the charter council that the document will continue to be used as a compass and guide that creates the momentum that will further establish the strong foundation of Fuente Nueva Charter School.

## MISSION STATEMENT

The mission of Fuente Nueva Charter School is to empower kindergarten through sixth grade students to become engaged world citizens through a challenging and creative Spanish immersion program that emphasizes academic excellence, the arts, community involvement, and social responsibility.

## VALUES STATEMENT

We value:

- A supportive and stimulating academic environment that nurtures the whole child.
- Multilingual communication abilities and appreciation.
- Empathy, compassion, and respect for cultural and ecological diversity.
- A lifelong love of learning.
- Collaboration and team work among community members.

## VISION STATEMENT

The Fuente Nueva Charter School main campus is located within the Arcata School District on a site that is visually pleasing and reflects our mission, our values, and our school culture. We incorporate clean energy and sustainable practices in an effort to live lightly on the earth. Our facilities are adequate to fulfill our mission. English and Spanish are represented throughout the campus equally, in both written and verbal forms. The campus serves as gathering space where parents and community members can share in the richness of our school culture. The students of Fuente Nueva enjoy coming to school and spending the day in classrooms that maximize opportunities for learning. Students are holistically supported to meet or exceed grade level benchmark goals. The program offers a solid presentation of the core content areas with a rich diversity in extracurricular offerings. The school is well staffed to meet our mission and goals, with teachers, aides, and support specialists that share in the Fuente Nueva mission. Collaborations between staff and other resource people provide both structure and opportunity for continuous improvement and growth.

## STRATEGIC PLAN OVERVIEW

<b>FOCUS AREA: PROGRAM</b>
<b>GOAL 1: Students that meet or exceed curriculum California Content Standards/Common Core State Standards.</b>
<b>GOAL 2: A strong and well-defined Spanish Immersion language program.</b>
<b>FOCUS AREA: SCHOOL CULTURE</b>
<b>GOAL 3: A rich school culture and a strong school community.</b>
<b>FOCUS AREA: PERSONNEL</b>
<b>GOAL 4: A professional learning community that supports the development of staff, teachers, and the director.</b>
<b>FOCUS AREA: GOVERNANCE</b>
<b>GOAL 5: Strong school governance.</b>
<b>GOAL 6: Fiscal stability.</b>
<b>FOCUS AREA: FACILITIES</b>
<b>GOAL 7: Facilities that are maintained and meet the needs of the school.</b>
<b>GOAL 8: A technology plan, and requisite hardware and software exist to prepare students for the 21<sup>st</sup> century.</b>

# FOCUS AREAS, GOALS AND OBJECTIVES

## FOCUS AREA: PROGRAM

### **GOAL 1: Students meet or exceed curriculum California Content Standards/Common Core State Standards.**

**Objective 1-1:** Identify content areas and grade-level benchmarks that are evaluated by assessment.

**Objective 1-2:** Meet the individual needs both of students needing special services and accelerated learners.

**Objective 1-3:** Establish ideal student-teacher ratios for all grade levels.

**Objective 1-4:** Engage parents in the child's education through participation, sharing successes, and providing support to help meet students' needs.

### **GOAL 2: A strong and well-defined Spanish Immersion language program.**

**Objective 2-1:** Spanish literacy benchmarks, students assessment plans, and Spanish/English ratios best suited to achieve these objectives are developed for each grade level.

**Objective 2-2:** Meaningful connections exist between Spanish language curriculum, State-defined curriculum, and other school programs and events.

**Objective 2-3:** Supplemental instruction supports and builds upon Spanish literacy goals and helps students produce work that reflects their understanding of Hispanic/Latino culture.

**Objective 2-4:** Increase Spanish language use in classrooms, on campus, and at school events.

**Objective 2-5:** Increase enrollment of Spanish speaking families.

## FOCUS AREA: SCHOOL CULTURE

### **GOAL 3: A rich school culture and a strong school community.**

**Objective 3-1:** Strong relationships are cultivated at Fuente Nueva.

**Objective 3-2:** The school maintains a safe emotional environment for all students, and programs and procedures exist to help students maintain that safe space.

**Objective 3-3:** Students develop advocacy skills for human rights and social justice, and gain a global perspective of issues that affect people, other organisms and the overall environment.

**Objective 3-4:** School events are evaluated to ensure that they reflect our mission and values.

**Objective 3-5:** An extended day /summer program exists, and supports and enriches the school's mission.

**Objective 3-6:** Families are motivated to volunteer for the school, and are given ample and appropriate opportunities to participate, and are valued for their participation.

## **FOCUS AREA: PERSONNEL**

### **GOAL 4: A professional learning community that supports the development of staff, teachers, and the director.**

**Objective 4-1:** The work environment reflects recognition of excellence in service, encourages professional growth, and nourishes creative thinking, citizenship, and teaching.

**Objective 4-2:** Recruitment practices attract faculty and staff that are distinguished by their skill, diversity, and capacity for dedication to the mission and values of Fuente Nueva.

**Objective 4-3:** A sufficient support team is in place to optimize daily functioning of the school.

**Objective 4-4:** Volunteers, student teachers, other educators, and the community at large, are all integrated into the educational team.

## **FOCUS AREA: GOVERNANCE**

### **GOAL 5: A strong and effective Charter Council.**

**Objective 5-1:** The Fuente Nueva Charter Council is recognized as the governing body of the school and is comprised of members elected or appointed by established procedures.

**Objective 5-2:** The policies and procedures of Fuente Nueva, and the rules that govern the Charter Council, are regularly reviewed and updated by the Fuente Nueva Charter Council.

**Objective 5-3:** The Fuente Nueva Charter Council continually increases its knowledge and capabilities through regular Board trainings and other professional development opportunities.

### **GOAL 6: Fiscal stability.**

**Objective 6-1:** Maintain sufficient enrollment to operate all school programs using available resources.

## **FOCUS AREA: FACILITIES**

### **GOAL 7: A campus that is maintained and meets the needs of the school.**

**Objective 7-1:** The school campus includes all facilities necessary to its mission and vision including: adequate number of classrooms; office and prep areas; play yard with equipment; garden; cafeteria; library; multipurpose room; art/music room; and gym.

**Objective 7-2:** The school campus has well-maintained grounds and an appearance that reflects the culture of our school community.

**Objective 7-3:** The school campus incorporates clean energy and sustainable practices in an effort to live lightly on the earth.

### **GOAL 8: A technology plan and requisite hardware and software exist prepare students for the 21<sup>st</sup> century.**

# STRATEGIES FOR IMPLEMENTATION

These are each coded for the Objective they support.

## **Program - CA State Standards**

- 1-1**    **1**    Develop formative and summative assessment tools for content areas that are uniform across the grade levels.
- 2**    Develop a schedule for content area assessment.
- 3**    Develop themes per grade level that align to social appropriate California content standards, and regularly communicate these themes to school community.
- 1-2**    **1**    Develop an enrichment program to the meet the needs accelerated learners.
- 2**    Develop a Response to Intervention (RTI) process.
- 1-4**    **1**    Highlight student learning and/or display student products during special events.

## **Program – Spanish**

- 2-1**    **1**    Develop and adopt grade level Spanish literacy goals based on receptive/expressive skill level assessment tools across the modes of communication: interpretive (listening or reading); interpersonal (speaking/listening or reading/writing): and presentational (speaking or writing).
- 2**    Acquire Pathway to Biliteracy seal and certification.
- 2-2**    **1**    Develop an assessment tool to evaluate student Spanish proficiency to enter or exit program.
- 2**    Develop a professional development plan for teachers related to best practices in immersion education.
- 3**    Build a working relationship with other immersion schools to further develop tools for immersion teaching and assesment.
- 4**    Conduct an annual evaluation of the immersion program to identify strengths and challenges of immersion program.
- 5**    Establish interventions for students who are not meeting the Spanish Language benchmarks.
- 6**    Acquire authentic Spanish literature sets/early reading books to be used during Spanish language development time in classrooms.
- 2-3**    **1**    Establish “Familia” themes that support Spanish language use and enrichment related to Hispanic/Latino culture designed by Teachers to support Fuente Nueva’s immersion/academic/cultural goals.
- 2**    Establish student-to-student pen-pal relationships with other immersion schools/Spanish speaking communities around the world.
- 3**    Define a list of Spanish language objectives that extracurricular instructors may use to support immersion goals at each grade level.

- 2-4 1 Model and provide incentives for use of Spanish during reuniones, circulo de la mañana, and other regular school events.
- 2 Model and provide incentives for use of Spanish during after school events.
- 3 Implement “Spanish only” times (i.e., lunchtime, recess or “Familias”), or special “Spanish only” days at school.
- 4 Arrange 3-5 interactions per year for students with Spanish speakers from the community.
- 5 Offer Spanish classes for parents.
- 6 Promote attendance of Fuente Nueva faculty and families at Latino cultural events.
- 7 Publish Spanish resource materials that provide information for families to increase their understanding of the Spanish language.
- 8 Host events on campus that attract the Spanish speaking community in an effort to build relationships and understanding.
- 2-5 1 Publicize Fuente Nueva’s program at Latino community and cultural events.

**School Culture**

- 3-1 1 Institute “Familias” curriculum to foster relationships among students of different ages and grades and ensure the successful integration of new students.
- 2 Seek ways to involve school parents directly with school learning goals for their children in all areas—core curriculum and extracurricular.
- 3 Develop and disseminate to families education strategies and tools to facilitate the students’ learning of curriculum/extracurricular goals and objectives.
- 4 Extend *Familias* to parents in order to welcome new families to FNCS and encourage involvement and inclusion in the community.
- 3-2 1 Further define character education program and make use of “Guidelines for Success /Directrices para el éxito” for students to follow.
- 2 Director will communicate to parents at beginning of each year about the FNCS Character Word of the Week program and philosophy regarding violence and peer abuse.
- 3 Establish a common language to respond to physical, verbal or psychological peer abuse or violence.
- 4 Improve the school-wide approach to discipline/behavior management by adopting an anti-bullying curriculum.
- 5 Increase delivery of explicit, intentional and ongoing lessons in conflict resolution.
- 6 Integrate the character word of the week into weekly curriculum.
- 7 Further incorporate component of character education or anti-bullying curriculum into Extended Day Program.
- 8 Develop a student survey to evaluate emotional and physical safety on campus.

- 3-3
  - 1 Define appropriate areas per grade level in which students can learn to advocate for human rights and for environmental needs.
  - 2 Establish working relationships with local global community to support student learning in the areas of human rights/social justice/environmental issues.
  - 3 Develop grade level appropriate service learning project areas for each grade level and/or class.
  - 4 Continue to establish relationships and maintain existing rapport with outside volunteering individuals/groups to support all Fuente Nueva academic/extracurricular goals.
- 3-4
  - 1 Ensure that events honor the effort of the students and teachers and the intention of Fuente Nueva.
  - 2 Demonstrate equal value of target languages in school performances.
- 3-5
  - 1 Continue to provide an aftercare program that strongly supports Fuente Nueva's curriculum goals.
  - 2 Define ways in which the aftercare program can support social character education program/"Guidelines for Success/Directrices para el éxito."
  - 3 Develop a plan for a summer program that meets the needs of families and supports Fuente Nueva's goals.
- 3-6
  - 1 Ensure the appreciation of Fuente Nueva volunteers.
  - 2 Develop a strategy to fill all PTO positions via strong campaign and personal contacts.
  - 3 Execute a strong campaign to ensure that parents understand the need for their participation on committees and volunteer hours.

**Personnel**

- 4-1
  - 1 Develop a salary schedule that is competitive with comparable schools and offers horizontal movement as an incentive for increasing professional knowledge and implement as budget allows.
  - 2 Implement a process by which the teaching staff, the director and each sub group of staff has an annually updated professional development plan in place.
  - 3 Provide access for teachers, director and staff to have adequate off site professional development with access to relevant trainings such as immersion education, classroom management, Spanish language development, curriculum development and implementation, in and out of our local area.
  - 4 Develop a plan to implement the Professional Learning Communities model.
  - 5 Evaluate and, as needed, adjust our teacher evaluation and observation process so that it emphasizes the promotion of s professional growth and reflection.
  - 6 Design and implement an annual work place staff survey that measures satisfaction with the work place environment, the support provided, and compensation with a goal of achieving an 80% satisfaction rate.
  - 7 Ensure that all members of FNCS the team our recognized for their excellence in service through acknowledgement of their contributions.

- 8 Evaluate current job descriptions and update as needed to ensure an efficient and sustainable workload distribution for support staff.
- 4-2 1 Develop a recruitment strategy for attracting a broader pool of Spanish speaking applicants for all job openings.
- 2 Establish a plan to host Spanish speaking visiting faculty and staff.
- 4-3 1 Determine the optimal number and type of support positions needed at a school of our size.
- 2 Develop plan to build or reduce staff to desired capacity which includes recruitment strategies and funding sources.
- 4-4 1 Nurture the established relationships with the credential department, child development department, the Y.E.S. House, Puentes and the Career Center to further build our volunteer capacity.
- 2 Maintain a binder of resources that are available from local education institutions and our community for teachers to easily access and implement.
- 3 Develop a plan to increase the outside community volunteer capacity.

### **Governance – Charter Council**

- 5-1 1 Design and adopt a communication and participation plan that focuses on raising awareness about the responsibilities of the FNCC.
- 5-2 1 Monitor effectiveness of Charter Council policies and procedures through annual review of the FNCC member guide.
- 2 Annually evaluate the performance of the governance team
- 5-3 1 Plan and budget for annual CC retreats and trainings.

### **Governance – Fiscal Affairs**

6

### **Facilities – Campus**

- 7-1 1 Conduct continual research to identify available alternate site options in the Arcata School District.
- 2 Create detailed report for FNCC that details the best choice based on fiscal, programmatic and cultural implications.
- 3 Design and install an additional school signage in a prominent location.
- 7-2 1 Determine appropriate jobs duties for students to take part in the campus maintenance.
- 2 Modify job descriptions and appropriately assign duties so that the campus is maintained to a high standard of cleanliness.
- 7.3 1 Form a Sustainability Committee overseen by the FNCC that will arrange for an audit of our energy and material consumption, analyze the results of the audit and develop a plan to address needed improvements.
- 2 Identify funding sources to bring environmental sustainability education opportunities to our classrooms.
- 3 Include the upper grade students, teachers and staff in the audit, planning, and implementation of a sustainable campus.

## **Facilities – Technology Plan**

- 8**      **1**      Develop a plan to acquire and maintain technology resources that is integrated with curriculum goals at the different grade levels.
- 2**      Use relevant agencies such as CTAP and HERC to improve technology resources.
- 3**      Establish an inventory of current devices on campus, a log for device use, and a schedule for device maintenance.
- 4**      Establish policies for student and teacher use of technology on campus.