

# ANNUAL REPORT 2023-2024

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#### **FUSD PROUD**

Flagstaff Unified School District (FUSD) has a proud tradition of providing all students with a comprehensive and challenging educational experience. Serving over 8,800 students across 15 schools, FUSD is dedicated to using best practices and innovative teaching methods to meet the diverse needs of students throughout northern Arizona.

At FUSD, students are encouraged to explore their unique pathways, whether through Science, Technology, and Engineering (STEM) programs, Expeditionary/Place-Based Education, or World Language and Cultural studies. High school students can earn college credit through dual-enrollment, Advanced Placement, and International Baccalaureate classes while participating in Career and Technical Education (CTE), arts, music, drama, and online learning. Middle schoolers benefit from a variety of elective classes, clubs, athletics, and academic support. For elementary students, FUSD offers before- and after-school programs, artist residencies, and personalized intervention and enrichment opportunities.

The unwavering support of the community plays a crucial role in making these exceptional educational experiences possible. FUSD is grateful for the ongoing partnership with Team FUSD, families, students, and our community partners.

# FLAGSTAFF UNIFIED

#### MISSION

The Flagstaff Unified School District fosters safe communities where learners of all backgrounds and abilities are supported to gain the confidence and skills needed to pursue their chosen paths.

#### VISION

Our learners are empowered with the skills and creativity necessary to contribute in a rapidly changing and complex world.

#### **CORE VALUES**

- Commitment to Learning
- Culture of Innovation
- Growth Mindset

#### **GOVERNING BOARD MEETING SCHEDULE**



The Flagstaff Unified School District is governed by a five-member board elected for four-year terms. The board operates pursuant to Arizona law, policies, and welcomes the public, including district staff, parents, and community members, to its meetings. Regular meetings are held according to the published meeting schedule beginning at 5:30 p.m. at the Flagstaff Unified School District Administrative Center located at 3285 E. Sparrow Ave. in Flagstaff, Arizona, unless otherwise noted in public meeting notices.

Meeting agendas are available online 24 hours prior to the meeting at www.fusd1.org.

# *2024 - 2025* MEETING DATES

July 9, 2024 August 13, 2024 August 27, 2024 September 10, 2024 September 24, 2024 October 8, 2024 October 22, 2024 November 12, 2024 December 10, 2024 January 14, 2025 January 28, 2025 February 11, 2025 February 25, 2025 March 25, 2025 April 8, 2025 April 22, 2025 May 6, 2025 May 20, 2025 June 10, 2025 June 24, 2025



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## SUPERINTENDENT'S MESSAGE

Dear Flagstaff Unified School District Community,

I am proud to present the 2023-2024 Annual Report for the Flagstaff Unified School District (FUSD). This past year has been one of significant strides, marked by exceptional student growth, staff achievements, and a renewed commitment to providing meaningful learning opportunities for each of our students.

As I reflect on the past year, I am filled with gratitude for the unwavering dedication of our educators. They consistently go above and beyond to create engaging learning experiences, nurture safe and supportive environments, and keep our schools running smoothly. Their efforts will have had a lasting impact on the lives of our students.



Zero the Hero visited elementary schools on FUSD's 100th Day of School on January 22, 2024.

Our family engagement has been instrumental in driving student success. Your involvement, feedback, and collaboration have helped us shape

a more vibrant and inclusive learning environment for all students.

As we look toward the 2024-2025 academic year, the Flagstaff Unified School District remains steadfast in our mission to foster the confidence and skills students need to pursue their chosen paths.

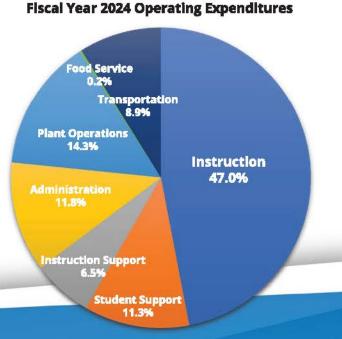
I want to express my sincere gratitude to the entire FUSD community—students, parents, staff, and community members for your unwavering support and dedication. Your belief in the power of education is the driving force behind our success. Together, we will continue to build a brighter future for our students and our community. Sincerely,

Sincerely, Michael Penca Superintendent

## **FINANCE REPORT**

The Flagstaff Unified School District continues to meet state requirements for financial stability and transparency — receiving successful audits and recognitions from the Association of School Business Officials International and the Governmental Financial Officers Association for excellence in financial reporting. The FUSD Governing Board and Finance Department adhere to appropriate regulatory practices for public entities in the State of Arizona that includes maintaining a balanced budget.

For the 2023-2024 school year, FUSD had a general operating budget of \$78,358,012 of which 85% will account for employee salaries and benefits. FUSD has an average salary of all teachers employed in FY 2024 of \$56,582. As a comparison, the average salary of all teachers employed in FY 2023 was \$55,727, an increase in average teacher salaries from the previous year of \$855 or a percentage increase of 1.54%.



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#### FORMER FLAGSTAFF MIDDLE SCHOOL DEMOLISHED TO MAKE WAY FOR NEW MARSHALL ELEMENTARY

Flagstaff Middle School (FMS) holds a special place in the hearts of many in the Flagstaff community. The building, which opened its doors in the early 1970s, served as a hub of education and community engagement for decades. As the school is currently undergoing demolition, which began on April 18, 2024, to make way for a new era with the construction of Marshall Elementary School, former FMS administrators Bob Kuhn, Kent Powell, and Bill Williams reflect fondly on their time at FMS and the impact it had on generations of students.

Bob Kuhn taught at FMS for seven years, five years as a teacher from 1992 to 1997, and then as the principal from 1997 to 1999. He reminisced about the building's unique design, which still stands out today.

"The building opened in the early 1970s as an open podular system," said Kuhn as he reflected on his time at FMS. "It was neat... it was designed with interconnected pods for different subjects like English, math, and history. This layout encouraged team teaching and collaboration among teachers. But as teachers

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moved on, it became too loud for some. It was a very popular system in the '70s and '80s, but most people [eventually] got rid of it."

Kent Powell, who began his tenure at FMS as a history teacher in 1972, echoed Kuhn's sentiments.

"It was an open concept. We had pods, and each pod had four classrooms," Powell recalled. "Acoustically, my kids could hear me, and I could hear them. Unless the teacher was really, really loud, you didn't have the feedback with other teachers and everything."

Bill Williams, who served as the principal of Flagstaff Junior High School, the predecessor to FMS, from 1970 to 1976, highlighted the educational philosophy of that era.

"We were totally involved in working together, a lot of cooperative kinds of stuff, and making that work, and I think we did," Williams recalled. "The building was an open-space school, and we had several pods that accommodated teaching teams, particularly for English and social studies. It was more than an experiment—it was what we were all about."

Despite its unique design, FMS fostered a sense of camaraderie among students and staff.

"It was a great place to work. The esprit de corps, with the faculty and the kids, it was really a good fit at the time," Powell remarked. "A lot of fun, a lot of people got to know each other."

Over the years, FMS underwent changes in response to shifts in enrollment and educational needs.

"[FUSD] did a big restructuring in 2009 and closed





Photos, left: Heavy equipment is used to demolish walls of the former Flagstaff Middle School. Top: An old photo of students entering the former Flagstaff Middle School, a photo shared by former principal Kent Powell's archived photos. Bottom: Heavy equipment demolition.

down or retired a number of schools," Powell explained. "That was it. When Sinagua closed as a high school, and we dropped back, I think we dropped back to about 650 students at that point."

Despite its closure in 2010, FMS's legacy lives on through the memories and achievements of its students and staff.

"A lot of students have had so much success in so many different fields," Powell reflected. "We've had doctors, lawyers, and a couple of generals in the military. We've had politicians, and we've had all kinds of students who have gone through FMS."

As the community watches the ongoing demolition of

FMS with a sense of nostalgia and anticipation for the future, there is a collective gratitude for the memories and relationships forged within its walls.

"It was such a special place, a good educational place. It was excellent," Powell concluded.

Though the building may soon be gone, the spirit of Flagstaff Middle School will continue to inspire future generations of learners in Flagstaff and beyond.

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#### BOND OVERSIGHT COMMITTEE TOURS COCONINO HIGH SCHOOL'S MINI AUDITORIUM CONSTRUCTION PROJECT

On July 2, 2024, members of the Flagstaff Unified School District's (FUSD) Budget Oversight Committee (BOC) and governing board members toured the construction at Coconino High School (CHS), focusing on the remodel of the school's mini auditorium and the surrounding outdoor plaza.

During the tour, Superintendent Michael Penca expressed his enthusiasm for the project's progress, highlighting the significant upgrades and their positive impact on the school community.

"The committee toured the construction sites of the remodeled auditorium and plaza at Coconino High School," Penca reported to the FUSD Governing Board on August 13. "There's an outdoor plaza that could serve as a gathering space, and we addressed the drainage issues that had plagued that area. All of us were really impressed with the project and, again, extremely grateful for our partners."

Penca explained that the partners involved in the renovation included the DLR Group as the architectural and engineering design team, and CORE

Construction

as the general contractor. The design featured large stone slabs that created a welcoming outdoor space while addressing previous drainage problems at the site. Inside the auditorium, the renovations transformed the space into a professional-grade theater. The interior design incorporated the school's black and red colors, with new seats installed and substantial upgrades made to the audio-visual equipment.

Superintendent Penca praised the enhancements.

"It was really well done, and a huge upgrade to the technology and audio-visual equipment. I couldn't wait to hear some of our talented students read poetry in there, sing, do stand-up comedy—whatever our kids decided to do in this wonderful space," he said.

The mini auditorium project was initiated after the FUSD Governing Board approved a construction contract with CORE Construction in December 2023, totaling \$3,075,447. The project broke ground in January 2024 and was expected to be completed by the fall. Funding for the project primarily came from the 2018 and 2022 bond dollars, with additional contributions from district funds allocated through Medicaid, Capital, and Adjacent Ways. In addition to the mini auditorium, the

construction







included site upgrades designed to enhance safety, accessibility, and functionality. These upgrades extended to the South Commons area, site drainage near the south parking lot, and improvements along the Izabel Street frontage.

FUSD also utilized funds from the 2022 Bond, passed in November 2022, to support various campus-specific projects. As part of these efforts, additional exterior improvements to the entryway of Coconino High School were completed in tandem with the mini auditorium renovation.

A ribbon-cutting ceremony to celebrate the completion of the new mini auditorium was held on September 6, 2024.

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## **DEMIGUEL AND MARSHALL CELEBRATE "A" RATING**

Congratulations to DeMiguel Elementary School and Marshall Magnet Elementary School for achieving "A" ratings for the 2022-2023 school year.

Ginni Biggs, principal at DeMiguel Elementary School, thanked everyone involved.

"I am grateful for the dedicated team of teachers and staff at DeMiguel for creating a learning environment focused on high expectations for all learners," said Biggs. "Their continual effort, innovative teaching practices, and genuine care for our students are the cornerstone of our success."

"I also want to recognize the support provided by our parents and guardians," added Biggs. "Their partnership in the educational journey of our students is invaluable, and we appreciate their ongoing involvement and commitment to academic success. Congratulations! Together, we have maintained an 'A' School Designation once again."

Janelle Reasor, principal at Marshall Magnet Elementary, is also incredibly proud of her students, staff, and families for their dedication to student achievement and

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collaborative commitment

to meeting the diverse needs of all their students.

"This 'A' school achievement validates our unwavering commitment to high-quality instruction, strategically organized multi-tiered systems of student supports, and our culture of inclusive art and science-based opportunities for our Mustangs," said Reasor. "Together, we strive to pave the way for excellence, fostering a safe environment where all students can succeed. I hope we can all take a moment to celebrate where we are as we continue to push our collective growth. We are going for a three-peat! Together, we rise!"

Flagstaff Unified School District Superintendent Michael Penca also expressed his appreciation.

"I am grateful and proud of the daily efforts of the teachers and staff at DeMiguel Elementary and Marshall Magnet Elementary to address the needs of each student at their schools," said Penca. "It takes a commitment to quality instruction, staff collaboration, and using achievement data to provide targeted intervention to have both schools repeat these A ratings for consecutive years."





#### CAMP COLTON'S ANTICIPATED PHASE I CONSTRUCTION IS SCHEDULED FOR JUNE 2024

Camp Colton has served the Flagstaff and northern Arizona community for 52 years, hosting nearly 50,000 youth. If you attended Flagstaff Unified School District schools, it's likely you attended camp or know someone who did.

Ari Wilder, executive director of Friends of Camp Colton, explained that kids connect with nature, learn about their local environment, and make new friends at camp.

"For many, this is their first time camping, sleeping away from home, and practicing self-reliance," she said.

Students gain self-confidence, independence, and hands-on learning, along with a break from technology. However, the camp's current facilities cannot meet demand.

"They are inadequate and lack capacity," said Wilder. "New facilities and infrastructure will create campfire memories for the next 50 years."

Jackson Carranco, director of Camp Colton, said Friends of Camp Colton and FUSD are committed to revitalizing facilities to ensure future generations can enjoy the camp. Phase 1 of the master plan, scheduled to begin in June 2024, includes a new lodge, site systems, and entry area. The total cost is \$6 million, with \$3 million from the FUSD bond and \$3 million from fundraising efforts. Friends has already secured a \$2 million lead gift and a \$500,000 Challenge Grant.

Superintendent Michael Penca visited Camp Colton on September 27, 2023, to experience camp with FUSD 6th-graders.

"I was impressed with the guidance and care the staff provided while helping students grow their responsibility and independence," said Penca. "FUSD is fortunate to offer this outdoor learning experience, and I'm grateful for our partnership with Friends of Camp Colton as we work to enhance camp programs and facilities."

Wilder said Penca experienced the old Wilson Lodge, saw how crowded the dining hall was, and observed the aging wood platform tents.

"We look forward to updating these facilities to give kids safe and enriching outdoor experiences," Wilder said.

Learn more about Camp Colton's fundraising efforts at https://friendsofcampcolton.org/creating-campfire-memo-ries/.

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The 2024 Community STEM Celebration took place on April 27, 2024, at Fort Tuthill Fairgrounds. Flagstaff residents explored Science, Technology, Engineering, and Mathematics (STEM) through hands-on activities, demonstrations, and conversations. The event celebrated Flagstaff's designation as "America's First STEM Community" while showcasing educational opportunities and career paths, highlighting knowledge, innovation, and community collaboration.

# ADMINISTRATION

MICHAEL PENCA Superintendent

LANCE HUFFMAN Assistant Superintendent of Curriculum & Instruction

## **GOVERNING BOARD**

CHRISTINE FREDERICKS
President

ERIK SATHER Clerk

AARON CIRZAN Member CAROLE GILMORE Member

DOROTHY DENETSOSIE GISHIE Member



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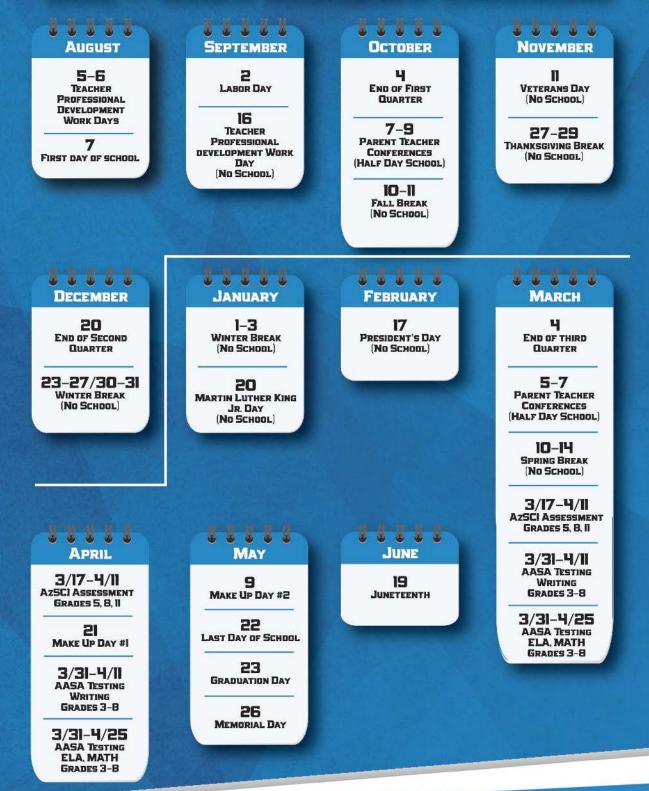
FLAGSTAFF UNIFIED SCHOOL DISTRICT 3285 East Sparrow Avenue Flagstaff, AZ 86004

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# FLAGSTAFF UNIFIED

# 2024-2025 Academic Calendar



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Puente de Hózhó Elementary School hosted its Cultural Celebration on November 16, 2023, showcasing student performances from kindergarten to 5th grade. The event was a vibrant display of the school's commitment to celebrating cultural diversity, with students performing for their families and the community. The success of the celebration was made possible through the hard work of the dedicated staff and the support of families, highlighting the strong community spirit at Puente de Hózhó.

## FUSD SPECIALIZED ACADEMIC PROGRAMS

#### **ADVANCED PLACEMENT (AP) ACADEMY**

The Advanced Placement Academy offers college level courses taught within the high school framework. AP courses are aligned with the College Board curriculum and are designed to prepare students for the AP exam and their future college education. The courses are offered at both Flagstaff and Coconino high schools in subjects including English, Math, Science, Social Studies, World Language, Computer Science and Art.

#### ELEMENTARY PREPATORY ACADEMY

The Elementary Preparatory Academy is a school within a school, located at Cromer, DeMiguel, Knoles, and Puente de Hozho Elementary Schools. The program helps students develop into independent learners, effective problem solvers, and creative thinkers. It allows peers of similar aptitudes to interact with one another in a rigorous learning environment that prepares them for advanced learning at the middle school level. The program is fast-paced and advances through grade level standards at a deeper level.

#### **CAREER & TECHNICAL EDUCATION (CTE)**

CTE programs are designed to connect theory and application, providing students with real-world skills for real-world jobs. A project-based learning environment taught by experienced professionals that have worked in their area of focus, CTE programs at Flagstaff and Coconino high schools offer dual enrollment opportunities for students to earn both high school and college credits simultaneously.



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#### COCONINO INSTITUTE OF TECHNOLOGY (CIT)

CIT offers an integrated course of study in Science, Technology and Engineering at Coconino High School with real-world field work. Students begin the program their freshman year as a cohort and continue the rigorous education through high school together.

#### DUAL ENROLLMENT

Dual enrollment courses allow students to earn both high school and college credits simultaneously. The courses are taught at both Flagstaff and Coconino high schools by high school teachers who also acquire the credentials to teach at the college level. The college credits will supplement Coconino Community College degree and certificate programs.

#### HONORS PRE-AP ACADEMY

The Honors Pre-Advanced Placement Academy at Mt. Elden Middle School prepares students for the rigorous AP program structured on the national curriculum required by the College Board.

#### INTERNATIONAL BACCALAUREATE (IB)

The International Baccalaureate program provides students the knowledge, concepts, skills, personal attributes, and the capacity to take action--all of which younger students need to equip them for successful lives. By learning through inquiry, a child's investigations across and beyond subject areas will strengthen knowledge and understanding. Puente de Hózhó Elementary School, Sinagua Middle School and Coconino High School are all currently candidate schools for the program.

#### JUNIOR RESERVE OFFICERS' TRAINING CORPS (JROTC)

The Junior Reserve Officers' Training Corps (JROTC) Program mission is "To Motivate Young People to be Better Citizens" and is open to all students at Coconino High School and Flagstaff High School. The JROTC Program is hosted at Coconino High School and instills in students the values of citizenship, service to our community, personal responsibility, and a sense of accomplishment. JROTC classes may be taken for up to 4 years and students will receive either General Elective and/or P.E./Health credit for their participation.

#### MAGNET SCHOOLS

Magnet schools promote the academic and social development of each of its students through a diverse, integrated curriculum emphasizing the arts and sciences. In addition to the arts and science emphasis, all of the educational programs are dedicated to teaching the whole child. Students are taught self-confidence, creative thinking skills, and enthusiasm for learning to help them make positive life decisions and meet their goals. The Magnet Schools at FUSD include Marshall Elementary School, Kinsey Elementary School and Puente de Hózhó Elementary School. Kinsey Inquiry and Discovery School focuses on a child's natural sense of wonder and provides learning experiences inspired by the environment, culture, and community of Northern Arizona. Lessons within the Inquiry and Discovery program revolve around the students discovering answers to questions and learning core values such as integrity, collaboration, engagement, and wonder.

#### MIDDLE SCHOOL INSTITUTE OF TECHNOLOGY AND ENGINEERING (MIT-E)

The Middle School Institute of Technology and Engineering at Sinagua Middle School prepares students with 21st Century skills, establish knowledge essential for additional STEM courses, and create an interest for STEM topics and careers. MIT-e encourages students to become digital citizens and participate in the global community while exploring and engaging in science, technology, engineering, and mathematics.

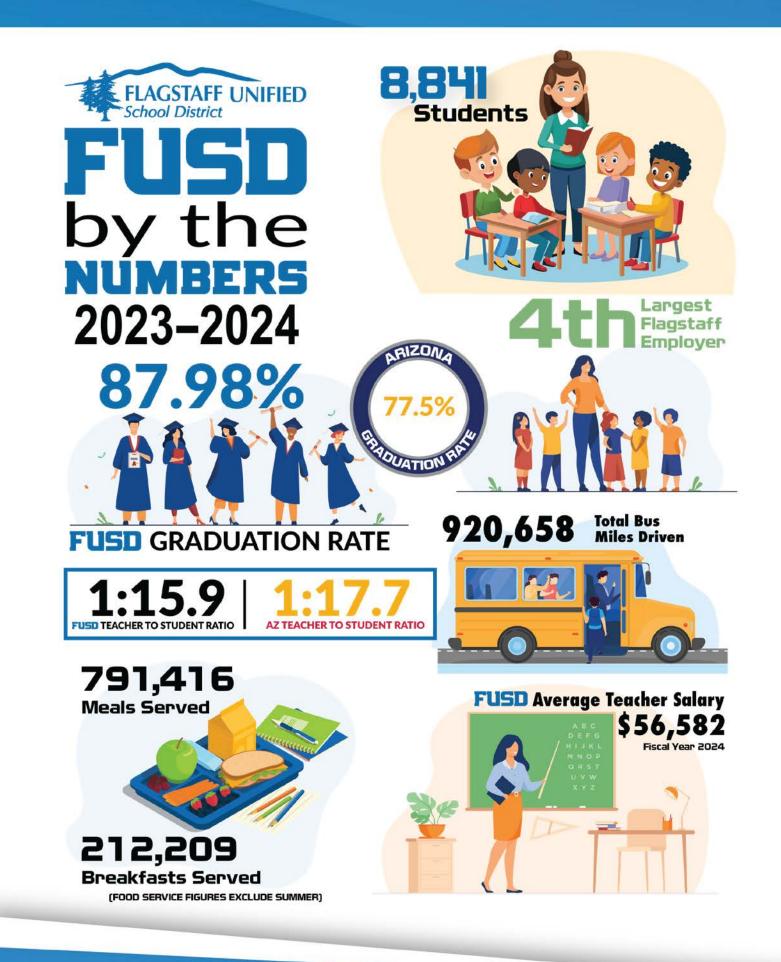
#### **NORTHERN ARIZONA DISTANCE LEARNING**

FUSD provides distance learning education to students and families through a core program for grades 9-12. Content includes high quality and interactive online semester courses taught by certified teachers. The distance learning program provides multimedia-rich curriculum aligning to state and national standards, as well as, a multitude of online tools for students to succeed.

#### PUENTE DE HOZHO (PDH) LANGUAGE INSTITUTE

Puente de Hózhó is a trilingual school comprised of a Navajo Immersion Language Program and a Spanish-English Bilingual Program. PdH believes in the potential of children, culture, and language in a local, regional, national, and international context. PdH serves students from Kindergarten through 5th grade, as well as grades 6-12 with the International Baccalaureate Continuum at Sinagua Middle School and Coconino High School.





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2023-2024 Annual Report



# FLAGSTAFF UNIFIED SCHOOL DISTRICT SCHOOLS



# COCONINO HIGH SCHOOL

2801 N. IZABEL ST. FLAGSTAFF, AZ 86001 (928) 773-8200



# CROMER ELEMENTARY

7150 E. Silver Saddle Rd. Flagstaff, AZ 86004 (928) 773-4150



#### **DEMIGUEL ELEMENTARY** 3500 S. Gillenwater Dr.

FLAGSTAFF, AZ 86001 (928) 773-4000





# Flagstaff High School

400 W. ELM AVE. FLAGSTAFF, AZ 86001 (928) 773-8100

(928) 773-4080



#### SECHRIST ELEMENTARY

MARSHALL ELEMENTARY

850 N. BONITO ST.

(928) 773-4044

FLAGSTAFF, AZ 86001

MOUNT ELDEN

3223 N. FOURTH STREET

PUENTE DE HÓZHÓ

FLAGSTAFF, AZ 86004

(928) 773-8250

ELEMENTARY

**3401 N. FOURTH SREET** 

FLAGSTAFF, AZ 86004 928-773-4090

MIDDLE SCHOOL

2230 Fort Valley Rd. Flagstaff, AZ 86001 928-773-4020

# AT STARLENTARD

#### KILLIP ELEMENTARY 2300 E. 6th Ave. Flagstaff. AZ 86004



# SINAGUA MIDDLE SCHOOL

3950 E. Butler Ave. Flagstaff, AZ 86004 (928) 527-5500



#### KINSEY INQUIRY AND DISCOVERY SCHOOL 1601 S. LONETREE RD. FLAGSTAFF, AZ 86001

(928) 773-4060



# Knoles Elementary

4005 E. Butler Ave. Flagstaff, AZ 86004 (928) 773-4120



# LEUPP PUBLIC SCHOOLS

Indian Route 15 Leupp, AZ 86035 (928) 686-6266



#### SUMMIT HIGH SCHOOL

4000 N. Cummings St. Flagstaff, AZ 86004 (928) 773-8198



#### Thomas Elementary

3330 E. Lockett Rd. Flagstaff, AZ 86004 (928) 773-4110



#### Northern Arizona Distance Learning

4000 N. CUMMINGS ST. FLAGSTAFF, AZ 86004 (928) 220-0461