



**FLAGSTAFF UNIFIED**  
*School District*

# Strategic Plan Overview

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Flagstaff Unified School District (FUSD) has a long history of offering a comprehensive and rigorous educational experience for all students. Home to more than 9,500 students and 15 comprehensive school sites, FUSD works to implement best practices and innovative education techniques to meet the diverse needs of students in Northern Arizona. Through collaborative work with the FUSD Governing Board, a new mission and vision has been adopted to reflect the efforts the entire organization is taking to ensure student achievement moving forward.

We seek to ensure that all students, regardless of external factors, have access to the champions and enriching experiences essential to promote academic and personal development. We are intensely focused on improving all schools within our district to ensure that we live out this purpose in our daily work, with every child we serve.

## Our **Mission:**

Flagstaff Unified School District provides all students with a high-quality education through diverse pathways to foster success in college, career, citizenship, and life.

## Our **Vision:**

We will provide a challenging and supportive learning community in which our students may explore and develop their unique interests and skills in order to reach their highest potential.

## Core **Values:**

We believe that engaging in continuous improvement and living out our core values are essential to fulfilling our purpose. Our Core Values guide our decision-making and efforts as we move closer to our vision of success.

**COMMITMENT**  
to learning

culture of  
**INNOVATION**

**GROWTH**  
mindset

## Our **Focus:**

We are committed to living out our purpose and continuously improving our system. We recognize that fulfilling this commitment requires us to be rooted in focus, persistence, and relentless intentionality.

These areas reflect our commitment to creating an educational system that drives excellent outcomes for all children. We believe that each of us play a role in ensuring the system can fulfill its full potential and that children, employees, and our community are empowered to make their full contribution to this shared result.

FOCUS AREA	DESIRED RESULT	SMART Aim
<b>Graduate readiness</b>	All FUSD students will have the necessary tools to successfully pursue their chosen path.	During the 2019-2020 school year, the percent of 3rd grade students demonstrating proficiency will be at or above the state level as measured on the state ELA assessment.
		During the 2019-2020 school year, the percent of 11th grade students who meet college readiness benchmarks for math will increase 6% from the 2018 baseline of 23% as measured by the ACT exam.
<b>Access &amp; equity</b>	All students, regardless of external factors, are safe and have access to the champions and supports they need to succeed in college, career, citizenship, and life.	The number of FUSD schools identified as Targeted Support and Improvement (TSI) by ADE will be reduced by the 2020-2021 school year as a result of improved achievement of student subgroups. 11 of 15 schools were identified in December 2018.
		By the 2019-2020 school year, the achievement gaps of Low SES and SPED students will be reduced compared to the overall achievement of students as measured by AzMERIT, AIMS and ACT.
		The diversity in race/ethnicity and gender of students enrolled in higher level coursework will more closely reflect the demographics of the overall school enrollment by the 2020-2021 school year as measured by the disaggregated enrollment in AP courses, Dual Enrollment, Coconino Institute of Technology (CIT), APEX (MEMS), MIT-E (SMS), and the Elementary Preparatory Academy.
		By the 2019-2020 school year, the diversity (race/ethnicity and gender) of applicants to FUSD staff positions will more closely reflect the demographics of FUSD's overall student enrollment.
		The percent of FUSD students graduating within four years of enrolling in high school will increase from 86.9 percent to 90 percent as reported on the AZ School Report Cards in 2021 (Cohort 2020).
<b>Culture of possibility thinking</b>	All FUSD students and staff embody an ethic of excellence. They are courageous, nimble and engaged in continuous growth.	Raise the rigor of student engagement through the 2019-2020 school year by increasing the High Expectations, Active Learning, and Digital Learning environments above the March 2019 baselines as measured on the elect observation tool.
		Maintain or increase the percentage of 12th grade students submitting a FAFSA from the 2017-2018 level of 63.6%.
<b>Workplace of choice</b>	All FUSD employees are engaged and supported in their work.	The percentage of FUSD staff participating in the Culture and Climate survey will increase by 5% annually from the 2018 baseline of 42%.
		Increase new and meaningful internal Professional Learning opportunities that improve learning preparedness for all staff, rated as Strongly Agree, to 30% from the 2018 baseline average of 24.4%, as measured by the Professional Learning Survey, which will be administered in November 2019.