

# STRATEGIC PLAN |



Flagstaff Unified School District (FUSD) has a long history of offering a comprehensive and rigorous educational experience for all students. 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:**  
 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.

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

**Core Values:**

We believe that engaging in continuous improvement and living out our core values are essential to fulfilling our purpose. Our core values include a *commitment to learning*, *culture of innovation*, and a *growth mindset* to guide our decision-making and efforts as we move closer to our vision of success.

**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	DATA POINTS
<b>GRADUATE READINESS</b>	All FUSD students will have the necessary tools to successfully pursue their chosen path. Students will be prepared academically and socially to successfully transition from K to 1, elementary to middle, and middle to high school.	Beginning in the 2021-2022 school year, FUSD will increase the percentage of students each year scoring proficient on end-of-year state assessments in Reading/English Language Arts (ELA), Mathematics, and Science across all grades. The percentage of students demonstrating proficiency will be equal to greater than the state level by the 2023-2024 school year.	<ul style="list-style-type: none"> <li>• 3rd grade: Reading</li> <li>• 4th grade: Mathematics</li> <li>• 7th grade: Reading/English Language Arts (ELA) and Mathematics</li> <li>• 8th grade: Science</li> <li>• 11th grade: Reading, English, Mathematics, and Science</li> </ul>
		Middle and high school students have ongoing opportunities to explore postsecondary education and career pathways.	<ul style="list-style-type: none"> <li>• Education and Career Action (ECAP)- Middle School</li> <li>• Education and Career Action (ECAP)- High School</li> <li>• Number of students participating in capstone and work-based learning experiences</li> </ul>



<b>EQUITY AND INCLUSION</b>	All FUSD students, regardless of external factors, are safe and have the skills and access to champions they need during their time in FUSD and after graduation.	FUSD will reduce the socioeconomic, race/ethnicity, special education disparity in student outcomes and program participation.	<ul style="list-style-type: none"> <li>• Graduation and Dropout rate</li> <li>• Proficiency on state Reading/English Language Arts (ELA), Mathematics, and Science assessments</li> <li>• Participation in preschool programs</li> <li>• Participation in gifted education programs and accelerated coursework/academies</li> <li>• Participation in community college dual enrollment coursework</li> </ul>
		FUSD will reduce the socioeconomic, race/ethnicity, special education disparity in student discipline outcomes through the district-wide implementation of restorative practices.	<ul style="list-style-type: none"> <li>• Office Discipline Referrals for defiance, disrespect, and disorderly conduct (fighting)</li> <li>• Short-term and Long-term Suspensions</li> </ul>
		All students feel safe and supported in their social and emotional growth and feel empowered in their educational journey.	<ul style="list-style-type: none"> <li>• Panorama student survey</li> <li>• Parent/Family survey</li> </ul>
<b>CULTURE OF POSSIBILITY THINKING</b>	All FUSD students and staff embody an ethic of excellence. They are courageous, agile, and engaged in professional growth.	FUSD will increase student engagement and agency in its learning environments.	<ul style="list-style-type: none"> <li>• Effective Learning Environments Observation Tool (eleot) <ul style="list-style-type: none"> <li>- Equitable Learning</li> <li>- High Expectations</li> <li>- Supportive Learning</li> <li>- Active Learning</li> <li>- Progress Monitoring</li> <li>- Well Managed Learning</li> <li>- Digital Learning</li> <li>- Panorama student survey</li> </ul> </li> </ul>
		FUSD will increase opportunities to effectively engage families in the academic success and social and emotional growth of their students.	<ul style="list-style-type: none"> <li>• Parent/Family survey</li> <li>• Attendance/Participation at parent-teacher conferences and school events</li> </ul>
		FUSD will provide resources and support to engage all team members in continuous professional growth designed to increase the success of all students.	<ul style="list-style-type: none"> <li>• Professional Learning Plan offerings and participation</li> <li>• Professional Learning survey</li> </ul>
<b>WORKPLACE OF CHOICE</b>	All FUSD employees feel connected, supported, and empowered in their work.	The disparity in the diversity (race/ethnicity and gender) of applicants to FUSD staff positions will be reduced to more closely reflect the demographics of FUSD's overall student enrollment.	<ul style="list-style-type: none"> <li>• Student Demographic Report</li> <li>• Staff and Applicant Equal Employment Opportunity Reports</li> </ul>
		FUSD team members are valued, supported, and inspired in their work.	<ul style="list-style-type: none"> <li>• Employee Engagement Survey</li> </ul>
		FUSD attracts and retains quality staff.	<ul style="list-style-type: none"> <li>• Turnover Rate</li> <li>• Vacancy Rate</li> <li>• Teaching with Emergency Credentials or Teaching Out of Field</li> <li>• Inexperienced Core Academic Teachers, Principals, and School Leaders</li> </ul>