

Superintendent Goals Work Plan
2020-2021

Goal #1: Increase academic growth and success for all students in their chosen environment (remote, hybrid, in-person).

- a. Demonstrate student growth with other valid/reliable assessments in case state testing is suspended for 2021.
- b. 80% of online students complete the classes with a passing grade.

Strategies:

- A. Create a comprehensive “Safely Forward” Plan that protects the health and safety of our FUSD community while providing a seamless transition to high quality academic learning environment.
- B. Clearly outline expectations for students, teachers, and parents for remote learning.
- C. Identify assessment tool(s) that will be given to students at the beginning of the school year, at mid-year and at the end of the year to gauge growth.
- D. Identify and present to the Board a strategy to address gaps in proficiency brought about by the loss of rigorous instruction in spring of 2020.
- E. Provide a monthly data presentation and dialogue on disaggregated data related to student achievement for 3-5 areas of focus (e.g. attendance, ELA scores).
- F. Provide an update to the Board on progress on school IAPs and status on action plan strategies.
- G. Provide recommendations to the Board on uses of Innovation Funds to address English Language Arts achievement and to strengthen MTSS strategies.
- H. Provide professional development and instructional support for staff to be effective in remote teaching and learning.

	Strategy Description	Indicators/Evidence	Approximate Timeline
A.	The Safely Forward: Return to School Plan 2020-2021 was approved by the Governing Board on July 1, 2020 outlining FUSD’s plans for three instructional and operational models- In-Person, Flexible Remote, and Distance. On July 16, 2020, the Governing Board unanimously approved the delay of In-Person Learning at least through the first quarter of the 2020-2021 school year or when it is deemed safe to return students to school facilities based on public health benchmarks regarding the transmission of COVID-19 in district communities and Coconino County. The Safely Forward: Return to School Plan will be a living document that will need to be updated based on current information and be posted on the FUSD website. Executive Order 2020-51 also requires the District post its Distance Learning Plan and Mitigation Plan.	Safely Forward: Return to School Plan 2020-2021 FUSD Distance Learning Plan FUSD COVID-19 Mitigation Plan	July 1, 2020 (updated at intervals) August 11, 2020 August 11, 2020
B.	Executive Order 2020-41 required public schools to submit a Distance Learning Plan to receive flexibility to offer distance learning options to students. The plan outlines how students participating in distance learning will be reported as present or absent on days when instruction does not occur in-person; expectations for teachers and staff for daily and weekly communication with students and families regarding instructional plans and learning objectives, required activities, assignments, resources, and assessments along	FUSD Distance Learning Plan Policy GCKA and guidelines for Telecommuting & Work from Home Employees	August 11, 2020 August 11, 2020

			<p>December- Course pass fail information</p> <p>January- ELA & Math benchmark assessments</p> <p>February- student attendance/engagement</p> <p>March- Course pass fail information</p> <p>April- SEL survey report</p> <p>May- student attendance/engagement</p> <p>June- ELA & Math benchmark assessments</p>
F.	<p>Each school submits an Integrated Action Plan (IAP) for the next school year by April based on the staff input from the Comprehensive Needs Assessment (CNA). Implementation progress is monitored by the District for all schools and by ADE for schools identified as Targeted Support and Improvement (TSI). Updates will be provided to the Board about progress on school IAPs and status on action plan strategies.</p>	<p>Integrated Action Plans (IAP) approved</p> <p>Monitoring- monthly progress updates (state), Mid-Year Review (District), End-of-Year Reflection</p> <p>Board updates</p>	<p>April of previous year</p> <p>Monthly, January 2021, June 2021</p> <p>September, February, June</p>
H.	<p>Professional learning and instructional support for staff to be effective in remote teaching and learning.</p> <p>Coordinator of Professional Development will present a summary of professional learning opportunities, survey feedback from staff participants, and initial plans for the 2020-2021 school year.</p>	<p>Curriculum & Instruction Administrative Report On Summer Learning for Student & Staff</p> <p>Professional Learning Day course offerings</p> <p>2020-2021 Professional Learning Summary and Initial Plan for 2021-2022</p>	<p>July 14, 2020</p> <p>August 10, 2020</p> <p>April 2021</p>

Goal #2: Employ effective two-way communication with all stakeholders to:

- a. Increase community engagement as measured by increased positive responses on parent and student surveys over 2019 and 2020.
- b. Strengthen current partnerships and engage new partners to support FUSD.
- c. Provide clear and consistent communication with all FUSD stakeholders.

Strategies:

- A. Create a parent communication plan for teachers and schools, with consistent expectations clearly outlined for staff.
- B. Provide all Board members the same information that is relevant to action items and decision making. Provide pros/cons to action items.
- C. Superintendent models positive dialogue, transparency, and openness to feedback with Board members.
- D. Changes to Board procedures should be agreed by a majority of the Board.
- E. Board will be notified of any incidents that affect student or staff safety, including positive COVID-19 test cases.
- F. Hold an all staff meeting twice per year, fall and spring.
- G. Quarterly meetings between board and superintendent for dialogue on progress toward goals and progress on work plan related to strategic plan. This includes the December and June meetings to determine merit pay and conduct the formal (June) annual evaluation.
- H. Create/update Superintendent “corner” on FUSD website for community outreach.
- I. Update all school websites for consistency and remove outdated material and school personnel.
- J. Add COVID-19 updates and possible action items to every regular meeting agenda.

	Strategy Description	Indicators/Evidence	Approximate Timeline
A.	Student ownership of learning will be critical in the remote learning environment and will require commitment and support for school staff. FUSD team members will continue to utilize email, phone calls, or video conferencing to support families and their child’s educational experience. Expectations will be communicated to students and families about the instructional plan for the week, including learning objectives, required activities, assignments, links to resources, and assessments, along with any associated due dates. During the designated time, to the extent possible, staff will interact with students in real-time to deliver lessons, facilitate discussion, and other instructional activities. Lessons and other instructional activities/materials can be archived for students and families to access later. Progress monitoring of academic achievement will be available through communication accessible on the ParentVue and StudentVue platforms. Staff will utilize agreed upon communication plan determined by the school or district to interact with groups of students and families, account for attendance, and respond to messages from students and families within 24-hour time frame.	FUSD Distance Learning Plan District/Building Communication Log Remote Learning Surveys for Parents/Families and Report	August 11, 2020 Monthly during Remote Learning November 2020
B.	The Superintendent will continue to provide information in advance, when possible, to all Board matters prior to action and/or resources are requested.	Superintendent Updates (weekly) and Reports (Governing Board meetings)	2020-2021 school year

C.	Superintendent models positive dialogue, transparency, and openness to feedback with Board members.	Superintendent Updates (weekly), Reports (Governing Board meetings), FUSD Governance Team Handbook	2020-2021 school year
D.	The Governing Board, Superintendent, and Administrative staff work together as a leadership team that relies high levels of trust and respect. Operating procedures are guided by District policy and regulations and norms of collaboration have been collaboratively developed by the leadership team. Any changes to Board procedures should be agreed by a majority of the Board.	District Policy Manual FUSD Governance Team Handbook updated prior to onboarding of new Board members Work session on The Governing Board and Individual Governing Board Members: Roles, Responsibilities, and Scope of Authority	Reviewed and revised as needed September/October 2020 August 31, 2020
E.	Board will be notified of any incidents that affect student and staff safety, including positive COVID-19 test cases.	Notification upon incidences and after-action updates, if needed, of student and staff safety including, but not limited to, bus accidents, school lockdowns, police response, confirmed positive cases of COVID-19, and liability claims.	2020-2021 school year
F.	The Superintendent will facilitate at least two presentations and forums to inform and gather staff feedback during the school year. Forums may be held in-person or virtually depending on safety conditions.	Forum schedule and presentations	Fall 2020 and Spring 2021
G.	Quarterly executive sessions between Board and Superintendent will be scheduled for dialogue on progress toward goals and work plan related to strategic plan. This includes the December and June meetings to determine performance pay and to conduct the formal annual evaluation.	Approved Superintendent Goals Superintendent Goals Work Plan Quarterly Executive Sessions	July 14, 2020 August 25, 2020 October, December, March, June
H.	The Superintendent's Office webpage is included on the FUSD website to include information regarding the District strategic plan and initiatives, organizational information, and the Superintendent's contract and goals. The webpage will be regularly updated to promote more community outreach and engagement.	Superintendent's Office webpage	Updated throughout the 2020-2021 school year
I.	The FUSD website and school sites serve as the base of all FUSD information and communications. The site functions as an internal and external resource for information and messaging in conjunction with other communication channels. The website and school sites will	FUSD website	Updated throughout the 2020-2021 school year

	continually be updated for consistency, accessibility, and accurate information.		
J.	An item for discussion and possible action regarding COVID-19/School updates and plans will be included on every regular meeting agenda.	Governing Board meeting agendas	Monthly throughout the 2020-2021 school year

Goal #3: Update strategic plan with new goals/strategies as appropriate and demonstrate progress towards goals.

Strategies:

- A. Establish early Fall retreat to review and update the strategic plan and identify fiscal allocations (from the District budget and Innovation Funds) to further the plan.
- B. Include Board during planning phase for use of Innovation funds to obtain buy-in at key milestones rather than as action items after administrative decisions have been made.

	Strategy Description	Indicators/Evidence	Approximate Timeline
A. B.	The Annual Financial Report (AFR) for FY 2020 will be considered by the Governing Board in October 2020. Discussion about cash reserves, carryover, and innovation fund priorities will occur in October 2020.	Fall Budget work session/retreat (innovation fund)	October 2020 February 2021 April 2021

Goal #4: Cultivate positive, safe, and inclusive learning environments.

Strategies:

- A. Identify more effective strategies to recruit and engage student advisory committee members.
- B. Present to the board an anti-racism, diversity and inclusion plan that includes curriculum/instructional suggestions and strategies.
- C. Present to the board the plan for restorative justice.
- D. Develop and implement a middle school-specific inclusive stakeholder feedback process.
- E. Provide inclusion, and diversity professional development to the Board and Superintendent.
- F. Provide a detailed and inclusive plan for social emotional support of students and staff.

	Strategy Description	Indicators/Evidence	Approximate Timeline
A.	The Governing Board recognizes the important role that student voice plays in developing and maintaining a high-performing school district. Having a student perspective allows Board members the opportunity to gain critical insight into the needs and concerns of students, cultivates increased engagement in issues facing the district, and strengthens student/family and district relationships. New strategies to recruit and engage student advisory committee member need to be developed including virtual ways to engage students.	Student Advisory Committee and Student Representative to the Board responsibilities and procedures for 2020-2021	September 2020 Monthly/Quarterly engagement
B.	The FUSD Governing Board established an Anti-Racism and Anti-Bias Task Force to apply a shared understanding and commitment to equity, inclusion, and anti-racism and recommend actions to dismantle barriers which negatively impact Indigenous students, students of color, students with disabilities, and LGTBQ+ students.	Establish task force co-chairs and committee members Facilitated task force meetings Resolution and Summary Report	July/August 2020 August – November 2020 November 2020

C.	FUSD will implement a multi-year plan to be self-sufficient in implementing and sustaining restorative practices with fidelity to foster inclusive and respectful school cultures.	<p>Presentation of FUSD plan for restorative practices training and implementation</p> <p>Report of restorative practices implementation</p>	<p>July 14, 2020</p> <p>Spring 2021</p>
D.	Using data from staff and parent engagement surveys, leadership teams at the middle schools will enhance its process to gather input and feedback from stakeholders. The Integrated Action Plans (IAP) for each middle school include strategies for enhancing Family and Community Engagement (Principle 6). The Center for the Future of Arizona, with grant funding from the Governor's Office, will support the implementation of the NISL/BTO action learning projects with coaching at the middle schools.	<p>Integrated Action Plans (IAP) approved</p> <p>Monitoring- monthly progress updates (state), Mid-Year Review (District), End-of-Year Reflection</p> <p>Staff and Family Engagement surveys</p> <p>Action Learning Projects/Coaching partnership with the Center for the Future of Arizona</p> <p>Board updates</p>	<p>April of previous year</p> <p>Monthly, January 2021, June 2021</p> <p>Spring 2020 and 2021</p> <p>2020-2021 school year</p> <p>December and June</p>
E.	In coordination with the Governing Board member co-chairs of the Anti-Racism and Anti-Bias Task Force and report of recommended actions, opportunities for inclusion, and diversity professional development will be provided to the Board and Superintendent.	<p>Anti-Racism and Anti-Bias Task Force Report</p> <p>Professional learning opportunities</p>	<p>November 2020</p> <p>Winter/Spring 2021</p>
F.	A commitment of the Safely Forward: Return to School Plan is address challenges to social emotional health of students and staff caused by isolation and disruption due to COVID-19. The plan includes multiple strategies and actions including SEL screeners and curriculum, guidance lessons to develop skills in career, academic, personal, and social development, resources and referrals for families, and increased counseling staff.	<p>Safely Forward: Return to School Plan 2020-2021</p> <p>SEL survey report and analysis</p> <p>Presentation on SEL curriculum and social emotional supports</p>	<p>July 1, 2020 (updated at intervals)</p> <p>October, January, March</p> <p>February 2021</p>

Goal #5: Recruit, Support and Retain Excellent Educators

Strategies:

- A. Strengthen the hiring process to diversify the candidate pool. Examine staff hiring and retention trends and provide recommendations for improvements to hiring process to be more inclusive.
- B. Ensure that the hiring process attends to the district's commitment to diversity, equity and inclusion.
- C. Present all board members with necessary information, including resumes, before recommending new hires.

	Strategy Description	Indicators/Evidence	Approximate Timeline
A. B.	The FUSD Strategic Plan defines the Workplace of Choice focus area as all FUSD employees are engaged and supported in their work. Disaggregated data related to hiring and retention of staff, and recommendations from the Anti-Racism and Anti-Bias Task Force will guide recommendations for enhancements to the hiring practices to attract quality staff and maintain the District's commitment to diversity, equity, and inclusion.	Presentation on Hiring Practices Anti-Racism and Anti-Bias Task Force Report Presentation on Hiring Practices recommendations	August 11, 2020 November 2020 February 2021
C.	Recommendations for administrative appointments to the Governing Board will include necessary information such as posting procedures and dates, applicant pool, selection committee, and resume.	Superintendent Updates and Governing Board meeting agendas	Monthly throughout the 2020-2021 school year

Goal #6 Continue Strategic Master Planning efforts:

Strategies:

- a. Monitor fiscal policy for cash, carryover, and innovation fund allocations
- b. Create an enrollment plan that outlines strategies to increase student enrollment and decrease loss of students.
- c. Continue the analysis of educational programs and facilities to inform long-range planning and strategic decision-making and to inform voter initiatives.
- d. Conduct a yearly budget retreat with the Board aligned to the strategic plan.

	Strategy Description	Indicators/Evidence	Approximate Timeline
A.	Budget work sessions and a retreat are part of the annual Board meeting calendar (October, February and April/May) and facilitation of those will be planned in consultation with the Board President. Amendments to the FY 2021 budget will be brought forward as needed throughout the school year. Budget information specific to the District's response efforts to COVID-19 will be included as part of the COVID-19/School updates and plans will be included on every regular meeting agenda.	Fall Budget work session/retreat (strategic plan and innovation fund) Winter Budget work session (Negotiations) Spring Budget work session (Budget/Compensation) Updates on grant funding (ESSER, Enrollment Stability Program) Governing Board meeting agendas	October 2020, February 2021, April 2021 Throughout the 2020-2021 school year Monthly throughout the 2020-2021 school year

B.	<p>The Superintendent will monitor and inform the Governing Board information regarding current and projected enrollment of the Flagstaff Unified School District, student transfer/withdrawal data, and Average Daily Membership (ADM), which determines the Maintenance and Operations allocation.</p>	<p>Updates on Student Enrollment counts at intervals throughout the 2020-2021 school year (Days 1-10, 20, 40, 60, 80, 100)</p> <p>Enrollment Report</p> <p>Enrollment Stability Program grant allocation and ADM Report (40th and 100th Day)</p>	<p>Throughout the 2020-2021 school year</p> <p>February 2021</p> <p>December 2020, June 2021</p>
	<p>A presentation about the strategic master plan process conducted during the 2019-2020 school year was presented on April 28, 2020. The process is to be used to guide FUSD's discussion around educational programs, enrollment trends and boundaries, facility needs, district property assets, community partnerships, and financial planning. Next steps before finalizing the strategic master plan include gathering stakeholder feedback from the Governing Board, Bond Oversight Committee, and Administration/School staff, assessing District property assets, and prioritize bond funded projects and establishing timelines.</p>	<p>Review and prioritizing sessions with the site administrators and operations staff, Bond Oversight Committee, and Governing Board</p>	<p>October – December 2020</p>