

Superintendent Goals Work Plan 2022-2023

Goal #1: Increase academic growth and success for all students.

- a. Demonstrate student growth by increasing the percentage of students meeting grade level targets on benchmark assessments administered in Fall 2022 and Spring 2023.
- b. Reduce the socioeconomic, race/ethnicity, and special education disparity in student outcomes and program participation.
- c. Demonstrate student growth by increasing the percentage of students scoring proficient on end-of-year assessments in Reading/Language Arts, Mathematics, and Science across all grade levels.

Strategy Description	Indicators/Evidence	Approximate Timeline
<p>Benchmark assessments of students (K-8) to measure learning levels for English/Language Arts and Mathematics are administered in the Fall, Winter, and Spring of the 2022-2023 school year.</p> <ul style="list-style-type: none"> ● AIMSweb Plus- ELA & Math- Grades K-5 ● Edmentum (Study Island)- ELA & Math- Grades 6-8 <p>Disaggregated data will be presented and discussed with the Governing Board after each of the benchmark testing periods.</p>	<p>Data and analysis from ELA and Math benchmark assessments for K-12 students</p>	<p>After each benchmark testing period- Fall, Winter, Spring</p>
<p>Data from the Spring administration of the state assessments (April 2022) will be presented and discussed in August 2022. The Arizona Academic Standards Assessment (AASA) for ELA and Math is administered to students in grades 3-8. Students in grades 9 and 11 take the ACT Aspire and ACT exams respectively. The AzSCI assessment is administered to students in grades 5, 8, and 11. The Director of Research and Assessment establishes the FUSD Testing Schedule.</p>	<p>FY 2022 State Assessment Presentation and Report</p> <p>Testing Schedule</p> <p>AzSCI Assessment Report</p>	<p>August 2022</p> <p>August 2022</p> <p>October 2022</p>
<p>Arizona Revised Statutes requires the Arizona Department of Education to develop an annual achievement profile for every public school in the state based on an A through F scale. 2022 A-F Letter Grades based on data from the 2021-2022 school year are expected to be released during the Fall of 2022. Information about the A-F Accountability System, each FUSD school's 2022 Letter Grade, and comparison to past letter grades (2017-2019) will be presented and discussed.</p>	<p>2022 A-F Letter Grade Presentation and Report</p>	<p>Fall 2022</p>
<p>FUSD will continue to offer intervention and remediation for students grades K-12 during the school day, after school, and during the summer to address students' learning needs. A multi-tiered system of support (MTSS) will be implemented, including evidence-based instruction aligned to Arizona state standards, universal screening, targeted and intensive interventions, progress monitoring, and data-informed decision making. Daily intervention time has been scheduled in the elementary and middle schools. Opportunities for credit recovery at the high school are offered during the school year and summer.</p>	<p>Presentation about implemented strategies to address learning gaps and student progress</p> <p>Analysis of student growth on benchmark assessments (Fall to Spring)</p>	<p>January- after Winter benchmark assessment administration</p> <p>June- after Spring benchmark assessment administration</p>

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<p>The Arizona Department will identify Targeted Support and Improvement (TSI) Schools in the Fall of 2022 based on low performance of any subgroup (racial/ethnic groups, students with disabilities, English learners, and economically disadvantaged) of students on state assessments. Each FUSD school, regardless of TSI status, submitted an Integrated Action Plan (IAP) for the 2022-2023 school year 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>TSI Designation Communication</p> <p>Monitoring- monthly progress updates (state), Mid-Year Review (District), End-of-Year Reflection</p> <p>School 3-2-1 Presentations</p>	<p>April of previous year</p> <p>Fall 2022</p> <p>Monthly, January 2023, June 2023</p> <p>October 2022 - May 2023</p>
<p>Define and monitor quality and rigorous Tier I instruction. Support student-centered and effective learning environments through data collection and analysis of classroom practices using the eleot observation tool for the seven learning environments: equitable learning, high expectations, supportive learning, active learning, progress monitoring and feedback, well managed learning, and digital learning.</p>	<p>Definition of quality and rigorous instruction with crosswalk to eleot observation tool</p> <p>eleot School Visits</p> <p>Analysis of eleot ratings from the 2022-2023 school year</p>	<p>October 2022</p> <p>Nov. 2022 - April 2023</p> <p>May 2023</p>
<p>Implement the K-5 Integrated Curriculum Framework, which outlines the trajectory of instruction in four core areas (reading/ELA, math, social studies, science), and provide teachers opportunities to identify strengths and challenges with the iterative document. For grades 6-12, identify essential learning outcomes by subject, grade level, and quarter for English, math, social studies, science, and foreign language courses.</p>	<p>Curriculum & Instruction Reports</p> <p>District Professional Learning Day</p> <p>Integrated Curriculum Framework for K-5 and 6-12 digital resource</p>	<p>August 2022 - May 2023</p> <p>September 19, 2022</p> <p>May 2023</p>
<p>Identify and learn from best practices of high performing school districts to improve organizational leadership, instructional practices, and intervention and support for students.</p>	<p>Attend Helios Foundation Lingered Effects of COVID</p> <p>Ruthless Equity book study</p> <p>Beat the Odds Leadership Academy Cohort 2 and Administrator Coaching</p> <p>Analysis of State Assessment and Letter Grade of High Performing Districts and School Visits</p> <p>Attend and peer networking at AASA, The School Superintendents Association, National Conference on Education</p>	<p>August 2, 2022</p> <p>Sept 2022 - Jan. 2023</p> <p>Throughout the 2022-2023 school year</p> <p>Fall 2022</p> <p>February 15-18, 2023</p>

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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.
- b. Strengthen current partnerships and engage new partners to support FUSD.
- c. Provide clear and consistent communication with all FUSD stakeholders, including staff, students, parents, the Governing Board, and community members.
- d. Provide information and factual communication about the bond and override elections.

Strategy Description	Indicators/Evidence	Approximate Timeline
Foster effective partnerships and engagement with families to support student success through school events, Parent-Teacher conferences, District and school communications, ParentVUE, StudentVUE, and the Canvas Learning Management System.	Analysis of Parent Survey administered in February 2023 and P-T Conference attendance	April 2023
The FUSD website, district and school communications (call, text, email), and newsletters serve as the base of all FUSD information to families and the public. The website functions as an internal and external resource for information and messaging in conjunction with other communication channels. The website and school sites will continually be updated for consistency, accessibility, and accurate information. The newsletter is distributed in electronic and paper formats monthly.	Communications Updates at Governing Board meetings FUSD website and communications	Quarterly Updated throughout the 2022-2023 school year
Complete mapping of existing community partnerships and identify new opportunities for engagement.	Partnership mapping	April 2023
Develop a public engagement process and information campaign for the override and bond special elections on November 8, 2022. Provide election guidance outlining permitted and prohibited actions for public school employees.	2022 Override & Bond Information Plan Override & Bond Information webpage Election Guidelines for FUSD staff	June - November 2022 August 2022 August 19, 2022

Goal #3: Monitor current strategic plan and provide updates on progress towards goals. Revise as needed.

- a. Continue the analysis of educational programs and facilities to inform long-range planning and strategic decision-making.
- b. Monitor the district budget and work to rebuild cash and carryover reserves.

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Strategy Description	Indicators/Evidence	Approximate Timeline
Update Strategic Plan SMART Aims, data points, and Theory of Action statements of priority initiatives on FUSD website. Facilitate discussion about the Strategic Plan and progress at Governing Board retreat in Spring 2023.	Update to website Governing Board Retreat	Throughout the 2022-2023 school year as data is available Spring 2023
The Annual Financial Report (AFR) for FY 2022 will be considered by the Governing Board in October 2022. Discussion about cash reserves, carryover, and capital fund priorities will occur during a Fall Budget work session. Discussion of Auditor General Financial Indicators and current and projected student enrollment will occur during a Budget work session in February 2023. An executive session to discuss negotiations with employee groups will be scheduled in February 2023.	Fall Budget work session Budget Work Session Executive Session - Employee Negotiations	October 2022 February 2023
Capital and facility improvement investments and replacement cycles will be determined using information from the FUSD Facilities Master Plan Report 2022-2026 and the Lifecycle 4Cast Database developed by Facilities Management Group (FMG).	FUSD Facilities Master Plan 2022-2026 adoption Training and access to Lifecycle 4Cast Database Capital improvement priorities and replacement cycle	August 23, 2022 September 2022 April 2023

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

- a. Reduce the socioeconomic, race/ethnicity, and special education disparity in student discipline outcomes.
- b. Increase students feeling safe and supported in their social and emotional growth and feeling empowered in their educational journey.
- c. Support students and families during transition years (5th to 6th grade, 8th to 9th grade).
- d. Review and refine school safety plans, procedures, and resources; monitor and adjust as needed to ensure the physical safety of all staff and students.

Strategy Description	Indicators/Evidence	Approximate Timeline
FUSD believes that all students, regardless of external factors, are safe and have the skills and access to the champions they need. Panorama surveys and lessons are used to measure and support students as they develop healthy identities, manage emotions, feel and show empathy for others, establish and maintain supportive relationships, and make responsible and caring decisions.	Panorama Data Presentations Monitoring and implementation of Department and School action plans	Fall and Spring Throughout the 2022-2023 school year

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<p>The restorative approach to positive school discipline is based on a set of guiding principles for the school community which sees relationships as central to learning, growth, and an inclusive and respectful culture. FUSD will deliver professional learning for staff and provide support for staff for the implementation of restorative practices.</p>	<p>Implementation Plan Updates and Report including analysis of Discipline Data</p>	<p>November 2022 and April 2023</p>
<p>Provide information and support to students and families during school transition years-kindergarten, grade 5 to 6, grade 8 to 9, and upon graduation.</p>	<p>Middle School Showcase</p> <p>Kindergarten Registration and Open Houses</p> <p>High School Registration and Information Forums</p> <p>College and Career post-secondary information and supports</p> <p>Report on summer program offerings</p>	<p>November 2022</p> <p>February 2023</p> <p>February 2023</p> <p>Throughout the 2022-2023 school year</p> <p>June 2023</p>
<p>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. Implement strategies to engage and connect students with the Governing Board.</p>	<p>Schedule of engagement opportunities and discussion of insights gained from students</p>	<p>Throughout the 2022-2023 school year</p>
<p>The COVID-19 Mitigation Plan for 2022-2023 will be adopted and revised as necessary and the Safe Return to In-Person Instruction and Continuity Plan will be updated at least every six months. School and Sites will revise Emergency Operations Plans and annex procedures at least annually and document required drills. Threat analysis of sites will be conducted during the 2022-2023 school year. Training will be provided to staff. Capital improvements to improve safety will be prioritized. The Governing Board will schedule an special meeting/executive session (A)(8) at least annually to discuss safety plans and procedures.</p>	<p>COVID-19 Mitigation Plan and revisions</p> <p>Safe Return to In-Person Instruction and Continuity Plan updated and posted on website</p> <p>Updated Emergency Operations Plans, annex procedures, and drill records</p> <p>Training Sessions and Schedule</p> <p>Threat Analysis of Sites</p>	<p>July 12, 2022 and revisions (TBD)</p> <p>August 2022 and February 2023</p> <p>Throughout the 2022-2023 school year</p>

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Goal #5: Recruit, support, and retain excellent educators.

- a. Ensure FUSD team members are heard, valued, supported, and inspired in their work.
- b. Continue to explore workforce housing opportunities to support staff recruitment and retention.

Strategy Description	Indicators/Evidence	Approximate Timeline
Implement recommendations to attract quality staff and maintain the District’s commitment to diversity, equity, and inclusion.	Report on hiring and retention of staff Updates on Job Fairs and recruitment initiatives	December 2022 Throughout the 2022-2023 school year
Engage staff utilizing the structures of the Meet and Confer policy including employee liaisons, Voice and Negotiations committees, and the Association agreement. Facilitate discussion and actions with the Justice, Equity Diversity, and Inclusion (JEDI) committee and affinity groups to further FUSD’s commitment to educational equity and Workplace of Choice focus area.	Voice and Negotiations meeting schedule and updates JEDI committee meeting schedule and progress update to Anti-Racism, Anti-Bias Advisory Committee and Governing Board	Throughout the 2022-2023 school year
Present results from the Employee Engagement Survey administered in May 2022 and conduct Listening Circles with various staff groups to complete a root cause analysis and brainstorm solutions. Administer Employee Engagement Survey annually.	Employee Engagement Survey Presentation and Report Employee Listening Circles Administration on Employee Engagement Survey	July 12, 2022 Throughout the 2022-2023 school year April 2023
The Assistant Director of Learning, Technology, and Innovation will present a summary of 2022-2023 professional learning opportunities, feedback from staff, and initial professional learning plans for the 2023-2024 school year.	Overview of District Professional Learning Day 2022-2023 Professional Learning Summary and Initial Plan for 2023-2024	October 2022 April 2023
Explore opportunities for partnerships and funding to support affordable housing to attract and retain employees,	Housing Partnership Updates as opportunities come available	Throughout the 2022-2023 school year