



Maricopa Unified School District Strategic Plan Progress Report from 7/1/17 – 3/8/18

Goal #1: Improve Student Learning so that each school achieves an “A” grade

Strategy A: Effective Leadership

1. **Develop a plan to improve 2017 letter grades for each school**
 - a. The Director of Teaching and Learning prepared a plan and it was shared with principals.
2. **Offer an administrative leadership class for prospective MUSD teacher leaders and administrators**
 - a. The superintendent facilitated an administrative leadership book study class on 2/7 and 3/7, using the book *Leading with Focus: Elevating the Essentials for School and District Improvement*. The Director of Curriculum will lead the class on 4/4 and 5/2.
3. **Each school will develop and implement an ALEAT School Improvement Plan as required by ADE for 2017-18**
 - a. Each principal submitted a plan by 10/1 which was submitted to ADE as required

Strategy B: Effective Teachers and Effective Instruction

1. **Teachers will be trained on the new School City platform**
 - a. All teachers have been trained with the exception of a few teachers hired mid-year.
2. **K-4 teachers will be trained on DIBELS assessments**
 - a. All teachers have been trained with the exception of a few teachers hired mid-year.
3. **P-3 teachers will be trained on Reach! phonics program**
 - a. All teachers have been trained with the exception of a few teachers hired mid-year.
4. **Teachers will receive Synergy training**
 - a. All teachers have been trained with the exception of a few teachers hired mid-year.
5. **New teachers will receive Thinking Maps training**
 - a. All teachers have been trained with the exception of a few teachers hired mid-year.
6. **Math teachers will receive Envision math training**
 - a. 100% of teacher leaders were trained on these dates: 6/22, 8/2, and 11/15 (teacher leaders will teach the remaining teachers at each school).
7. **A K-5 Response to Intervention time will be provided and supported by academic coaches**
 - a. Teachers at each elementary school provide an RTI time for all students
8. **All schools will provide enrichment opportunities and interventions (in addition to the RTI schedule) through a variety of programs**
 - a. Each elementary school provided the following enrichment classes: Move on When Reading support (K-3) and gifted (3-5). MES, SB and SR provided a 21st Century Program. MHS provided AZMerit tutoring and Graduation Alliance.
 - b. Middle school principals worked with district office administrators to develop a math remediation and/or enrichment class for all sixth graders in 2018-19.
9. **Title 1 Coaches at each elementary school will teach student reading intervention groups for 40% of their work day**
 - a. Title I coaches at each elementary school spend at least 40% of their day providing RTI remediation for identified students as shown in the daily master schedule at each school.
10. **The two new tech integration specialists will assist K-12 teachers to make effective use of instructional tech**

- a. The tech integration specialists made contact with 100% of K-12 teachers as documented in their logs.
 - b. The “Tech Tip Tuesday” weekly email was sent to all teachers.
- 11. Elementary teachers will implement new handwriting requirements**
- a. All teachers in grades 2, 3, and 4 began implementing the *Handwriting Without Tears* curriculum at three elementary schools.
- 12. Academic coaches will model TRE small group reading strategies for returning elementary teachers**
- a. This modeling was done during first quarter with 100% of new teachers: BES - 9/11, MES – 9/26, PB – 9/11, SB-9/25, SC – 10/3, SR – 9/25.
- 13. Provide Teaching Reading Effectively training to new K-5 teachers**
- a. 91% of teachers were trained on these dates: 9/21-22, 11/8-9, 1/31, 2/1, 2/28, and 3/1.

Strategy C: Effective Organization of Time

- 1. Teachers will participate in a districtwide Professional Learning Community**
- a. 8/3 was a districtwide PLC day with 97% of teachers participating
 - b. 9/20 was a districtwide PLC day with 94% of teachers participating
- 2. Each school will develop a Professional Development plan for core instruction, remediation and enrichment**
- a. All principals completed and submitted a plan by 10/1.

Strategy D: Effective Curriculum and Effective Assessment

- 1. Improve Curriculum Materials**
- a. On 10/25/17 the Governing Board approved an ELA Adoption Committee to make recommendations concerning the purchase of K-12 curriculum materials.
 - b. The selection process is nearly complete. The Director of Curriculum will bring recommendations to the 2/28 Governing Board meeting.
- 2. Principals and teachers will use 2017 AZMerit and AIMS science data to analyze for continuous improvement**
- a. The Director of Assessment sent 2017 AZMerit and AIMS science data to principals in August.
- 3. Principals and teachers will use Dibels and SchoolCity assessment data to share and analyze for continuous improvement**
- a. The Director of Assessment made Dibels data available to all staff as part of School City in August, and sent School City pre-test results to principals in September and January.
 - b. The superintendent met with principals in January and February to discuss School City mid-year data.
- 4. Implementation of new math curriculum**
- a. Two mandatory math trainings were completed by math teachers and 100% of math teachers were trained on these dates: 6/22 and 8/1.
 - b. Each school provided a report to the Governing Board on the implementation of the new math curriculum: DWMS on 12/20, MHS on 1/10, BES on 1/24, MWMS on 2/14, SC on 2/28.

Strategy E: Conditions, Climate and Culture

- 1. Schools review the MUSD Emergency Response Plan**
- a. Each principal reviewed the ERP with staff by 8/7/17
 - b. The superintendent provided updated copies of the ERP to principals and department heads on 11/28/17.
- 2. MES/SB/SR teams participate in ADE’s year one PBIS training**
- a. Each team participated in training and all training was completed on 2/23.
- 3. BF/PB/SC teams participate in ADE’s year two PBIS training**
- a. Each team participated in training and all training was completed by 2/9.
- 4. Apply to ADE for both middle schools to participate in ADE’s PBIS training in 18-19**

- a. An application was submitted to ADE.

Strategy F: Family and Community Engagement

1. Completion of a new MUSD/City of Maricopa IGA

- a. The superintendent contacted the city manager on 8/25/17 to begin discussing the renewal of the IGA. Draft copies were exchanged. The MUSD attorney reviewed the draft and returned it on March 4 and the superintendent sent it to the city for final review.

2. Involvement with Maricopa Chamber of Commerce and the Maricopa Economic Development Alliance

- a. The superintendent attended MEDA board meetings on 8/2, 9/13, 10/18, 11/29, 12/20, 1/17, and 2/7.
- b. The superintendent attended the City Council Retreat Addressing the Economic Development Strategic Plan on 7/19.

3. Meet with Maricopa Ed Foundation President on issues of mutual interest

- a. The superintendent met with the MEF president on 8/4, 11/21, 1/5, and 1/19.

4. Continue to improve the partnership with the Ak-Chin community

- a. The superintendent's executive assistant continued the annual collection of release of information forms from Ak-Chin parents so that daily attendance and quarterly grades can be shared with the Ak-Chin Education Office.
- b. The Director of Curriculum met with representatives from the Ak-Chin Education Department on 7/28, 8/16, 9/14, and 10/16.

5. Continue the MUSD volunteer program

- a. The superintendent met weekly with the Volunteer Coordinator.

6. Continue to improve relationships with elected officials

- a. The superintendent sent each LD 11 legislator the July, October and January quarterly newsletter.

7. Improve relationships with MUSD teachers and other certified staff

- a. The superintendent completed 171 classroom walkthroughs with principals and visited classrooms on the following dates: 9/1, 9/20, 9/22, 9/26, 9/28, 11/7, 11/17, 12/1, 12/5, 12/6, 12/8, 12/12, 1/11, 1/12, 1/25, 2/2, 2/13, and 2/14.
- b. The superintendent and cabinet met with representatives from the Maricopa Education Association on 9/12, 11/29 and 2/28.
- c. The superintendent facilitated the Certified Staff Advisory Committee with representatives from each school. Meetings were held on 9/26, 10/17, 12/19, 1/16, and 2/20. The Director of Teaching and Learning will facilitate the meetings for the remainder of the year.

8. Continue to improve relationships with Province residents

- a. On 10/4 the MHS drama performed in Province Town Hall and the superintendent provided an update on MUSD.
- b. The Province Community Association will hold their annual meeting in the PAC on 3/21. MHS students will provide a "pep rally" for the event.
- c. The superintendent provided information to the drama teacher so arrangements could be made to invite Province residents to a matinee performance for the musical *The Baker's Wife* on 4/21.

9. Negotiate a Facility Use Agreement with FOR Maricopa

- a. On 9/29/17 the superintendent sent FOR Maricopa the detailed facility use agreement detailing specific expectations above and beyond the normal agreement

10. Ensure that all parents/guardians who want Blackboard Connect messages are receiving them

- a. In January school secretaries sent an invitation to all parents inviting them to sign up for Blackboard Connect messages or to update their contact information.

Strategy G: Improvements Visible to the Community

1. Continue to publicize MUSD improvements in educational quality

- a. Banner ads were placed in InMaricopa.com to recruit potential students.
- b. Regular updates concerning district improvement were placed on the MUSD website, MUSD mobile app, and the MUSD Facebook page.

- c. Monthly newsletters and/or Blackboard Connect messages were sent home from all schools.
 - d. Multiple press releases were submitted monthly by the superintendent and HR Director. All press releases were sent to all staff to keep them better informed.
 - e. An annual report presentation was given to the Chamber of Commerce on 8/10/17.
 - f. On 8/24 MEDA sponsored a video segment on ABC 15's Sonoran Living story about excellence in education within the City of Maricopa featuring MUSD.
 - g. District quarterly newsletters were delivered to 20,000 households in July, October and January. The superintendent edited all newsletters.
 - h. On 10/18 the superintendent hosted two parent meetings to review letter grades and new MUSD information.
- 2. Continue annual Budget Committee Process with multiple stakeholders**
- a. On 11/21/17 the superintendent met with the Budget Committee chairperson to finalize meeting dates for the committee.
 - b. The superintendent attended Budget Committee meetings on 1/30 and 2/13.
- 3. Pursue and implement grants to improve academic programs and facilities**
- a. Continued to implement the \$306,000 21st Century Grant for before and after school programs at three elementary schools.
 - b. This is the fourth year of implementing the \$255,000 grant from the Arizona K-12 Center with three half-time master teachers mentoring 19 beginning teachers at the secondary level.
 - c. This is the second year of implementing the \$255,000 grant from the Arizona K-12 Center with 6 master teacher peer mentors mentoring 19 beginning teachers at the elementary level.
 - d. This is the fourth year of implementing the COPS grant with the City of Maricopa to provide two additional School Resource Officers, one at DWMS and one at MWMS. There was a reduction in service at each school beginning in September as a result of police department staffing issues.
 - e. This was the third year of implementing the \$100,000 grant ("NT 3 Grant") awarded by the AZ K12 Center to promote National Board Certification for Teachers in MUSD and to enhance mentoring of new teachers. The superintendent and board president attended an NT 3 Grant meeting in Tucson, September 6-8 to better understand grant requirements. All travel expenses were paid with grant funds.
 - f. Arizona School Facilities Board maintenance grants totaling \$469,000 were awarded in 2017-18 by the State Facilities Board for facility improvements at MHS.
- 4. Reduce transportation problems**
- a. On 8/11 the superintendent and HR Director drafted a written plan to address first week transportation issues for 2018 – the HR Director will work with the transportation director on implementation.
 - b. As of 2/27 the transportation department was fully staffed with bus drivers and the new additional position of Shop Foreman/Lead Mechanic.
- 5. All MHS students will have a class schedule for 2018-19 before the last day in 2017-18**
- a. The superintendent facilitated secondary master schedule committee meetings on 10/26, 11/9, 11/29, 12/13, 1/10, and 2/24 to address secondary scheduling issues.
 - b. The committee developed a written plan/timeline to address this issue.
 - c. A personal services contract was signed with a retired MUSD administrator to provide data processing support for the MHS student registration process.
- 6. Improvement of MUSD website and each school's website**
- a. The Director of Teaching and Learning worked with a vendor to make improvements to the MUSD website ensuring that it met all federal Office of Civil Rights requirements for accessibility by persons with disabilities.
 - b. One of the Technology Integration Specialists assisted schools in updating information.
- 7. Development of a Capital Budget Plan that includes plans for enrollment growth**
- a. The Director of Business and Maintenance ordered the capital budget plan software program and is working on a capital budget plan for review by the Governing Board.
- 8. Develop plan for excess district real estate**

- a. The Director of Business and Maintenance acquired an updated appraisal on the Lakes property, and an updated title report.

Goal #2: Increase and expand innovative learning opportunities

Strategy A: Expand “college in the high school/dual enrollment” options if possible

1. **MHS will prepare to offer at least one additional dual enrollment class in 2018-19 and counselors will recruit students for the class**
 - a. This spring MHS students were given the option of enrolling in a new CAC Biology dual enrollment class for 2018-19.
2. **MHS will prepare to offer at least one additional Advanced Placement class in 2018-19 and counselors will recruit students for the class**
 - a. This spring MHS students were given the option of enrolling in a new AP Micro-economics class for 2018-19.

Strategy B: Expand blended learning at the elementary, middle school, and high school levels if possible

1. **DWMS and MWMS will prepare to expand blended learning options in 2018-19**
 - a. The plan is to add to additional blended learning classrooms at DWMS in 2018-19.

Strategy C: Provide assistance to students with academic deficiencies

1. **Graduation Alliance students will achieve MHS diplomas**
 - a. A Graduation Alliance student graduated on 1-22-18, bringing the total number of Graduation Alliance/MHS graduates to 7 since 2014.
2. **Ram Academy students will achieve MHS diplomas**
 - a. Six Ram Academy students completed their MHS diploma during first semester.

Goal #3: Recruit, train and retain a high quality staff

Strategy A: Recruit at state and national career fairs

1. **The HR Department staff will attend 5-10 state job fairs**
 - a. ESS administrators are scheduled to attend job fairs in Minnesota and North Dakota this spring to recruit for special education teachers.
2. **Continue to consider hiring foreign teacher candidates for hard to fill positions**
 - a. A visa teacher from Great Britain was hired and began teaching at MWMS on 8/7/17
3. **Host a job fair at MUSD**
 - a. The MUSD Job Fair on 1/27 was a great success, resulting in 120 attendees and 8 letters of intent.

Strategy B: Provide professional development and required trainings for all staff

1. **Provide professional development opportunities for all certified and administrative staff members**
 - a. Write from the Beginning and Beyond - 7/24
 - b. Thinking Maps - 7/27
 - c. DIBELS Training - 7/28
 - d. Secondary Mentoring grades 6-12 Beginning Teachers - 7/28
 - e. Elementary School City Training - 8/1
 - f. Synergy Training 8/1 and 2
 - g. K-12 Pearson Math Training - 8/2, 8/33, 11/14
 - h. Phonics Training - 8/3
 - i. District PLC Training - 8/3
 - j. Secondary School City Training - 8/3
 - k. CPR Class - 8/9
 - l. First Aid Class - 8/16 and 10/18
 - m. CPI Training for ESS Staff - 8/23, 9/27, 10/3
 - n. SWIS Data Training (supports PBIS) - 8/31
 - o. CPI Refresher Course for ESS Staff - 9/6

- p. Autism CPI Refresher Course - 9/13
- q. Presentation Tools - 9/14
- r. Google tools for the Classroom - 9/20
- s. PLC - Middle School Sped Self Contained Teachers - 9/20
- t. Classroom Management Technoques – 9/20
- u. Teaching Reading Effectively - 9/21
- v. CPR and AED - 10/4
- w. Library Manager Site Essentials - 10/16
- x. K-12 School City Training - 10/16
- y. SchoolCity Item Writing - 10/20
- z. WFTBB Text Response - 10/23
- aa. Collaborative Discussion Tools - 10/30
- bb. Socratic Seminars - 11/6
- cc. Thinking Maps Follow-Up - 11/13 and 11/29
- dd. Thinking Maps Trainer – 11/28
- ee. Thinking Maps Follow-Up - 12/13
- ff. 2016 Arizona ELA Standards, Revisions - 1/8
- gg. AVID strategies in the classroom - 1/8
- hh. Code.org - 1/8
- ii. College and Career Ready - 1/8
- jj. Creating a Professional Learning Network - 1/8
- kk. Creating math assessments with SchoolCity/Envision - 1/8
- ll. Edmentum ESS Training - 1/8
- mm. EdPuzzle: Using Video More Effectively in Instruction - 1/8
- nn. Executive Functions - 1/8
- oo. Google Classroom - 1/8
- pp. Introduction to the Low Ropes Course - 1/8
- qq. Library 2.0 - 1/8
- rr. MES Lighthouse Team - Invitation Only - 1/8
- ss. Multi-Sensory Approaches - 1/8
- tt. Narrative Writing Crafting Techniques - 1/8
- uu. National Board- Analyzing Student Work - 1/8
- vv. Raz-Plus - 1/8
- ww. SchoolCity Item Bank Assessments - 1/8
- xx. SchoolCity Performance Based Assessments - 1/8
- yy. Science: The New Arizona Standards - 1/8
- zz. The Mindful Teacher - 1/8
- aaa. Trauma Informed Care: Tools and Interventions - 1/8
- bbb. Using DOK to Increase Academic Rigor in the Classroom - 1/8
- ccc. CPR and AED - 1/10
- ddd. iPad Training - 1/31
- eee. Teaching Reading Effectively - 1/31
- fff. Thinking Maps Follow-Up - 1/31
- ggg. Administrative Leadership Class - 2/7
- hhh. CPI Refresher Course - 2/7
- iii. Kagan USA Tour 2017-2018 Higher Level Thinking Skill - 2/20
- jjj. Kagan USA Tour 2017-2018 Accelerating Achievement - 2/21
- kkk. A Year in Review-Legal Updates - 3/21
- lll. Classroom Management - 3/28
- mmm. First Aid Class - 3/28
- nnn. CPR and AED - 4/11

2. Use grant funds to provide mentoring to new teachers.

- a. The three mentor teachers funded primarily through a grant from the AZ K-12 Center worked with 19 secondary beginning secondary teachers.
- b. 14 mentor teachers worked with approximately 25 elementary beginning teachers.
- 3. **Classified departments receive job-specific skill development and/or advanced training**
 - a. Classified Managers have received the following trainings in 2017-18: ASBO School Finance and Business, Risk Management, Audit Training, Procurement, Grants, Facility Maintenance, and School Nutrition
 - b. Classified Staff have received the following trainings in 2017-18: Cleaning carpets and floors, Weeds/Trees/Pesticides/Equipment, Safety, HVAC/Lock/ Light Installation, Payroll/Benefit/ACA/Procurement/Internal Controls//Tax credit, Pesticides/Pest Management/Weed Management/Qualified Evaluator/IPM.
 - c. A Secretary Professional Learning Community group was created and began meeting in 2017-18.

Strategy C: Improve employee compensation and benefit package

- 1. **Improve employee compensation and benefit packages**
 - a. The Governing Board approved a 3% cost-of-living adjustment added to the base salary of all returning employees beginning on 7/1/17. Returning teachers will receive an additional 1.06% provided by the legislature.
- 2. **Develop classified staff compensation recommendations**
 - a. The HR Director completed this study on 1/27. This study will be considered by the Governing Board as part of the FY 19 budget process.

Strategy D: Gather feedback from current employees

- 1. **Conduct an annual in-person “stay interview” to determine employee job satisfaction**
 - a. Stay interviews with current employees were completed on 1/16/18 with an 80% completion rate.
- 2. **Departing employees complete an exit interview**
 - a. 13 Exit Surveys have been completed so far for 2017-18.

Goal #4: Improve instructional technology

Strategy A: Improve network and server infrastructure to increase reliability and provide improved online learning and testing capability

- 1. **Upgrade/refresh all network equipment throughout the district**
 - a. A new Lenovo server was installed in October, improving the performance of the entire network.

Strategy B: Optimize the wireless network

- 1. **Each school’s wireless connection needs to be optimized.**
 - a. Affiniti Consultants were hired and were on-site in October to provide guidance on improving connectivity.

Strategy C: Continue technology life-cycle updates

- 1. **Upgrade/refresh instructional technology.**
 - a. In addition to the override purchases, 376 laptops and 9 carts were purchased with Title I funds.
 - b. 50 PC projectors and 50 document cameras were purchased.

Strategy D: Implement Instructional Technology Improvements

- 1. **Increase the number of laptops and carts**
 - a. 595 laptops and 17 carts funded by the override were ordered, and deployed.
- 2. **Hire one additional tech staff member**
 - a. One additional tech staff member was hired the start of the 2017-18 school year.
- 3. **Plan for \$500,000 in override funds for instructional technology improvements in 2018-19**
- 4. **Implement a Mimeo (smartboard) pilot project (\$12,000 budget)**
 - a. 15 mimeos were purchased and installed. 3 at Santa Rosa (all classrooms now equipped), 2 at Pima Butte (all classrooms now equipped), and 10 distributed to remaining 7 schools.