



Maricopa Unified School District Strategic Plan 2013-2017

Approved by MUSD Governing Board on 9/11/13

Vision Statement

Maricopa UNIFIED – A community dedicated to student success.

Mission Statement

The mission of the Maricopa Unified School District is to ensure all students achieve excellence by preparing them to be lifelong learners and responsible citizens who value innovation and global diversity.

Belief Statements

We believe:

1. Students are our highest priority.
2. In providing a safe learning environment.
3. In strong partnerships with teachers, support staff, administrators, parents/families and community.
4. In meeting the individual educational needs of each student.
5. In helping students develop the skills they need to achieve their potential.
6. Excellence is achieved by maintaining high expectations.
7. Academic success requires accountability.

Goals

1. Improve student learning and become an “A” rated school district with each school achieving an “A” grade.
2. Increase and expand innovative learning opportunities.
3. Recruit, train and retain a high quality staff.
4. Improve instructional technology.

Strategies and Action Plans for 2016-17

Goal #1: Improve Student Learning and Become an “A” Rated School District

Strategy A: Continuous Academic Improvement - Each school will involve staff, parents, community, and students in implementing an academic focus.

<i>SMART Goal</i>	<i>Action Steps</i>	<i>Timeline</i>	<i>Person Responsible</i>	<i>Evidence of Effectiveness</i>
1. Each school will evaluate their academic focus and make necessary adjustments	Each principal will complete an annual review process	Due 3/31/7	Principal	Required documentation submitted to the superintendent
2. Each school will develop an academic focus budget for 17-18	The principal will lead a shared decision making process to complete this task	Due 4/30/17	Principal	Required documentation submitted to the superintendent
3. For 16-17 each teacher will have access to online Galileo platform that includes curriculum, resources, and lesson planning.	Train all MUSD teachers on these new features.	By 8/5/16	Wade Watson	Teachers making use of online Galileo platform.

Strategy B: Leadership Development - All certified staff will create, implement and maintain an ongoing vision and mission that is aligned to student achievement, professional growth and safety, resulting in a productive learning environment.

<i>SMART Goal</i>	<i>Action Steps</i>	<i>Timeline</i>	<i>Person Responsible</i>	<i>Evidence of Effectiveness</i>
1. Schools and support departments will implement the MUSD Emergency Response Plan	1. Emergency Response Plan will be understood by staff 2. Each school will practice required safety drills and document all drills using Rapid Responder	1. By the first school day 2. Annually	Steve Chestnut	1. Documentation of plan review at each school and support department 2. All required drills recorded
2. All certified staff will utilize the MUSD curriculum maps.	Review of curriculum maps in PLC's	Annually	Wade Watson	Teaching of curriculum maps by each teacher
3. All certified staff will utilize ATI Galileo to assess, monitor and adjust instruction based upon student achievement data	Ongoing training for teachers in the use of Galileo	Annually	Krista Roden	1. PLC logs 2. Completed assessments 3. Review of summary reports
4. All certified staff will participate in a Professional Learning Community	1. Continuation of quarterly districtwide PLC's 2. Continuation of site-based PLC's	Annually	Wade Watson – district Principals - sites	1. Agendas and sign in sheets 2. Pinal County PD Survey 3. National Staff Development Survey
5. All certified staff will participate in the Pinal County PD survey and the Leading Forward PD survey	Distribute surveys and review results	Annually	Krista Roden	Survey results will be used to determine professional development needs for the next year.

<i>SMART Goal</i>	<i>Action Steps</i>	<i>Timeline</i>	<i>Person Responsible</i>	<i>Evidence of Effectiveness</i>
6. BF, PB and SC teams to participate in ADE's Year One Positive Behavior Intervention System training in 2016-17	Participation in training by all teams.	By 5/25/17	Heidi Vratil	Completion of Year One training by all teams.
7. Apply to ADE for three more schools to participate in ADE's Positive Behavior Intervention System training in 2017-18	Submit application and select team members.	By 5/25/17	Heidi Vratil	Submission of application. Notification of acceptance for 2016-17.

Strategy C: Alignment - Align curriculum and instructional systems

<i>SMART Goal</i>	<i>Action Steps</i>	<i>Timeline</i>	<i>Person Responsible</i>	<i>Evidence of Effectiveness</i>
1. Teachers will implement the MUSD curriculum maps aligned to AZ C&C Ready Standards	Teachers will implement MUSD curriculum maps with fidelity in all core content areas and grade levels	Annually	Wade Watson	MUSD curriculum calendar will be used regularly by all teachers
2. New teachers will be provided job-embedded professional development to meet their instructional needs	<ol style="list-style-type: none"> Teachers will participate in Promising Practices PD sessions: <i>Classroom Instruction That Works</i>, <i>Thinking Maps</i>, <i>K-6 Math Solutions</i>. Teachers will participate in a book study on <i>The Art and Science of Teaching</i> and will implement the design questions. PD will be provided for specific teacher groups. PD will include Kagan, AZ C&C Ready Standards, teacher leadership, Quality Evaluators, AZ K-12, <i>Thinking Maps</i>, etc. 	By 5/25/17	Wade Watson	PD Express transcripts and walkthrough data
3. Returning teachers will be provided job-embedded professional development to meet their instructional needs	<ol style="list-style-type: none"> Teachers will participate in a monthly Promising Practices online course, <i>Thinking Maps</i> follow up, <i>K-6 Math Solutions</i>, and districtwide PLC's. If not yet completed, teachers will participate in <i>The Art and Science of Teaching</i> and will implement the design questions to improve instruction and student achievement. PD will be provided for specific teacher groups including new teachers, teacher leaders, and support services. PD will include Kagan training, AZ College and Career Ready Standards, teacher leadership, Quality Evaluators Training, etc. National Board Certification Support 	By 5/25/17	Wade Watson Heidi Vratil	Professional Development to be monitored by PD Express transcripts, walkthrough data and the Professional Development Calendar. National Board Certification Support available through grant supported scholarships and meetings.

Strategy D: Support for Students - Provide supplemental supports and interventions in grades K-6 in core subjects

<i>SMART Goal</i>	<i>Action Steps</i>	<i>Timeline</i>	<i>Person Responsible</i>	<i>Evidence of Effectiveness</i>
1. The RTI framework will be provided at K-6 and supported by RTI coaches	<ol style="list-style-type: none"> Each school will have a specific time each day when students will receive intervention and enrichment services in math and/or reading. Teachers will use grade level PLC's to analyze data from the MUSD curriculum map. Galileo results will be used to create intervention and enrichment groups. RTI coaches will support PLC's. Each elementary coach leads two remedial reading groups and one RTI group each day (Wednesday schedule may vary) 	By 5/25/17	Krista Roden	<ol style="list-style-type: none"> RTI group lists PLC meeting notes
2. All schools will provide additional intervention and enrichment opportunities through a variety of services	<ol style="list-style-type: none"> Move on When Reading (K-3) 21st Century Program AZ-Merit tutoring Graduation Alliance program (MHS only) School site tutoring School day intervention and small group instruction Galileo dialogues 	By 5/25/17	Krista Roden	Student growth measured by AZ-Merit, Galileo, and DIBELS
3. MHS will offer at least 9 periods of credit recovery for students who are credit deficient	MHS counselors will administer quarterly credit checks to identify students who have failed a course or who are credit deficient	By 5/25/17	Wade Watson	Increase in completion of high school credit and increased graduation rate
4. Professional development concerning gifted students and differentiation strategies will be provided to general education teachers	Schedule professional development and register teachers.	By 3/1/17	Krista Roden	Teachers attend professional development and apply learning with secondary gifted students.
5. A gifted liaison teacher will be identified for each school who will provide training to staff at each school.	<ol style="list-style-type: none"> Gifted liaison will be identified for each school and will be provided a stipend. Gifted liaison will provide quarterly training concerning gifted and differentiation. 	<ol style="list-style-type: none"> By 9/1/16 By 5/1/17 	Krista Roden	Students will benefit from additional teacher knowledge and skills concerning gifted education and differentiation.
6. MES, SB, SR teams will participate in ADE ESS training - Examining Data to Improve Student Achievement	Send three teams to all training sessions.	By 5/25/17	Maria Rosetti	<ol style="list-style-type: none"> Complete all training sessions. Improvement of ESS student achievement in reading.

Strategy E: Student Academic Performance - Implement a cohesive data, assessment, and evaluation system

<i>SMART Goal</i>	<i>Action Steps</i>	<i>Timeline</i>	<i>Person Responsible</i>	<i>Evidence of Effectiveness</i>
1. MUSD will utilize Galileo, AZ-Merit, and other assessment data to collect, share and analyze data for continuous improvement	Schedule assessments, compile results, disseminate results to principals and teachers.	By 5/25/17	Dennis Koch	PLC meeting notes
2. Teachers will work with PLC's using formative assessments and Galileo to create groups for differentiated instruction	School-level PLC's will meet bi-weekly and district PLC's will meet quarterly	By 5/25/17	Wade Watson	PLC meeting notes

Strategy F: Partnerships - Improve stakeholder relations

<i>SMART Goal</i>	<i>Action Steps</i>	<i>Timeline</i>	<i>Person Responsible</i>	<i>Evidence of Effectiveness</i>
1. Continue to improve the partnership with the City of Maricopa	Completion of COPS grant application	5/25/17	Steve Chestnut	Submission of grant application
2. Continue to improve the relationship with the business community	Involvement with the Maricopa Chamber of Commerce and the Maricopa Economic Development Council	Quarterly	Steve Chestnut	Improved relationship with the business community
3. Continue to improve the relationship with the Maricopa Education Foundation	Meet with the MEF president on issues of mutual interest	Quarterly	Steve Chestnut	Improved relationship with the MEF
4. Continue to improve the partnership with the Ak-Chin Community	1. Implement Memorandum of Agreement and Annual Plan 2. Superintendent meeting with Chairman	1. By 6/30/17 2. By 3/1/17	Steve Chestnut	Completion of all items listed in MOA and Annual Plan. Completion of meeting.
5. Continue to utilize the MUSD volunteer program	Recruitment, training and placement of volunteers	Annually	Steve Chestnut	Effective use of current volunteers Increased volunteer hours
6. Improve relationships with legislators & elected officials.	1. Participate in meetings of the Public Education Reform Advocates 2. Provide information to legislators quarterly	Quarterly	Steve Chestnut	Improved relationships with legislators
7. Improve relationships with MUSD teachers and certified staff.	1. Meet regularly with representatives from the Maricopa Education Association 2. Conduct classroom walkthroughs 3. Meet monthly with the new Certified Staff Advisory Committee	1. Quarterly 2. Monthly 3. Monthly or quarterly	Steve Chestnut	Quarterly meetings held. Log of walkthrough visits. Meet regularly with Teacher Advisory Committee.
8. Improve relationship with Province residents	Sponsor one informational event at Province for residents and invite residents to one MUSD event.	By 5/25/17	Steve Chestnut	Successful completion of at least two events

Strategy G: Improvements Visible to the Community – Work with the community to improve district programs and communicate progress.

<i>SMART Goal</i>	<i>Action Steps</i>	<i>Timeline</i>	<i>Person Responsible</i>	<i>Evidence of Effectiveness</i>
1. Continue to publicize MUSD improvements in educational quality	<ol style="list-style-type: none"> 1. Mail MUSD newsletter to 20,000 households 2. Post on the MUSD website and Facebook site 3. Distribute monthly school newsletters 4. Hold Parent/Superintendent Coffees 5. Superintendent presents to community groups 6. Publish press releases 	<ol style="list-style-type: none"> 1. Quarterly 2. Monthly 3. Monthly 4. Quarterly 5. Annually 6. Weekly 	<ol style="list-style-type: none"> 1. Steve Chestnut 2. Michelle Garcia 3. Principals 4. Steve Chestnut 5. Steve Chestnut 6. Tom Beckett 	<ol style="list-style-type: none"> 1. Newsletter delivered 2. Completed posts 3. Newsletters delivered 4. Completed events 5. Completed presentations 6. Press releases sent
2. Pursue and implement grants to improve academic programs	<ol style="list-style-type: none"> 1. Implement the third year of a three-year \$255,000 grant from the Arizona K-12 Center to pay for three half-time master teachers who will mentor beginning teachers at the secondary level. 2. Implement year one of a two-year \$100,000 grant from the AZ K12 Center to promote National Board Certification for Teachers in MUSD and to enhance mentoring of new teachers. 	By 5/25/17	Heidi Vratil	Master teachers meeting with beginning teachers on a weekly basis. More MUSD teachers enrolled in National Board Certification.
3. Consider improving the district’s web page	Prepare a cost/benefit analysis	By 1/9/17	Tom Beckett	Recommendation to Cabinet
4. Consider hiring a public relations staff position	Prepare a cost/benefit analysis	By 2/1/17	Steve Chestnut	Recommendation to Governing Board

Strategy H: Accommodate Additional Students and Teachers

<i>SMART Goal</i>	<i>Action Steps</i>	<i>Timeline</i>	<i>Person Responsible</i>	<i>Evidence of Effectiveness</i>
1. Upon passage of the override, develop a plan to accommodate 50 additional teachers, counselors, and specialists for 2017-18.	<ol style="list-style-type: none"> 1. Administrative staff will develop a community input process to assist in making a final determination concerning K-8 attendance areas. 2. Complete community input process. 3. Make recommendations to Governing Board. 	<ol style="list-style-type: none"> 1. By 11/1/16 2. By 2/1/17 3. By 2/8/17 	<ol style="list-style-type: none"> 1. Steve Chestnut 2. Steve Chestnut 3. Steve Chestnut 	<ol style="list-style-type: none"> 1. Completion of plan 2. Completion of process 3. Final action by Governing Board

Strategy I: Support for Teachers

<i>SMART Goal</i>	<i>Action Steps</i>	<i>Timeline</i>	<i>Person Responsible</i>	<i>Evidence of Effectiveness</i>
Teachers will have all necessary equipment and training to maximize student success on Galileo and AZMerit testing	Principals will discuss these issues with teachers.	By 11/1/16	Steve Chestnut	All necessary equipment and training is provided.

Goal #2: Increase and expand innovative learning opportunities

Strategy A: Provide assistance to students with academic deficiencies

<i>SMART Goal</i>	<i>Action Steps</i>	<i>Timeline</i>	<i>Person Responsible</i>	<i>Evidence of Effectiveness</i>
1. Graduation Alliance students will make progress on meeting MHS diploma requirements 2. Develop an alternative high school option for students for 2017-18.	1. Graduation Alliance students will work with Graduation Alliance counselor to complete credits. 2. Work with a planning committee to develop two alternative program options: if the override passes and if it does not.	1. 5/25/17 2. 2/22/17	1. Krista Roden 2. Steve Chestnut	1. Enrolled students will be making sufficient progress toward graduation, or will graduate 2. Approval of plan by Governing Board

Strategy B: Expand “college in the high school/dual enrollment” option if possible

<i>SMART Goal</i>	<i>Action Steps</i>	<i>Timeline</i>	<i>Person Responsible</i>	<i>Evidence of Effectiveness</i>
1. MHS will prepare to offer at least one additional dual enrollment class in 2017-18 if feasible	The Curriculum Director will work with the community college to facilitate the offering of at least one additional dual enrollment course at MHS for 2017-18	By 5/25/17	Wade Watson	Course Catalog

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

<i>SMART Goal</i>	<i>Action Steps</i>	<i>Timeline</i>	<i>Person Responsible</i>	<i>Evidence of Effectiveness</i>
1. MHS will prepare to offer at least one additional blended learning class in 2017-18 if feasible	The Director of Teaching and Learning will work with the MHS administration to facilitate the offering of at least one additional blended learning class at MHS for 2017-18	By 5/25/17	Krista Roden	Course Catalog
2. DWMS and MWMS will prepare to expand blended learning options in 2016-17 if feasible	The Director of Teaching and Learning will work with middle school administration to facilitate the offering of additional blended learning options for 2016-17	By 5/25/17	Krista Roden	2016-17 registration materials
3. One elementary school will prepare to expand blended learning options in 2016-17 if feasible	The Director of Teaching and Learning will work with elementary administration to facilitate the offering of additional blended learning options for 2016-17	By 5/25/17	Krista Roden	2016-17 registration materials
4. Make “Study Island” math software available for all students in grades 6-8 using Proposition 123 funds and Title I funds	Configure 480 new laptops at DWMS and MWMS and all elementary schools (grade 6 only) with this software. Train teachers on use.	By 1/9/17	Krista Roden	Use by students by 1/9/17.
5. Make DWMS blended learning classrooms comparable to MWMS blended learning classrooms.	Purchase new classroom furniture for DWMS blended learning classrooms.	By 6/30/17	Krista Roden	Use by students in 2017-18.

Goal #3: Recruit, train and retain a high quality staff
Strategy A: Recruit and hire quality certified and classified staff

<i>SMART Goal</i>	<i>Action Steps</i>	<i>Timeline</i>	<i>Person Responsible</i>	<i>Evidence of Effectiveness</i>
1. HR Department will attend between five and ten state job fairs each year.	Register for job fairs	November through June	Tom Beckett	Human Resources will track candidates and new hires from the state job fairs
2. HR Department will attend two out-of-state job fairs each year.	Register for job fairs	November through June	HR Director & HR Department Personnel	Human Resources will track candidates and new hires from the out-of-state job fairs
3. HR Department will utilize cost-effective social media sources along with niche publications that target specialized ed professionals.	Budget, post and maintain up-to-date listing information.	November through June	HR Director & HR Department Personnel	Human Resources will track candidates and hires accomplished by these sources.
4. Pursue opportunities to increase the number of student teachers and the quality of their experience.	Work with Arizona Universities to improve the student teaching partnership.	By 5/25/17	Tom Beckett	Placement of student teachers from Arizona universities.
5. Continue to consider hiring foreign teacher candidates for hard to fill positions.	Continue to work with teacher placement agencies in India and the Philippines.	By 7/31/17	Tom Beckett	Interview potential candidates.
6. Host a Job Fair at MUSD	Plan, publicize and host the fair.	On 1/28/17, 10 am-2pm	Tom Beckett	Completion of job applications.

Strategy B: Provide high quality professional development for all staff

<i>SMART Goal</i>	<i>Action Steps</i>	<i>Timeline</i>	<i>Person Responsible</i>	<i>Evidence of Effectiveness</i>
1. Provide professional development opportunities for all certificated and administrative staff members.	A professional development calendar will be developed annually to address and implement a comprehensive list of contemporary and crucial trainings that are aligned to the District's needs.	August through May	Heidi Vratil	Completion of Professional Development plan by 90% of staff
2. Encourage certificated staff members to continue advanced post-bachelor's coursework and national board certification.	The District will continue with incentives to encourage professional development for instructional staff members.	August through May	Heidi Vratil	Teachers receiving additional compensation for educational credits and new National Board Certified Teachers
3. Use grant funds to provide mentoring to new teachers.	3 part-time mentors will focus on new secondary teachers, and 9 stipend mentors will focus on new elementary and teachers	August through May	Heidi Vratil	New teachers will improve instructional skills and more new teachers will be retained
4. Conduct mandatory Safe Schools online trainings for all new employees.	All mandated trainings will be offered through Safe Schools to all new employees each fall.	August through May	Heidi Vratil	100% compliance by all new employees

<i>SMART Goal</i>	<i>Action Steps</i>	<i>Timeline</i>	<i>Person Responsible</i>	<i>Evidence of Effectiveness</i>
5. Provide 5 Safe Schools online trainings to returning employees.	Five refresher courses will be offered through Safe Schools for all returning employees.	August through May	Heidi Vratil	100% compliance by all returning employees.
5. Target classified departments or employee groups for at least one job-specific skill development or advanced training each year.	Classified supervisors will coordinate at least one professional development training for their employee group or department.	August through May	Tom Beckett	Documentation of training by departments or employee groups.

Strategy C: Review recommendations from Meet and Confer Committee

<i>SMART Goal</i>	<i>Action Steps</i>	<i>Timeline</i>	<i>Person Responsible</i>	<i>Evidence of Effectiveness</i>
1. Meet and Confer Committee will develop prioritized recommendations annually	Schedule and conduct meetings.	By 2/28/17	Tom Beckett	Recommendations submitted to all teachers for approval. Once approved, recommendations will be approved by Governing Board.
2. Stipend/Extra Duty Committee will develop recommendations	Convene Stipend/Extra Duty Committee and develop recommendations.	By 10/30/16	Tom Beckett	Recommendation submitted to the Governing Board.

Strategy D: Improve employee compensation and benefit packages

<i>SMART Goal</i>	<i>Action Steps</i>	<i>Timeline</i>	<i>Person Responsible</i>	<i>Evidence of Effectiveness</i>
1. Improve employee compensation and benefit packages annually	Make recommendations to the Governing Board.	By 6/1/17	Steve Chestnut	Recommendation submitted to the Governing Board.

Strategy E: Gather feedback from current employees

<i>SMART Goal</i>	<i>Action Steps</i>	<i>Timeline</i>	<i>Person Responsible</i>	<i>Evidence of Effectiveness</i>
1. Conduct an annual in-person “Stay Interview” to determine employee job satisfaction	Conduct in-person interviews with a random sample of employees.	By 4/30/17	Tom Beckett	Completion of Interviews
2. 50% of departing employees complete an Exit Interview	All departing employees will be asked and instructed how to submit an exit survey	All year	Tom Beckett	Completion of Surveys
3. Gather teacher input concerning 301 allocations	Convene 301 teacher committee and develop recommendations for the Governing Board	By 9/30/17	Tom Beckett	Approval of 301 plan by the Governing Board.
4. Develop school district calendars for 17-18, 18-19, and 19-20	Convene Calendar Committee and develop recommendations for the Governing Board	By 12/21/16	Tom Beckett	Approval of calendars by the Governing Board

<i>SMART Goal</i>	<i>Action Steps</i>	<i>Timeline</i>	<i>Person Responsible</i>	<i>Evidence of Effectiveness</i>
5. Conduct a Classified Department Survey	Online dissemination of survey to all staff	By 1/31/17	Tom Beckett	Completion of surveys

Goal #4: Improve instructional technology

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

<i>SMART Goal</i>	<i>Action Steps</i>	<i>Timeline</i>	<i>Person Responsible</i>	<i>Evidence of Effectiveness</i>
1. Upgrade / Refresh all network equipment throughout the district.	Work with Nicely Done Consulting to get the funds from E-Rate to begin working with Sentinel to upgrade / refresh the district network equipment.	7/31/2017	Carter Plante and Tech Staff	Increase speeds at all campuses

Strategy B: Optimize wireless network.

<i>SMART Goal</i>	<i>Action Steps</i>	<i>Timeline</i>	<i>Person Responsible</i>	<i>Evidence of Effectiveness</i>
1. Each school's wireless connection needs to be optimized.	Visit each campus to verify enough wireless coverage to sustain usability year around. More Wireless Access Points will be added.	7/31/2017	Carter Plante and Tech Staff	Blanket coverage so when devices are moved there is no lapse in coverage, especially during testing.

Strategy C: Continue technology life-cycle updates.

<i>SMART Goal</i>	<i>Action Steps</i>	<i>Timeline</i>	<i>Person Responsible</i>	<i>Evidence of Effectiveness</i>
1. Upgrade / Refresh projectors district wide	Visit each campus and find which one is in most need of projector replacement.	7/31/2018	Carter Plante and Tech Staff	Update old equipment to be more effective in the classrooms

Strategy D: Implement Instructional Technology Improvements

<i>SMART Goal</i>	<i>Action Steps</i>	<i>Timeline</i>	<i>Person Responsible</i>	<i>Evidence of Effectiveness</i>
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<i>SMART Goal</i>	<i>Action Steps</i>	<i>Timeline</i>	<i>Person Responsible</i>	<i>Evidence of Effectiveness</i>
1. Increase the number of laptops and carts at DWMS and MWMS with Proposition 123 funds and Title funds	Order and install 480 laptops and 12 carts at DWMS and MWMS	By 1/9/17	Carter Plante	Use by students by 1/9/17.
2. If the override is approved, order and install 595 student laptops, 17 computer cart secure charging stations, and necessary technology equipment and supplies	Place order and install equipment	7/31/2017	Carter Plante	Use by students in 2017-18.
3. If the override is approved, order and install additional computer licensing	Place order and install.	7/31/2017	Krista Roden	Use by students in 2017-18.
4. If the override is approved, hire one additional tech staff member	Advertise and hire position	7/31/2017	Carter Plante	New hire in place by 8/1/17.