



TUSD STRATEGIC PLAN 2014-2019

Table of Contents

Curriculum

- **Strategic Priority #1: Curriculum** – TUSD will design an aligned, articulated and well administered curriculum that supports academically high standards of learning for all children, integrates college and career ready skills, incorporates fine and performing arts, and is culturally relevant for our diverse student population. It will be reviewed and revisited regularly to meet the changing demands of our students and community.
- **Strategic Priority #2: Instruction** – TUSD will ensure that teachers deliver challenging and engaging instruction that is driven by a high quality curriculum and based on meeting the individual needs of every child.
- **Strategic Priority #3: Professional Development** – TUSD will provide purposeful professional development that is collaborative and focused on providing teachers and administrators with the knowledge and skills necessary to implement: best practices for college and career preparedness, differentiation for diverse student needs, culturally responsive teaching strategies, and cohesive communities of practice.
- **Strategic Priority #4: Data** – TUSD will use a range of student and classroom data routinely to check for understanding of concepts taught, monitor progress of student learning, and drive instructional decisions to facilitate improved student learning.
- **Strategic Priority #5: Assessment** – TUSD will develop and administer common ongoing assessments that are aligned to and embedded in the aligned and articulated curriculum. These assessments will provide for a deep analysis of student mastery of concepts and skills and will assist in identifying gaps in student learning. TUSD will also support teachers with the development of more frequent assessments that help to inform daily instruction.

Diversity

- **Strategic Priority #1: Reflective Curriculum** – TUSD will have classroom curricula, instruction, and professional development that integrate diversity and high expectations for all students.

- **Strategic Priority #2: Recruitment and Retention of Diversity** – TUSD will actively recruit, hire, train and work to retain teachers, administrators, and staff who reflect its student population.
- **Strategic Priority #3: World Language Options** – TUSD will increase and support its foreign language options for all students.
- **Strategic Priority #4: Advanced Learning Opportunities** – TUSD will ensure equitable access to advanced learning opportunities (e.g. honors, AP, IB, GATE, and college prep programs) for all students.
- **Strategic Priority #5: Community Engagement** – Strengthen and increase its community engagement (e.g. families, businesses, non-profits, higher education, and faith based organizations) 5 year vision: A system where children and families have what they need to be successful.

Facilities

- **Strategic Priority #1: Green Planning** – TUSD will consider and integrate green planning concepts into capital improvements, resource management and community involvement.
- **Strategic Priority #2: Establish/Communicate clear vision for facilities (community)** – TUSD will develop and implement a long-range Master Facilities Plan that supports and enhances student learning and achievement, and community partnerships.
- **Strategic Priority #3: Preventative Maintenance** – TUSD will provide facilities that are clean, safe and energy efficient for students and employees through routine and preventive maintenance and repair.
- **Strategic Priority #4: Technology Plan-specific use** – Create a purposeful, pedagogically aligned technology plan that provides instructional support, curriculum standardization, and baseline resources including physical resources and professional development.
- **Strategic Priority #5: Safety and Security** – Our goal is to ensure every school in the district offers a physically inviting and nurturing environment that optimizes teaching and learning and actively protects its members from physical and emotional harm.

Finance

- **Strategic Priority #1: System and Process Creation and/or Refinement** – TUSD will streamline systems and processes so that dollars/resources are maximized.
- **Strategic Priority #2: Maximize Existing Revenue and Resources** – TUSD will develop a plan to leverage district resources to support the district’s 5 year strategic plan.
- **Strategic Priority #3: School Finance Education and Transparency** – TUSD will effectively communicate to and educate all stakeholders on the finances of the district.
- **Strategic Priority #4: Legislative Advocacy** – TUSD will collaborate with legislature to develop strong relationships that promote advocacy for education.
- **Strategic Priority #5: External Funding to Support Strategic Priorities** – TUSD will actively seek and identify external funding to leverage resources which enhance student achievement.

Communication

- **Strategic Priority #1: Strategic Plan Presentation and Communication** – TUSD will communicate the major initiatives of the Strategic Plan.
- **Strategic Priority #2: Internal Communication** – TUSD’s internal communications will enhance the coordination of departments and services in support of students and staff.
- **Strategic Priority #3: TUSD Brand** – TUSD and stakeholders will develop and launch a unified TUSD Brand.
- **Strategic Priority #4: Responsive Communication** – TUSD will respond to the community’s diverse information needs with culturally responsive communications.
- **Strategic Priority #5: Community Engagement via Information** – TUSD will develop a community engagement strategy to strengthen advocacy to TUSD.

CURRICULUM

Strategic Planning Sub-Committee Curriculum
Strategic Priority 1: Curriculum – TUSD will design an aligned, articulated and well administered curriculum that supports academically high standards of learning for all children, integrates college and career ready skills, incorporates fine and performing arts, and is culturally relevant for our diverse student population. It will be reviewed and revisited regularly to meet the changing demands of our students and community.
Year 1 Goal: Design an easily accessible and usable scope and sequence with an evaluation rubric for yearly analysis and improvement
Year 2 Goal: Design a curriculum that includes common interim and end-year assessments and aligns resources that are culturally responsive to the diverse interests and needs of the students
Year 3 Goal: Design a curriculum that includes authentic assessments for content areas that are embedded within the curriculum with exemplar lessons that are aligned to 75% of the standards
Year 4 Goal: Design a curriculum with materials aligned by quarter to include culturally relevant materials and fully implemented data analysis tools for analysis of lessons and performance
Year 5 Goal: Provide an aligned, articulated, clearly communicated, well administered curriculum that is horizontally and vertically aligned by foundational standards, knowledge, and skills in all content areas
Strategic Priority 2: Instruction – TUSD will ensure that teachers deliver challenging and engaging instruction that is driven by a high quality curriculum and based on meeting the individual needs of every child.
Year 1 Goal: Ensure all third year teachers and beyond meet the needs of every learner by delivering culturally responsive curriculum that engages students and are proficient in providing ongoing communication and feedback on performance
Year 2 Goal: Ensure all third year teachers and beyond meet the needs of every learner by delivering culturally responsive curriculum that engages

students and are proficient in using effective questioning and discussion techniques in their lessons
Year 3 Goal: Ensure all third year teachers and beyond meet the needs of every learner by delivering culturally responsive curriculum that engages students and are proficient in effectively measuring student progress through the use of aligned and common formative assessments of learning
Year 4 Goal: Ensure all third year teachers and beyond meet the needs of every learner by delivering culturally responsive curriculum that engages students and are proficient in demonstrating flexibility and responsiveness to individual needs of each student
Year 5 Goal: Ensure all third-year teachers and beyond meet the needs of every learner by delivering culturally responsive curriculum that engages students by are proficient in providing ongoing communication and feedback on performance, using effective questioning and discussion techniques, effectively measuring progress through the use of aligned and common formative assessments for learning, and demonstrating flexibility and responsiveness to individual needs of students
Strategic Priority 3: Professional Development – TUSD will provide purposeful professional development that is collaborative and focused on providing teachers and administrators with the knowledge and skills necessary to implement: best practices for college and career preparedness, differentiation for diverse student needs, culturally responsive teaching strategies, and cohesive communities of practice.
Year 1 Goal: Ensure all designated support personnel attend bi-weekly professional development to develop the capacity to provide purposeful professional development at the site level that is focused on implementing an aligned curriculum
Year 2 Goal: Ensure all designated support personnel attend bi-weekly professional development to develop the capacity to provide purposeful professional development at the site level that is focused on implementing an aligned curriculum and decentralized based on individual site capacity
Year 3 Goal: Ensure all designated support personnel attend bi-weekly professional development to develop the capacity to provide purposeful professional development at the site level that is decentralized based on differentiated site needs
Year 4 Goal: Ensure all designated support personnel attend bi-weekly professional development to work collaboratively with site based staff to provide differentiated purposeful professional development at the site level
Year 5 Goal: Ensure all designated support personnel attend bi-weekly professional development to work collaboratively with site based staff to provide purposeful professional development that differentiates learning for all staff
Strategic Priority 4: Data – TUSD will use a range of student and classroom data routinely to check for understanding of concepts taught, monitor progress of student learning, and drive instructional decisions to facilitate improved student learning.
Year 1 Goal: Collect and analyze English Language Arts and Mathematics Data and provide staff development on how to appropriately use the data to drive instructional decisions
Year 2 Goal: Collect and analyze English Language Arts, Mathematics, and Writing Data using data notebooks and other tools and provide staff development on how to appropriately use the data to drive instructional decisions
Year 3 Goal: Collect and analyze English Language Arts, Mathematics, Writing, and Science data and provide staff development on how to appropriately use the data to drive instructional decisions
Year 4 Goal: Collect and analyze all subject area data and provide staff development on how to appropriately use the data to drive instructional decisions
Year 5 Goal: Consistently and routinely collect and analyze data using data notebooks and other tools, provide staff development on how to appropriately use the data to drive instructional decisions, and collaborate with departments through data dashboards to promote and improve teaching and learning across the District

Strategic Priority 5: Assessment – TUSD will develop and administer common ongoing assessments that are aligned to and embedded in the aligned and articulated curriculum. These assessments will provide for a deep analysis of student mastery of concepts and skills and will assist in identifying gaps in student learning. TUSD will also support teachers with the development of more frequent assessments that help to inform daily instruction.
Year 1 Goal: Implement a standardized measurement system with common quarterly assessments based on curriculum guides and train staff to analyze and use data to determine student growth, areas of weakness and mastery learning
Year 2 Goal: Implement a standardized measurement system with common bi-weekly assessments aligned to the curriculum and provide professional development on conducting teacher-student data discussions
Year 3 Goal: TUSD will implement a standardized measurement system with common weekly assessments aligned to the curriculum and provide professional development the effective use of formative data
Year 4 Goal: TUSD will implement a standardized measurement system with common weekly assessments aligned to the curriculum, provide professional development the effective use of formative data, and introduce multi-faceted systems of assessment that include project-based learning, student developed assessments, and student portfolios.
Year 5 Goal: TUSD will implement a standardized measurement system with common weekly assessments aligned to the curriculum, provide professional development the effective use of formative data, and provide support for the use of multi-faceted systems of assessment that include project-based learning, student developed assessments, and student portfolios.

DIVERSITY

Strategic Planning Sub-Committee Diversity
Strategic Priority 1: Reflective Curriculum – TUSD will have classroom curricula, instruction, and professional development that integrate diversity and high expectations for all students.
Year 1 Goal: Establish and maintain ELA and Social Studies Courses for HS
Year 2 Goal: Establish and maintain ELA and Social Studies Courses for K-8
Year 3 Goal: Establish and maintain Math and Science Courses for HS
Year 4 Goal: Establish and maintain Math and Science Courses for K-8
Year 5 Goal: Ensure diversity is woven into ELA, Social Studies, Math and Science curriculum for all High Schools and K-8’s across the District
Strategic Priority 2: Recruitment and Retention of Diversity – TUSD will actively recruit, hire, train and work to retain teachers, administrators, and staff who reflect its student population.
Year 1 Goal: Gather and analyze current staff data by level

Year 2 Goal: Identify higher level institutions with high ethnic diversity and target and begin recruitment
Year 3 Goal: Monitor and review human resources hiring practices
Year 4 Goal: TUSD will establish a Future Educators of America in its high schools and partner with the University of Arizona’s School of Education.
Year 5 Goal: Ensure that all employees participate in Diversity Training
Strategic Priority 3: World Language Options – TUSD will increase and support its foreign language options for all students.
Year 1 Goal: School feeder patterns will be established and documented at the District Level, indicating language options K-12 for pilot schools
Year 2 Goal: Pilot elementary schools will establish an after- school foreign language program that follows its feeder pattern
Year 3 Goal: Pilot middle schools will establish an after-school foreign language program that follows its feeder pattern
Year 4 Goal: Add foreign language course(s) to high school within feeder pattern of foreign language after-school program
Year 5 Goal: Add additional elementary and middle schools to the foreign language after-school program
Strategic Priority 4: Advanced Learning Opportunities – TUSD will ensure equitable access to advanced learning opportunities (e.g. honors, AP, IB, GATE, and college prep programs) for all students.
Year 1 Goal: Educate stakeholders about the current Advanced Learning Experience/accelerated course offerings
Year 2 Goal: Establish entry pathway expectations into the Advanced Learning Experiences
Year 3 Goal: Create a highly qualified and viable workforce to implement Advanced Learning Opportunities/accelerated course work
Year 4 Goal: Develop and implement a Parent University program to educate, provide outreach, and support parents
Year 5 Goal: All TUSD Schools K-12 provide age-appropriate Advanced Learning Experiences/accelerated courses
Strategic Priority 5: Community Engagement – Strengthen and increase its community engagement (e.g. families, businesses, non-profits, higher education, and faith based organizations) 5 year vision: A system where children and families have what they need to be successful.
Year 1 Goal: Create and maintain community partnerships that enhance the well being of students and families
Year 2 Goal: Establish and maintain four Family Engagement Centers
Year 3 Goal: Ensure that every school has a designated person to be the liaison between the site and the Family Engagement Centers
Year 4 Goal: Ensure School Site Councils seek to mirror the ethnic and racial diversity of their school and include community members
Year 5 Goal: Host and sponsor a culminating event that celebrates parent and community involvement

FACILITIES

Strategic Planning Sub-Committee Facilities
Strategic Priority 1: Green Planning – TUSD will consider and integrate green planning concepts into capital improvements, resource management

and community involvement.
Year 1 Goal: Develop green energy audits
Year 2 Goal: Reduce utility consumption
Year 3 Goal: Certify facilities for energy efficiency
Year 4 Goal: Implement energy management and control system
Year 5 Goal: Green and sustainable programs
Strategic Priority 2: Establish/Communicate clear vision for facilities (community) – TUSD will develop and implement a long-range Master Facilities Plan that supports and enhances student learning and achievement, and community partnerships.
Year 1 Goal: Facilities Audit
Year 2 Goal: Plan for the strategic use of facilities
Year 3 Goal: 15% completion of the plan
Year 4 Goal: 30% completion of the Master Facility Plan
Year 5 Goal: Optimize the District’s facilities to support student learning
Strategic Priority 3: Preventative Maintenance – TUSD will provide facilities that are clean, safe and energy efficient for students and employees through routine and preventive maintenance and repair.
Year 1 Goal: Effective automated work order system
Year 2 Goal: Improve customer service
Year 3 Goal: Facilities organization structure
Year 4 Goal: Modeling solutions
Year 5 Goal: Improve preventive maintenance.
Strategic Priority 4: Technology Plan-specific use – Create a purposeful, pedagogically aligned technology plan that provides instructional support, curriculum standardization, and baseline resources including physical resources and professional development.
Year 1 Goal: Training for technological equipment
Year 2 Goal: Curriculum Management System
Year 3 Goal: Student Information System
Year 4 Goal: Technology Condition Index
Year 5 Goal: Mi-Fi for students
Strategic Priority 5: Safety and Security – Our goal is to ensure every school in the district offers a physically inviting and nurturing environment that optimizes teaching and learning and actively protects its members from physical and emotional harm.
Year 1 Goal: Address vandalism and other forms of damage
Year 2 Goal: Provide training to staff for emergency planning
Year 3 Goal: Improve the badging system
Year 4 Goal: Safety and security guidelines
Year 5 Goal: Prevent criminal activities

FINANCE

Strategic Planning Sub-Committee Finance
Strategic Priority 1: System and Process Creation and/or Refinement – TUSD will streamline systems and processes so that dollars/resources are maximized.
Year 1 Goal: Implement a Phased System Installation for a TUSD district-wide Enterprise Resource Planning (ERP) System
Year 2 Goal: Implement Change Management Strategies with integrated processes to increase communications and collaboration
Year 3 Goal: Develop and deploy a Strategic Alignment Roadmap
Year 4 Goal: Schedule and deploy Key Redesigned Business Processes for continuous improvement and associated ERP modules as defined in the TUSD ERP-Systems Program Schedule and Deployment Plan
Year 5 Goal: Fully-implement Strategic priorities and Enterprise Resource Planning Systems
Strategic Priority 2: Maximize Existing Revenue and Resources – TUSD will develop a plan to leverage district resources to support the district’s 5 year strategic plan.
Year 1 Goal: Align the Strategic Plan to allow for effective and efficient funding and resource allocations based on priorities
Year 2 Goal: Utilize fiscal resources that support TUSD Strategic Plan (contingent on available resources)
Year 3 Goal: Evaluate existing assets/resources and make recommendation for a bond and/or override election
Year 4 Goal: Determine and utilize how much 5 year strategic plan’s strategic priority implementation will cost beyond existing revenue thresholds
Year 5 Goal: Identify what to keep, eliminate, and/or add
Strategic Priority 3: School Finance Education and Transparency – TUSD will effectively communicate to and educate all stakeholders on the finances of the district.
Year 1 Goal: TUSD will provide accurate and timely reports with the new ERP system.
Year 2 Goal: Enable end users to produce accurate and timely reports with the new ERP system
Year 3 Goal: Increase the capacity of the district to disseminate financial briefings and updates to stakeholders at the district and site level
Year 4 Goal: Provide data that is easily understood by all stakeholders
Year 5 Goal: Become the leading Southern Arizona school district for analyzing, utilizing and providing data effectively
Strategic Priority 4: Legislative Advocacy – TUSD will collaborate with legislature to develop strong relationships that promote advocacy for education.
Year 1 Goal: TUSD will increase awareness in public education funding and issues.
Year 2 Goal: TUSD will develop an outreach committee to address funding in public education that will speak to various organizations regarding education funding and expenditures.
Year 3 Goal: TUSD will ensure district transparency by disseminating information on how district is utilizing funding and resources.
Year 4 Goal: Utilize and participate in a leadership outreach team among Southern Arizona school districts to speak to legislative funding issues as a

united voice to legislature
Year 5 Goal: Become the leading school district for Southern Arizona promoting Legislative Advocacy for Education
Strategic Priority 5: External Funding to Support Strategic Priorities – TUSD will actively seek and identify external funding to leverage resources which enhance student achievement.
Year 1 Goal: TUSD will create a multi-tiered financial needs assessment that identifies external funds and resources to support student achievement.
Year 2 Goal: TUSD will create a comprehensive four-year plan for the addition of site-based fund development programs that will support district initiatives and student achievement.
Year 3 Goal: TUSD will expand the comprehensive grants plan to include foundations.
Year 4 Goal: TUSD will establish teams representing multi-tiered groups that will meet to design and develop funding applications for identified needs and initiatives.
Year 5 Goal: TUSD will assess, refine and enhance the multi-tiered comprehensive external funding plan.

COMMUNICATIONS

Strategic Planning Sub-Committee Communication
Strategic Priority 1: Strategic Plan Presentation and Communication – TUSD will communicate the major initiatives of the Strategic Plan.
Year 1 Goal: Inform teachers and administrators about initiatives in the Strategic Plan
Year 2 Goal: Staff understanding of and communication about the Plan increases
Year 3 Goal: Teachers and administrators will share the plan with parents and students
Year 4 Goal: Teachers and administrators, students, and parents will communicate the plan to community members
Year 5 Goal: Communication with employees, students, parents and community
Strategic Priority 2: Internal Communication – TUSD’s internal communications will enhance the coordination of departments and services in support of students and staff.
Year 1 Goal: Internal communication with staff
Year 2 Goal: Create a “grapevine” telephone or email inquiry system for staff
Year 3 Goal: Identify and mobilize a district-level crisis management team to facilitate parent engagement during emergency situations
Year 4 Goal: Create a messaging system that conveys district-wide information to faculty and staff on a real-time basis
Year 5 Goal: Ensure understanding of programs and initiatives
Strategic Priority 3: TUSD Brand – TUSD and stakeholders will develop and launch a unified TUSD Brand.
Year 1 Goal: Invite stakeholders to share opinions

Year 2 Goal: Stakeholders made aware of district's goals
Year 3 Goal: Expand information and outreach channels
Year 4 Goal: Use of advertising campaign
Year 5 Goal: Establishing a positive image of the district
Strategic Priority 4: Responsive Communication – TUSD will respond to the community's diverse information needs with culturally responsive communications.
Year 1 Goal: To determine the best avenues for communicating and interacting with diverse groups
Year 2 Goal: Begin implementation of communication plan
Year 3 Goal: Address needs and establish communication channels
Year 4 Goal: Updating channels of communication
Year 5 Goal: Meeting stakeholder needs
Strategic Priority 5: Community Engagement via Information – TUSD will develop a community engagement strategy to strengthen advocacy to TUSD.
Year 1 Goal: Create a family-focused culture that engages teachers and administrators as advocates for TUSD
Year 2 Goal: Create a family-focused culture that engages parents and students by creating champion teams designated to spread messages
Year 3 Goal: Create a family-focused culture that engages volunteers and community members by using champion teams for community outreach
Year 4 Goal: Create a family-focused culture that engages high-level community members by using champion teams to create events
Year 5 Goal: Create a family-focused culture to engage students, parents, teachers, volunteers, administration, and community partners to strengthen advocacy for TUSD