

KYRENE STRATEGIC PLAN 2023-2028

THRIVE! READY FOR THE FUTURE



HIGH SCHOOL. COLLEGE. CAREER. LIFE.

Thrive

verb

To grow, develop, succeed. It is to prosper; to flourish. To be your best self.

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KYRENE GOVERNING BOARD



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Vice President



Wanda Kolomyjec
Member



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Kevin Walsh
President



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It is with immense pride that we introduce Kyrene School District's five-year strategic plan: ***Thrive! Ready for the Future***. This comprehensive roadmap outlines our shared vision for the future and what it will take to see that vision realized. Kyrene has been providing excellence in education for 135 years, and this plan ensures our district will continue to offer the highest quality education and opportunities for all students for years to come.

The strategic plan was developed with the collective input and collaboration of a diverse range of stakeholders. Families, teachers, staff, and students in grades 3–8 participated in visioning surveys that helped inform the plan. Those same voices joined with community members and local business partners to participate in focus groups for even deeper understanding. Insights and perspectives from the surveys and focus groups were instrumental in shaping this plan, which reflects our commitment to excellence and equity in education.

We built this plan together, and it will take all of us working together to put it into action. Thank you for your unwavering support as we embark on this exciting journey to ensure all Kyrene students are ***ready to thrive in high school, college, career, and life***.

Sincerely,

Kevin Walsh
Kyrene Governing Board President



EXECUTIVE SUMMARY

SUPERINTENDENT MESSAGE

Laura Toenjes, Kyrene Superintendent

Kyrene School District began developing a strategic plan in 2022, when public education was emerging from the greatest challenges it had ever faced, in a landscape that had been fundamentally transformed. For Kyrene, this presented an opportunity, and as the District engaged thousands of stakeholders in the visioning process, a new picture emerged: of a district that measures its achievement not only on the success of its current preK-8 students but on whether they are *prepared for success in high school, college, career and life.*

Educating the future of our community and our world is no small feat, and designing a system that ensures each and every student is set up to succeed can feel as big as launching a person into space.

In 1962, President John F. Kennedy was touring NASA when he stopped a janitor to ask what he was doing. The janitor looked at the President and told him, "I'm helping to put a man on the moon." And, together, they did it! That moment in history demonstrates what's possible when everyone in a system has the same driving force and a common goal, whether in the White House or in the halls of NASA.

In Kyrene, we discovered our own "man on the moon" focus in that vision of future student success.



Superintendent Toenjes with students at Kyrene de la Mirada Leadership Academy.

READY TO THRIVE

Kyrene School District is focused on every student being Ready to Thrive. In Kyrene, this means that every one of our Kyrene Kids is growing and on track at each grade level to ultimately advance from grade 8 ready to thrive in high school and beyond.

Therefore, our singular focus and the work of every employee in Kyrene is to empower and prepare Kyrene students to thrive in high school, college, career and life.

Our strategic plan is not about changing students. Our work is about redesigning, reengineering and transforming systems. It is about creating the conditions and environment in which every student can become the very best version of themselves. This work is only possible when it is rooted in a commitment to equity.

COMMITMENT TO EQUITY

Kyrene's diversity is a quality to be valued, respected, and celebrated. The Board supports excellence for each student and staff member and promotes fair and equitable practices for all students and staff, in which everyone receives learning experiences and supports that expand opportunities for growth and achievement. The educational and workplace policy establishes that each student, family, employee, and stakeholder should have a sense of belonging within our District, without bias or discrimination.

With a laser focus on students and a foundation in equity, Kyrene developed the cornerstones of the Strategic Plan: *The Kyrene Promise, the Portrait of a Kyrene Kid, and the Kyrene Key Values.*

These cornerstones tell the story of who we are and our shared vision for the future. To achieve that vision, Kyrene has identified three Strategic Imperatives: ***Future Ready Schools, Highly Engaged People & Culture, and Optimal Operations & Resources.*** Within each imperative, there are multiple initiatives that will be implemented over the next five years to reach our goals.

A strategic plan is not meant to be a collection of our daily responsibilities or all of the many things we do—and will continue to do—so well in Kyrene. Rather, strategic planning is about defining areas that need focused attention through targeted initiatives. Kyrene School District has set clear goals for the future. It is our belief that if we focus on the initiatives identified in this strategic plan, we can achieve those goals by 2028, to ensure all Kyrene students are ready to thrive!



CORNERSTONES



The strategic plan tells the story of who we are and our shared vision for the future.



STRATEGIC PLAN CORNERSTONES

A strategic plan must be built on a solid foundation. Kyrene established that foundation through the development of several cornerstone pieces that provide the framework on which the entire strategic plan is built. Each cornerstone serves a different purpose: defining what makes Team Kyrene exceptional, identifying the traits that will prepare our students to excel, and establishing Kyrene's promise for the future.

Portrait of a Kyrene Kid

The Portrait of a Kyrene Kid reflects our community's collective vision of the skills, traits and competencies each of our students should exemplify by the time they complete grade 8, in preparation for high school, college, career and life.

The Kyrene Promise

The Kyrene Promise is a vision and a mission all rolled into one unifying commitment. The Governing Board adopted the promise language to express both the action and the expected outcome if Kyrene creates the right environments and circumstances for student success.

Kyrene Key Values

Kyrene's Key Values are the traits we embody as educators. Every single employee in Kyrene plays a role in the education of each child. Our shared values define who we are and what it takes to meet our responsibilities to students, to each other and to our community.



**ADAPTABLE
LEARNER**



SELF-ADVOCATE



**COMMUNITY
CONTRIBUTOR**

PORTRAIT OF A KYRENE KID



READY FOR THE FUTURE.
HIGH SCHOOL. COLLEGE. CAREER. LIFE.



COMMUNICATOR



**CRITICAL
THINKER**



**PROBLEM
SOLVER**



COLLABORATOR

ADAPTABLE LEARNER

I possess the desire to learn, unlearn, and re-learn. I believe in the ability to master challenging concepts and demonstrate positive attitudes about learning.

SELF-ADVOCATE

I demonstrate personal agency. I possess confidence in my ability to reflect, overcome adversity, appropriately express needs, and act with purpose.

COMMUNITY CONTRIBUTOR

I pursue opportunities, actions and contributions that positively impact the community and the world. I demonstrate global and cultural citizenship through empathy and respect for others.

COMMUNICATOR

I articulate thoughts and ideas effectively, using spoken, written, and nonverbal skills in a variety of forms and contexts. I listen effectively to interpret meaning and intentions.

CRITICAL THINKER

I demonstrate thinking that is clear, rational, open-minded, and informed by evidence. I am able to analyze and evaluate difficult or complex situations, and I ask questions to further understanding.

PROBLEM SOLVER

I exhibit steadfastness in achieving success despite difficulty, opposition, or failure. I am able to identify and prioritize solutions.

COLLABORATOR

I engage with others by honoring and leveraging diverse perspectives and strengths to achieve shared goals.

THE KYRENE PROMISE



WE PROMISE to provide welcoming, inclusive learning environments in which every student is honored, valued, and feels a strong sense of belonging and purpose.



WE PROMISE to provide rigorous, responsive learning environments in which every student is given what they need to develop knowledge, skills, confidence, and a passion for learning.



WE PROMISE to provide vibrant, world class learning environments in which every student believes they are empowered and prepared to make a meaningful impact on a rapidly changing world.





KYRENE **KEY** VALUES

CONNECTION

We build and maintain trusting relationships so that our students, families and staff are seen, heard and valued.

COMPASSION

We treat and respond to others with dignity, understanding, empathy and kindness.

COURAGE

We possess the moral and mental strength to do what is right, even when it is challenging.

COLLABORATION

Together, we make a difference, by learning and working in unity to deliver excellence for our students, colleagues and community.

CURIOSITY

We reach beyond our comfort zone to explore innovative and unconventional ideas with a sense of wonder.

ACADEMIC EQUITY & EXCELLENCE

A man with a beard and a flat cap, wearing a denim jacket over a patterned sweater, is pointing at a whiteboard in a classroom. The whiteboard has a grid and some text on it. The background is a blurred classroom setting.

We believe every student can learn and achieve at high levels.

DISTRICT GOALS

Our District goals outline the student outcomes we expect to see by 2028. These goals serve to create alignment throughout the organization and to hold us accountable on how to best meet the needs of each of our students.

Early Literacy

85%

Beginning with the kindergarten class in 2024-25, at least 85% of kindergarteners will meet end-of-year DIBELS reading benchmarks, so that by 2027-28, at least 85% of students in grades K-3 are meeting end-of-year benchmarks. *[Kindergarten Baseline in 2022-23 is 74%]*

Academic Progress

70%

By 2027-28, increase the District's Academic Progress percent to at least 70% as measured by the weighted average of students passing, growing, and on-track on state English Language Arts and Math assessments. *[Baseline in 2022-23 is 57%.]*

Sense of Belonging

+10%

By 2027-28, the percent of favorable responses on the sense of belonging items on the end-of-year Panorama survey will increase by at least 10% for students in grades 6-8. *[Baseline in 2022-23 is 39%]*

Equity

∞

By 2027-28, student groups will be more proportionately represented in advanced coursework, gifted identification, discipline referrals and in and out of school suspensions.



THEORY OF ACTION

Kyrene's strategic planning began around a theory of action.

A theory of action is a concise statement, expressed as a chain of reasoning, that provides the rationale behind the selected strategies. It is a hypothesis of how specific actions will translate to desired outcomes.

If We...

empower district and school leaders to create interconnected, equitable systems that foster collaboration, support, accountability and transformation.

Then We...

will ensure that every teacher provides rigorous and responsive instruction for all students based on their individual needs, which increases the likelihood students will develop knowledge, skills, confidence and a passion for learning.

So That...

every Kyrene student is growing and on track at each grade level to ultimately advance from grade 8 ready to thrive in high school, college, career and life.



IMPERATIVES & INITIATIVES

A photograph of two young girls standing outdoors at a playground. The girl on the left has long blonde hair and is wearing a bright pink hoodie. The girl on the right has dark hair pulled back and is wearing a light blue and white patterned sweatshirt. Both girls are smiling broadly. The background is a blurred playground with blue and yellow equipment under a clear blue sky.

It is our responsibility to help students develop the knowledge and skills needed for the future.

STRATEGIC IMPERATIVES

To realize the Kyrene Promise and effectively implement our theory of action, Kyrene School District has established three strategic imperatives: *Future Ready Schools*, *Highly Engaged People & Culture*, and *Optimal Operations & Resources* that represent the priority areas we will focus on in the next few years. Each *imperative* has aligned strategic *initiatives* that reflect the high leverage actions we will take over the next five years.



READY FOR THE FUTURE
HIGH SCHOOL. COLLEGE. CAREER. LIFE.



FUTURE READY SCHOOLS

We believe every student can learn and achieve at high levels, and it is our responsibility to help them develop the knowledge and skills needed to prepare them for the future. We achieve this through strategic initiatives that accelerate student progress and support the whole learner.

STRATEGIC INITIATIVES

Early Literacy

Prioritize PK-3 literacy and increase access and participation in high-quality early literacy experiences so that every Kyrene student is reading at or above grade level by third grade.

Growth Continuum Model

Apply a growth continuum model focused on actionable student outcome data to expand implementation of the student portrait and accelerate learning.

Social-Emotional Wellness

Increase the integration of developmentally and culturally appropriate social emotional learning with fidelity throughout the school day.

Integrated Educational Technology

Leverage and integrate technology into teaching and learning to accelerate and sustain high impact, engaging and learner-centered instruction across in-person, remote, and hybrid learning modalities.

Whole Learner Focused

Create a culture focused on the whole learner (whole learner means the entire learning system is designed to meet the core needs for safety, critical thinking and cognition skills, literacy and numeracy, physical health and social emotional well-being) that promotes the social, emotional, academic, and cognitive growth for every PK-8 Kyrene learner.

Dynamic Teaching and Learning Environments

Expand dynamic, inclusive teaching and learning environments that empower today's modern learners to co-author their personal learning journeys.



HIGHLY ENGAGED PEOPLE & CULTURE

Excellence takes all of us: teachers, leaders, staff, families and community. Students thrive when we all share a vision and work collaboratively to achieve it. We believe in the power of a school-home partnership and in the positive impact our community partners have on schools.

STRATEGIC INITIATIVES

Teacher and Leader Portraits

Develop and implement teacher and leader portraits that identify specific competencies, knowledge, and skills needed to support high-quality teaching and learning.

Employee Wellness

Enhance and promote responsive wellness programs/services across the District.

Innovative Staffing Models

Expand innovative staffing models that provide comprehensive student support and are adaptable and responsive to the unique needs of each school and department, as well as the changing landscape of education.

High-Leverage Partners

Expand high-leverage internal and external partnerships for innovative solutions to address organizational barriers and to engage educators, students, families, and community partners in collective decision making that promotes a shared responsibility for student success.

Support and Accountability

Cultivate and foster a culture of support and accountability where all educators (teachers, leaders, and support staff) are valued for their diverse contributions and can function at their highest level.

- *Implement professional development that provides high-quality, differentiated, and ongoing training, mentorship, and coaching for all employees, aligned with the strategic imperatives and goals.*
- *Strengthen informal and formal performance evaluation systems with feedback loops at the employee, school and District level.*

Modernize Recruitment and Retention Practices

Transform the organization's recruitment and retention practices to align with modern trends to be responsive to the evolving needs of the organization, and to attract top talent.



OPTIMAL OPERATIONS & RESOURCES

It is our responsibility to build systems and infrastructure that support safe and effective learning environments. We also know every student is different, and we must offer innovative programs and school options in which students can thrive.

STRATEGIC INITIATIVES

Long-Range Facilities Plan

Develop and implement a long-range plan that addresses projected enrollment trends and maximizes the use of schools and facilities.

Teaching and Learning Conditions

Conduct a comprehensive review of the existing teaching and learning systems-wide conditions and develop and implement a plan to address identified needs.

Program Evaluation

Apply a rigorous system of evaluation to ensure systems and operations are interconnected, efficient and effective, for maximum academic return on investment.

Resource Allocation

Allocate resources equitably and efficiently to respond to enrollment trends and to enhance the district portfolio of innovative, competitive models that meet the needs and interests of all students.

Tiered Supports

Create a system of support that is tiered, providing resources and varying levels of autonomy based on performance and needs.



KYRENE SCHOOLS

Ahwatukee

MIDDLE SCHOOL

Kyrene Akimel A-al

2720 E. Liberty Lane
Phoenix, AZ 85048

Kyrene Altadeña

14620 S. Desert Foothills Parkway
Phoenix, AZ 85048

Kyrene Centennial

13808 S. 36th Street
Phoenix, AZ 85044

ELEMENTARY SCHOOL

Kyrene de los Cerritos Leadership Academy

14620 S. Desert Foothills Parkway
Phoenix, AZ 85048

Kyrene de la Colina

13612 S. 36th Street
Phoenix, AZ 85044

Kyrene de la Esperanza

14841 S. 41st Place
Phoenix, AZ 85044

Kyrene de la Estrella

2620 E. Liberty Lane
Phoenix, AZ 85048

Kyrene de los Lagos Dual Language Academy

17001 S. 34th Way
Phoenix, AZ 85048

Kyrene de las Lomas

11820 S. Warner-Elliot Loop
Phoenix, AZ 85044

Kyrene del Milenio

4630 E. Frye Road
Phoenix, AZ 85048

Kyrene Monte Vista

15221 S. Ray Road
Phoenix, AZ 85048

Kyrene de la Sierra

1122 E. Liberty Lane
Phoenix, AZ 85048

K-8 SCHOOL

Kyrene Digital Academy

Fully Online K-8 School
Office located at Kyrene Centennial

Chandler

MIDDLE SCHOOL

Kyrene Aprende

777 N. Desert Breeze Blvd. East #2
Chandler, AZ 85226

Kyrene del Pueblo

360 S. Twelve Oaks Boulevard
Chandler, AZ 85226

ELEMENTARY SCHOOL

Kyrene de las Brisas

777 N. Desert Breeze Blvd. East #1
Chandler, AZ 85226

Kyrene del Cielo

1350 N. Lakeshore Drive
Chandler, AZ 85226

Kyrene de la Mirada Leadership Academy

5500 W. Galveston Street
Chandler, AZ 85226

Kyrene de la Paloma Arts Integration Academy

5000 W. Whitten Street
Chandler, AZ 85226

PREK-8 SCHOOL

Kyrene Traditional Academy

3375 W. Galveston
Chandler, AZ 85226

Tempe

MIDDLE SCHOOL

Kyrene Middle School IB Middle Years Programme

1050 E. Carver Road
Tempe, AZ 85284

ELEMENTARY SCHOOL

Kyrene de la Mariposa Computer Science Academy

50 E. Knox Road
Tempe, AZ 85284

Kyrene de los Niños

1330 E. Dava Drive
Tempe, AZ 85283

Kyrene del Norte Dual Language Academy

1331 E. Redfield Road
Tempe, AZ 85283

C.I. Waggoner

1050 E. Carver Road
Tempe, AZ 85284

PREK-8 SCHOOL

Kyrene de las Manitas Innovation Academy

1201 W. Courtney Lane
Tempe, AZ 85284



**Thank you to our community
for the time invested helping
Kyrene develop this plan.
Excellence takes all of us.**

