

INSPIRE



2022

**STRATEGIC**  
PLAN

Scottsdale *Unified*  
SCHOOL DISTRICT

# INSPIRE. LEARN. LEAD.

Student achievement and academic success are at the heart of everything we do in the Scottsdale Unified School District. This is where we inspire students to learn and, ultimately, lead. It is that expectation that informs this strategic plan and our initiatives going forward.

The journey to becoming a world-class, future-focused school district requires an ambitious and clear strategic plan. This is that plan, which builds on our 125-year legacy of success and positions us to usher in another century of educational excellence.

Our planning began in February 2021. That's when, while still navigating challenges posed by the global coronavirus pandemic, more than three dozen stakeholders met virtually, shared what mattered most to them, and later gathered in person to approve the agreed-upon SUSD Vision, Mission, and Values.

The second phase of the planning process produced five goal areas with specific commitments designed to ensure we achieve our vision of engaging all students in world-class, future-focused learning. These goals and commitments provide the framework for how SUSD will act to create a robust and compelling educational agenda focused on the success of each and every student in our district.

The final phase of the planning process resulted in identifying specific initiatives that will help us move from planning to implementation. Additionally, it was important to identify Key Performance Indicators (KPIs) that will ensure accountability and reflect the extent to which we are successful in achieving the goals set forth in the strategic plan. This plan is, first and foremost, a testament to our focus on teaching and learning. By setting the standard as world-class, the members of the Scottsdale community have made it clear that we will not settle for "good enough." Our children deserve every opportunity to realize their full potential, and this plan is designed with that in mind.

Many thanks to the members of our Strategic Planning Committee in each of the three phases. This 16-month process required the time, talent, and attention of many, and will inspire a lasting, positive community impact for generations to come.



**DR. SCOTT A. MENZEL**



# ABOUT SUSD

## PREPARING STUDENTS FOR SUCCESS SINCE 1896.



Scottsdale is the premier destination for public education, attracting students and staff from throughout the Valley of the Sun. SUSD inspires excellence in teaching and learning. This is where, for more than 125 years, students have come to be inspired to design their dreams, realize their passions, and achieve success in college and careers. The root of this reality rests squarely on the shoulders of committed educators who will differentiate and innovate 'on the fly' to further inspire students to reach new heights.

Founded on the idea of surpassing expectations while relentlessly pursuing excellence, we now continue the next phase of our journey. Our strategic plan, *Inspire*, focuses on strategic initiatives that keep us future-focused while continuing to meet the needs of the day. *Inspire* will keep SUSD shining and student success soaring.



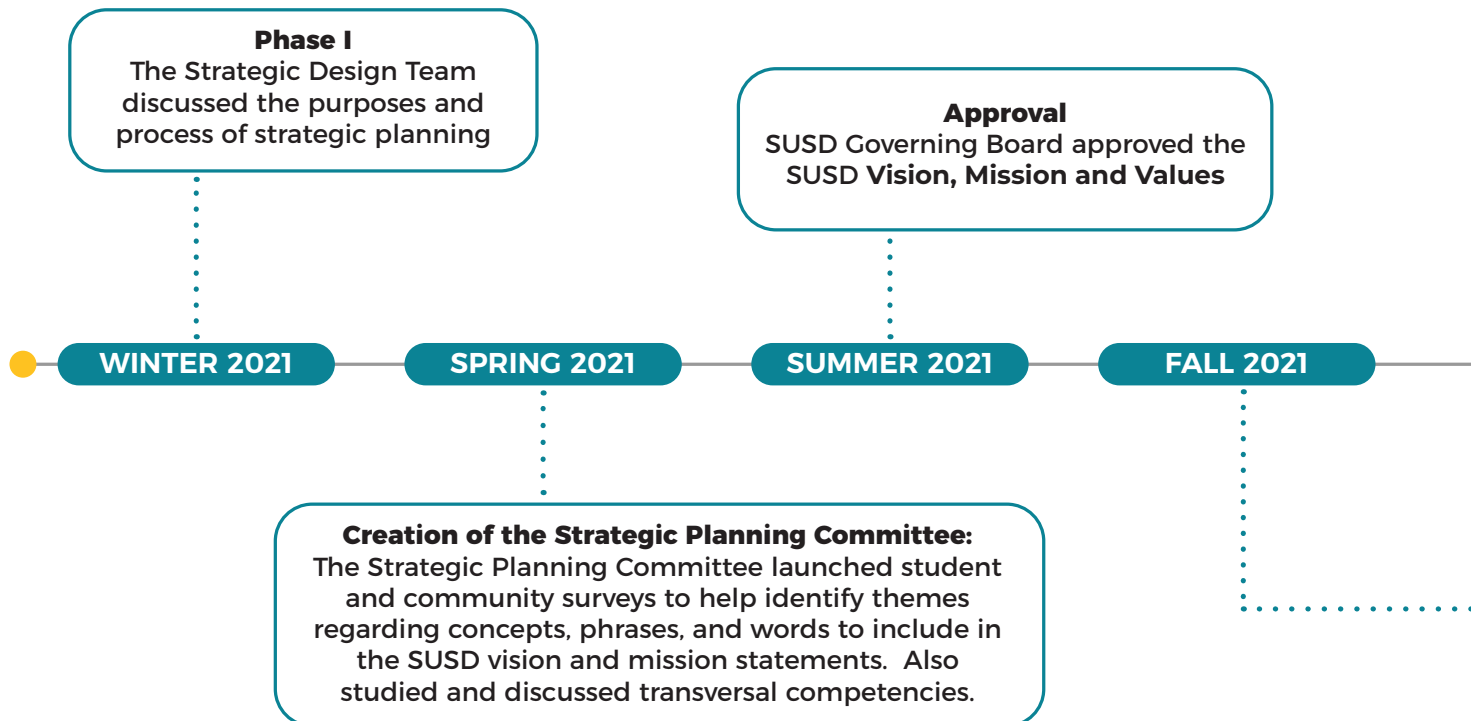
# THE PROCESS

SUSD engaged in a broad, wide-ranging, future-focused planning process that engaged the Scottsdale community at-large to articulate a vision for the District's future that is both aspirational and inspirational.

The SUSD Strategic Planning Process was comprised of three phases:

- **Phase One:** Determine the District-wide Vision, Mission, and Values
- **Phase Two:** Develop the District-wide Strategic Goals, supported by specific commitments
- **Phase Three:** Initiatives to formalize Implementation and Key Performance Indicators (KPIs)

# TIMELINE







“

*I learned that there are so many people in SUSD who care about the success of students.*

”

– Strategic Planning Design Team Member

**Approval**  
SUSD Governing Board approved the Strategic Goals and Commitments

**Adoption of Strategic Plan**  
The final strategic plan was presented to the Governing Board and voted on for official approval and adoption

WINTER 2022

SPRING 2022

SUMMER 2022

**Phase II**  
Drafted Strategic Goals aligned with the Vision, Mission and Values: Academic Excellence, Culture and Climate, Talented and Qualified Professionals, Community Engagement and Partnership, and Optimized Resources. Also studied and discussed Marc Tucker’s *9 Building Blocks for a World-Class Education System*, (Washington, DC: National Center on Education and the Economy, 2016)

**Phase III**  
Drafted KPIs and Initiatives

# SUSD

## VISION, MISSION, VALUES

### VISION

*Engaging all students in world-class, future-focused learning.*

### MISSION

*We inspire, motivate, and empower all to think critically, act collaboratively, and embrace diversity for a life of intellectual exploration, community engagement, and personal growth.*

### VALUES

#### **EXCELLENCE:**

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*We nurture a growth-minded culture of high expectations, creativity, persistence, and self-discipline.*

#### **We demonstrate this value by**

- Providing authentic, relevant, and real-world, problem-solving opportunities.
- Ensuring a safe, supportive, and inclusive environment where learners can engage in world-class, future-focused educational opportunities.
- Engaging in comprehensive, multi-tiered systems of support to ensure academic growth for all students.
- Cultivating collaborative and innovative learning opportunities that embrace student voice and choice.
- Fostering an environment where students learn resilience and perseverance on their path to success.

#### **INTEGRITY:**

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*We demonstrate honesty, transparency, and reliability through our words and actions.*

#### **We demonstrate this value by**

- Being ethical, responsive, authentic, and accountable.
- Following through with commitments and responsibilities.
- Showing respect for others and valuing others' time.
- Providing constructive feedback with positive intentions.



## **EMPATHY:**

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*We welcome all with kindness, love, compassion, and joy.*

### **We demonstrate this value by**

- Listening with the purpose of understanding.
- Accepting and supporting each individual's unique needs and challenges.
- Seeking common ground while acknowledging our differences and biases.
- Demonstrating care and kindness for one another in our daily lives.
- Valuing each individual's dignity, diversity, and qualities.

## **TRUST:**

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*We earn the confidence of stakeholders through accountability, openness, and authenticity.*

### **We demonstrate this value by**

- Aligning our actions with our words.
- Providing timely, open, and honest communication.
- Taking ownership of decisions and actions, being receptive to feedback, and committing to continuous improvement.
- Engaging families and community partners in mutually beneficial ways to support student success.

## **INCLUSION:**

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*We create an equitable environment where everyone is respected, is treated with dignity, and has a sense of belonging.*

### **We demonstrate this value by**

- Creating a positive and welcoming climate.
- Listening to and valuing all voices.
- Building a culturally responsive environment that embraces diversity.
- Incorporating restorative practices that teach responsibility for actions and promote constructive resolutions toward positive outcomes.

## **UNITY:**

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*We connect across communities to advance educational opportunity for all.*

### **We demonstrate this value by**

- Aligning our efforts toward a shared vision for educational excellence.
- Respecting and welcoming individuals' thoughts and perspectives to advance common goals.
- Creating the space to share ideas, resources, and community partnerships within and across learning communities.
- Fostering cohesiveness between students, staff, parents, and the community.



# STRATEGIC GOALS

## GOAL 1 - ACADEMIC EXCELLENCE:

*Challenge and inspire students to reach high levels of achievement so they thrive as confident, dynamic, future-ready learners equipped to pursue their passions and ambitions.*

## GOAL 2 - CULTURE AND CLIMATE:

*Cultivate positive relationships to build an inclusive, equitable, nurturing environment that creates conditions for highly effective teaching, learning, and leading.*

## GOAL 3 - TALENTED AND QUALIFIED PROFESSIONALS:

*Attract, hire, develop, support, and retain highly qualified, passionate, and talented professionals.*

## GOAL 4 - COMMUNITY ENGAGEMENT & PARTNERSHIP:

*Foster relationships with mentors, volunteers, and business partners to provide real-world opportunities for students that enhance and strengthen our community.*

## GOAL 5 - OPTIMIZED RESOURCES:

*Generate and utilize resources to maximize educational opportunities in order to ensure organizational health.*



# STRATEGIC GOALS & COMMITMENTS



*Our ALC teachers knew that our group just processed class information and assignments differently than most other kids. It has prepared me to succeed in a very busy post-high school journey and has allowed me to create my own seat, creating my own version of success.*



— Kaseylee Chrisman,  
Chaparral HS, Class of 2022



## GOAL 1 - ACADEMIC EXCELLENCE:

***Challenge and inspire students to reach high levels of achievement so they thrive as confident, dynamic, future-ready learners equipped to pursue their passions and ambitions.***

### COMMITMENTS:

- 1.1 Provide learning opportunities that ensure all students graduate prepared for relevant and viable postsecondary higher learning and careers.
- 1.2 Cultivate critical and creative thinking by integrating problem-based learning opportunities throughout the curriculum.
- 1.3 Utilize culturally responsive teaching to meet the diverse learning needs of students.
- 1.4 Provide timely and effective differentiated instructional practices that monitor progress, inform teaching practices, and ensure student growth.
- 1.5 Provide high-quality District early childhood opportunities to anchor the Pre-K–12 continuum of learning.





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*You are more likely to learn and grow as a student if you are comfortable on campus, and Captain bridges that gap for some of our students.*

”

— Amy Palatucci, Principal  
Coronado High School

## GOAL 2 - CULTURE AND CLIMATE:

***Cultivate positive relationships to build an inclusive, equitable, nurturing environment that creates conditions for highly effective teaching, learning, and leading.***

### COMMITMENTS:

- 2.1 Develop and sustain trust-based environments within classrooms, schools, and throughout the district.
- 2.2 Provide comprehensive, multi-tiered systems of support to create and maintain safe, productive learning environments.
- 2.3 Implement social and emotional learning opportunities continually to promote the well-being of all.
- 2.4 Offer robust extracurricular activities in all schools.



## GOAL 3 - TALENTED AND QUALIFIED PROFESSIONALS:

*Attract, hire, develop, support, and retain highly qualified, passionate, and talented professionals.*

### COMMITMENTS:

- 3.1 Utilize robust recruiting and hiring strategies.
- 3.2 Build differentiated professional learning experiences utilizing input from all district staff.
- 3.3 Create pathways for our staff and students to pursue and advance in careers in education.
- 3.4 Support employee agency, innovation, and retention by offering a superior compensation package in an environment where employees feel valued and enjoy contributing.
- 3.5 Develop and implement mentorship programs for all District staff.
- 3.6 Develop, implement, and sustain Professional Learning Communities (PLCs).



*The teachers' interest in me academically and personally made me want to do the same for children. The sense of community in this district made me want to raise my child here, as well as work here.*



— Nicole Packer, Hopi Teacher  
Arcadia HS, Class of 1993



## GOAL 4 – COMMUNITY ENGAGEMENT & PARTNERSHIP:

*Foster relationships with mentors, volunteers, and business partners to provide real-world opportunities for students that enhance and strengthen our community.*

### COMMITMENTS:

- 4.1 Establish, sustain, and expand mutually beneficial partnerships with our community.
- 4.2 Provide on and off-campus real-world learning experiences through mentorships, externships, and internships.
- 4.3 Create and expand opportunities for stakeholder collaboration to inform school and district decisions.
- 4.4 Provide service-learning opportunities that foster the growth of positive community relationships and partnerships.



*...it was the Healthcare Careers course offered at Saguaro HS that truly laid the foundation for what is now a successful career in healthcare. This course not only provided both HS and college credit, but it also allowed me to become a Certified Nursing Assistant, starting work at what is now HonorHealth Shea Hospital the day after I graduated HS. I have now been working as a Board-Certified Family Nurse Practitioner for the last 9 years.*

— Heather Koll,  
Desert Mountain HS, Class of 2004





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*SUSD absolutely does the best job of keeping residents of their district informed about how their money is invested in students. We know and trust what is going on with the community's dollars.*

”

— Wally Graham, Member  
SUSD Bond Oversight Committee

## GOAL 5 - OPTIMIZED RESOURCES:

***Generate and utilize resources to maximize educational opportunities in order to ensure organizational health.***

### COMMITMENTS:

- 5.1 Align and prioritize district and site budgets with the goals and commitments in the strategic plan.
- 5.2 Prioritize time and resources in order for professionals to meet the goals and commitments in the strategic plan.
- 5.3 Ensure equitable distribution of resources to meet the needs of our students.
- 5.4 Develop and implement a marketing plan that reflects and enhances the SUSD brand.
- 5.5 Optimize digital technology systems to increase efficiency and improve access for all stakeholders.



# INITIATIVES

To fulfill our mission, live our values, and achieve our goals, we must identify and implement strategic initiatives. Strategic initiatives are the means through which an organization translates its goals and vision into practice. Each initiative requires a comprehensive plan, a road map to success, uniting people in an organization around the same objective. High-performing Initiative Implementation Teams collectively work towards achieving corresponding goals and commitments.

Strategic Initiatives	Description	Supporting Goals and Commitments
<b>MTSS (Academic and Behavioral)</b>	Integrate evidence-based academic, behavioral, and social-emotional instructional practices to address the needs of all students — educating the whole child. Support each student in realizing success as they actively engage in future-focused educational experiences.	1.1, 1.2, 1.3, 1.4, 1.5 2.1, 2.2, 2.3, 2.4 3.6
<b>Innovation in Teaching and Learning</b>	Explore, implement, and expand innovative teaching and learning practices to create dynamic learning environments where students develop the knowledge, skills, and dispositions for success in an ever-changing world — and examine and identify opportunities to redesign schools as workspaces, rethinking master schedules and how we use time to afford more opportunities for teachers to engage in meaningful collaboration.	1.1, 1.2, 1.5 2.4 3.1, 3.2, 3.3, 3.4, 3.5, 3.6 4.1, 4.2, 4.3, 4.4
<b>Talent Attraction and Retention</b>	Attract, hire, develop, support, and retain highly qualified, passionate, and talented professionals.	2.3 3.1, 3.2, 3.3, 3.4, 3.5, 3.6 5.2
<b>Strategic Partnerships</b>	Identify opportunities for organizations to partner with SUSD for the benefit of students, staff, and the community. Codify the requirements, regulations, and norms for those partnerships. Enhance the SUSD brand through stakeholder engagement and create goodwill and ambassadors within the community.	1.1, 1.2 2.1 3.3 4.1, 4.2, 4.3, 4.4 5.4
<b>Optimized Learning Resources (Financial, physical, digital)</b>	Align budgets to meet the strategic plan initiatives — optimizing budgets, reviewing facilities standards, and improving the efficiency and effectiveness of digital resources.	5.1, 5.2, 5.3, 5.4, 5.5

## IMPLEMENTING INITIATIVES



# SUMMARY

*The students are our “why.” This strategic plan is our “how.”*

After months of listening and learning, elevating the voices of all stakeholders, and reaching consensus regarding who we are and where we want to go, now the real work begins.

This strategic plan’s legacy, honoring all those who participated in the planning process, rests squarely with our initiative teams that will work to encourage and empower employee groups across all 29 campuses, one online school, and many district sites to fulfill our vision of engaging all students in world-class, future-focused learning.

We look forward to the initiative’s moving from initial implementation to sustained results. This plan will be the engine that continues to drive this district and inspire even greater academic gains and opportunities for our students.

Key Performance Indicators (KPIs) will be reported to the Governing Board. We look forward to putting in the work and realizing our collective potential through the successes of our students and staff alike.

Thank you for choosing us. This plan is for you, that is the person who chooses to work here as much as the family that chooses to enroll their children here. We dedicate ourselves to this plan, this community, and this mission to *inspire, motivate, and empower all to think critically, act collaboratively, and embrace diversity for a life of intellectual exploration, community engagement, and personal growth.*

“ I came in thinking I had all the answers, but soon realized that all the perspectives and discussions together produced the most valuable outcomes.”

– Strategic Planning Design Team Member



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**CONTACT**

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