

Goal	KPI (Priority KPIs in bold font)	Performance Target/Outcome 2023-24
<p><b>ACADEMIC EXCELLENCE</b>  <i>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.</i></p> <p>* Note: Academic KPIs reflect key “gateway” indicators known to be markers for academic achievement.</p>	<p><b>Increase the percent of students showing academic proficiency in 3rd grade ELA, 8th grade Math, 9th grade ACT Aspire, and 11th grade ACT Composite.</b></p>	<p>Increase by 3% (68% or higher.)</p> <p>Increase by 3% (53% or higher).</p> <p>Increase by 3% (41% or higher).</p> <p>Increase composite score to 21.3 or higher and percentile rank to 63 or higher.</p>
	<p><b>Decrease percentage of students scoring minimally proficient in math on state assessment.</b></p>	<p>Decrease by 3% or more at the middle level:          6th Grade Math = 25%          7th Grade Math = 32%          8th Grade Math = 30%</p>
	<p><b>Increase the number of students earning a C or better in Algebra I by end of 9th grade.</b></p>	<p>Increase percentage of students earning a C or better -- 76% or higher.</p>
	<p>Increase CTE program completers and industry certifications.</p>	<p>Maintain or increase both metrics:           At least 775 Completers/Concentrators (or more)           At least 160 Industry Certifications (or more)           (Use Participant and Concentrator report from ADE.)</p>
	<p>Increase college enrollment and student persistence (students who return for a second year.)</p>	<p>Increase the percent of students enrolled in college the first year after high school -- by at least 3% (73% or higher).</p> <p>Maintain or increase the percent of students enrolled in college who returned for a second year -- 91% or higher.</p>
	<p>Increase or maintain graduation rates.</p>	<p>Increase the 4 year graduation rate to 95% or above.</p>
	<p>Increase the percent of students enrolled and earning a C or higher in AP, IB or Dual Enrollment courses.</p>	<p>Maintain or increase the percent of students enrolled (65% or greater) and earning a C or higher (94% or higher) in AP, IB or Dual Enrollment.</p>
	<p>Increase the percent of students across demographics (including underrepresented populations) enrolled in college-level courses (AP, IB, Dual Enrollment).</p>	<p>Increase percent of students enrolled in college level courses by 1% or more - each demographic.</p>
	<p>Increase the number of our Quality First early learning program ratings of 4 or 5 stars by EOY 25-26.</p>	<p>50% or more of Early Learning Programs earn Quality First ratings of 4 or 5 stars by EOY 25-26.</p>

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<b>TALENTED and QUALIFIED PROFESSIONALS</b> <i>Attract, hire, develop, support, and retain highly qualified, passionate, and talented professionals.</i>	Increase the number of pathways (opportunities for ongoing development to increase capacity in current position or for career growth) -- certified, classified and admin.	a. 80% of prospective teacher residency/fellows students enrolled, maintain enrollment in programs (mitigating for life circumstances)  b. Introduce Danielson Framework  c. Develop and survey aspiring administrators and develop framework for growing our own/aspiring admin program.  d. Develop and survey administrative support for targeted mentorship and develop framework for classified admin mentorship and development program.
	Support retention by offering a superior compensation package -- fostering an environment where employees feel valued.	Complete a compensation study to determine positions (hard to fill; under/over market value) -- and make recommendations for salary adjustment.
	<b>Increase the retention rate of quality employees from one school year to the next -- per employee classification.</b> (Exempt retirements, separations due to performance, and those moving from area.)	Increase certified staff retention rate from 22-23 SY.
	Increase the percent of positive responses to professional learning experiences reported by teachers.	Align SUSD PD Feedback/Survey to Danielson tool -- fall 2023.  Consistently use 23-24 SY to establish baseline for 24-25.
	Maintain or increase the percent of appropriately certified teachers.	FY 24 = 94% or above  Identify and provide targeted supports to emergency cert teachers.
	Create systems for improved recruitment and hiring practices to minimize position vacancies.	<ul style="list-style-type: none"> <li>- Create placement schedules.</li> <li>- Standardize and streamline job postings.</li> <li>- Refine termination codes to provide more meaningful separation reasons for analysis.</li> <li>- Adopt electronic resignation form.</li> <li>- Establish timelines for recruitment/hiring: reviewing applicants, scheduling interviews, and processing hiring requests.</li> <li>- Automotize personnel agenda.</li> <li>- Ensure communication timelines and follow-through with prospective employees designed to meet Scottsdale standard of excellence.</li> </ul>

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<b>CULTURE AND CLIMATE</b> <i>Cultivate positive relationships to build an inclusive, equitable, nurturing environment that creates conditions for highly effective teaching, learning, and leading.</i>	<b>Increase attendance for students.</b>	Increase Student Attendance Rate to at least 92.50% or greater.
	Reduce the total number of staff "excessive absences."	Reduce the total number of staff "excessive absences" by 5%.
	Increase the percent of students, staff and families indicating positive choices (agree and strongly agree) on key satisfaction indicators measured in school level climate surveys.	Increase the percent of all stakeholders indicating positive choices -- 80% or more.  I feel supported by my teachers.  I feel like am connected to my school.  Adults at my school care about kids.
	Increase participation rate on school level climate surveys -- all stakeholders.	Increase participation rate by 20% -- all stakeholder/groups.
	Decrease the number of discipline incidents for students.	Decrease the number of discipline incidents of students by 3%. (3643 -110 = 3533)
	Increase the percentage of students reporting Protective Factors (opportunities for prosocial involvement) in school	Increase percentage of students reporting Protective Factors (72.1 or more).
	Decrease the percentage of students reporting risk factors (low commitment to school).	Decrease the percentage of students reporting risk factors (Less than 61.9 %)
	<b>Increase percent of students participating in *extracurricular (e.g., sports, clubs) and co-curricular activities (e.g., fine arts and drama, music/band).</b>	Increase percent of students participating in extracurricular and co-curricular activities by 4%.
	Increase the number of *extracurricular (e.g., sports, clubs) and co-curricular activities (e.g., fine arts and drama, music/band).	Increase the number of sports or co-curricular activities/offers by at least 1 at grades 9 and 10 - at each high school.

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<b>COMMUNITY ENGAGEMENT &amp; PARTNERSHIP</b> <i>Foster relationships with mentors, volunteers, and business partners to provide real-world opportunities for students that enhance and strengthen our community.</i>	Increase the number of formal community partnerships that enhance opportunities for students and/or staff.	Increase the number of formal community partnerships that offer internships, externships or mentorships for students -- specifically adding 2 or more CTE internship partnerships by end of 23-24 SY.  (Note: Securing substantial partnerships with multiple opportunities for students will be prioritized.)
	<b>Increase the percent of students successfully participating in mentorships, externships, and internships.</b>	Provide and promote real world learning experiences through mentorships, externships, and internships.  Establish a baseline for work based learning opportunities and hours completed using Major Clarity.
	Increase the number of service-learning projects and opportunities in which students can volunteer.	Provide and promote Service Learning and volunteering opportunities that foster the growth of positive community relationships and partnerships.  Re-establish service-learning program/curriculum as an important action step to ensure future success.
	Increase the percent of students participating in service-learning opportunities and/or volunteering.	Re-establish baseline 23-24. (Use 2023-24 Community Volunteering enrollment numbers to inform Performance Targets moving forward.)

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<b>OPTIMIZED RESOURCES</b> <i>Generate and utilize resources to maximize educational opportunities in order to ensure organizational health.</i>	Increase Average Daily Membership (ADM).	Increase ADM above current budgeted level.
	<b>Increase student enrollment.</b>	Increase by 100th Day
	Increase per-pupil classroom spending resource categories (Instruction, Student Support, and Instructional Support)	Increase per pupil classroom spending resource categories to 71% or greater.
	Develop and implement staff ratios for certified, classified, and administrative school staff (including a review of class size parameters).	Advertise SUSD class staffing ratios to highlight our focus on optimal class sizes for instructional effectiveness.  Establish baselines for staff ratios for certified, classified and admin school staff -- during 23-24 SY.
	<b>Develop a plan to increase effective use of the district's land assets.</b>	Develop a decision-making matrix for land and facility uses.  Deliver at least one proposal(s) for Governing Board review by EOY.
	Develop a system and process to monitor utilization of district resources (software, facilities, supplemental teaching materials, etc.) to ensure efficient use and equity of access.	Establish system/process and share initial utilizations determined by EOY.
	Increase job embedded time for teachers to plan and/or collaborate to best meet the needs of learners - without increasing early release time for students.	Invite teachers and leaders to rethink master schedules and identify ways to use time better or differently to allow teachers job embedded time to plan/collaborate to best meet the needs of students - thereby cultivating supportive, collegial environments.  Share ideas across schools at leaders' meetings.