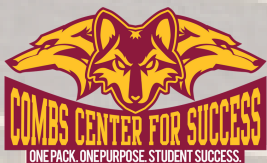




**Combs**  
J.O. Combs Unified School District  
Learning Today, Leading Tomorrow



COMBS TRADITIONAL ACADEMY  
KNIGHTS

# STRATEGIC PLAN

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## 2024-2025

### GOALS, OBJECTIVES, AND STRATEGIES



# EXECUTIVE SUMMARY

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For the past several years, the District has worked collaboratively with stakeholders to develop an updated organizational plan. This process has included the creation of the Portrait of a Graduate as well as a new vision, mission and core values for the District. Embedded in this work are the voices of staff, students, parents and community members.

The final result of this process was the development of a five-year Strategic Plan. The plan developed four specific goals, that are aligned with the District's instructional model.

The goals contained within this document were written with a completion target of June 2027. In alignment with each goal are specific objectives and targeted strategies for success. The specific strategies outlined in this document are designed to be completed during 2024-2025 and should be considered stepping stones to reach the ultimate goals for the J.O. Combs Unified School District by 2027.





# MISSION AND VISION

## EMPOWERED LEARNERS DRIVING INNOVATION AND EXCELLENCE.

We are dedicated to developing learners who leverage the skills, knowledge, and characteristics to flourish in, and contribute to, an ever changing global community.



## OUR CORE VALUES



### INTEGRITY

Modeling and demonstrating trust, honesty, follow-through and commitment by staff, parents, community, and students.



### INNOVATION

Changing with the evolving world to meet educational needs through shared ownership and independent thinking to solve complex problems.



### LEARNING

Actively collaborating to gather information in an ever evolving environment.



### RESPECTFUL

Honoring each person's individuality while celebrating and supporting the community's diversity.

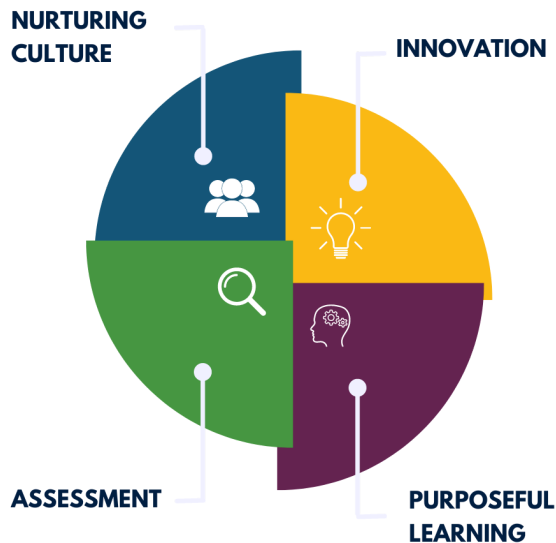


### NURTURING

Providing timely support that fosters growth in all.



# INSTRUCTIONAL MODEL



## NURTURING CULTURE

Our culture promotes positive relationships and supports taking risks in order to achieve higher levels of learning.

## INNOVATION

We encourage new approaches to learning in order for students to produce authentic work.

## ASSESSMENT

We assess student progress by collecting a variety of actionable data responding to the ever changing needs of students, teachers and parents.

## PURPOSEFUL LEARNING

We provide relevant, authentic, engaging learning experiences leading to transferable skills applicable to the world in which students live.

The Strategic Plan goals outlined in this document were developed to align with the four quadrants of the District's Instructional Model, a guiding component of the District's #Forward initiative and journey to personalized learning.

# PORTRAIT OF A GRADUATE

Through a collaborative process with internal and external stakeholders, the J.O. Combs Unified School District has identified the desired skills, knowledge, and characteristics that we believe students must possess in order to be successful in today's ever-changing global community.







# GOAL ONE: NURTURING CULTURE

**GOAL: THE J.O. COMBS UNIFIED SCHOOL DISTRICT EDUCATIONAL COMMUNITY, THROUGH A LEARNER-CENTERED EXPERIENCE IN A SUPPORTIVE ENVIRONMENT, WILL REPORT A SENSE OF BELONGING AND HIGH LEVELS OF ENGAGEMENT AS DEMONSTRATED BY A 5% INCREASE ANNUALLY FROM JUNE 2024 THROUGH JUNE 2027, AS MEASURED ON A VARIETY OF SURVEYS AND MEASUREMENT INSTRUMENTS.**

**Objective #1:** The J.O. Combs Unified School District educational community, through a learner-centered experience in a supportive environment, will report a sense of belonging and high levels of engagement as demonstrated by each school providing four meaningful opportunities for parental involvement and engagement, as well as the one opportunity districtwide annually through June 2027.

- *Strategy 1:* The J.O. Combs Unified School District schools will track both the stand alone events (not choir, athletics...) held on their campus and the number of attendees to discuss and review the value of hosting by June 2025.
- *Strategy 2:* The J.O. Combs Unified School District campuses will build relational capacity through two positive parent communications per student via in person, phone call or email each quarter through May 2025.
- *Strategy 3:* The J.O. Combs Unified School District will host a Community Roundup event by June 2025.

**Objective #2:** The J.O. Combs Unified School District will build positive relationships and a sense of belonging with the educational community as measured by parental, student and staff ratings of the District and schools each year through June 2027.

- *Strategy 1:* The schools in the J.O. Combs Unified School District will receive an "A" or a "B" rating from at least 70% of parent, student and staff respondents or schools, that have not attained 70% by June 2025, will grow at least 1/3 the gap towards that 70%.

**Objective #3:** The J.O. Combs Unified School District will build positive relationships and create a sense of belonging to reduce behaviors and thereby increase academic achievement annually through June 2027.

- *Strategy 1:* The J.O. Combs Unified School District will implement a 20-First days attendance challenge at the start of each semester on each campus by February 2025.
- *Strategy 2:* The J.O. Combs Unified School District will collect, analyze and review the minor and major violation data as collected through PBIS Rewards on elementary and middle school campuses and Synergy on high school campuses by June 2025.



# GOAL TWO: PURPOSEFUL LEARNING

**GOAL: THE J.O. COMBS UNIFIED SCHOOL DISTRICT COMMUNITY WILL UTILIZE THE PORTRAIT OF A MODERN SCHOOL, MODERN DISTRICT AND MODERN EDUCATOR TO CREATE MODEL CLASSROOMS AND EVALUATION FRAMEWORKS THAT MEASURE PERFORMANCE AND SUPPORT INCREASED STUDENT ACHIEVEMENT OF 5% ANNUALLY THROUGH JUNE 2027 AS MEASURED BY STATE ASSESSMENTS.**

**Objective #1:** One hundred percent (100%) the J.O. Combs Unified School District certified staff will meet literacy and fluency for the four professional development goals as part of the #Forward initiative by June 2027.

- *Strategy 1:* The J.O. Combs Unified School District certified staff will complete 95% of **required** 2024-2025 professional development, including Modern Teacher literacy and other PD supporting student achievement, as outlined and measured by the 301 Performance Pay Plan, by June 2025.
- *Strategy 2:* 100% of certified staff that have been in the J.O. Combs Unified School District for 2 or more years will complete #FORWARD Goal 1 Literacy and Fluency by June 2025.
- *Strategy 3:* 90% of certified staff that have been in the J.O. Combs Unified School District for 3 or more years will complete #FORWARD Goal 2 Literacy and 60% of certified staff that have been in the J.O. Combs Unified School District for 3 or more years will complete #FORWARD Goal 2 Fluency by June 2025.
- *Strategy 4:* Thirty percent (30%) of certified staff that have been in the J.O. Combs Unified School District for 3 or more years will complete #FORWARD Goal 3 Literacy and Fluency by June 2025.

**Objective #2:** The J.O. Combs Unified School District will develop beginning and advanced learning plans with proficiency scales for all subjects K-12 by June 2027.

- *Strategy 1:* The J.O. Combs Unified School District will review and revise the District template for Learning Plans and a template for proficiency scales by December 2024.
- *Strategy 2:* One hundred percent (100%) of the J.O. Combs Unified School District certified staff, with 2 or more years in the District, will demonstrate proficiency on the development and use of beginning learning plans on #Forward modules for Goal #1 by June 2025.
- *Strategy 3:* Ninety percent (90%) of the J.O. Combs Unified School District certified staff, with 3 or more years in the District, will demonstrate proficiency on the development and use of advanced learning plans and aligned proficiency scales by June 2025.

**Objective #3:** The J.O. Combs Unified School District will establish baseline data using the evaluation tool to monitor staff growth as related to student achievement by June 2027.

- *Strategy 1:* The J.O. Combs Unified School District will identify data with performance standard 2 for certified and education specialist staff in correlation with student achievement by June 2025 and will align the evaluation instrument with Frontline.
- *Strategy 2:* The J.O. Combs Unified School District will identify overall percentages for effective and highly effective ratings for non-certified and paraprofessional staff by June 2025 and will align the evaluation instrument with Frontline.
- *Strategy 3:* The J.O. Combs Unified School District will identify data with performance standard 2 for administrative staff in correlation with student achievement by June 2025 and align the evaluation instrument with Frontline.



# GOAL THREE: ASSESSMENT

**GOAL: THE J.O. COMBS UNIFIED SCHOOL DISTRICT COMMUNITY WILL HAVE ALL GRADE LEVELS EXCEED STATE LEVEL PROFICIENCY SCORES ON ACHIEVEMENT TESTING, MAINTAIN HIGH PROFICIENCY ON CIVICS EXAM AND CTE STATE EXAMS, AND MAINTAIN A 90% GRADUATION RATE WITH LESS THAN A 2% DROPOUT RATE BY 2027.**

**Objective #1:** The J.O. Combs Unified School District will meet or exceed the state level proficiency scores on state assessments by June 2027.

- *Strategy 1:* The J.O. Combs Unified School District will meet or exceed the state growth percentage in ELA, Math and Science on Spring Assessments each year.
- *Strategy 2:* The J.O. Combs Unified School District will maintain a passing rate on the Arizona Civics Exam based on the following percentages per grade level each year: 8th grade 80%, 90% at 10th grade and 100% by 12th grade.
- *Strategy 3:* The J.O. Combs Unified School District will meet or exceed the state average assessment scores for CTE programs combined by 3% on CTE state exams by June 2025.

**Objective #2:** The J.O. Combs Unified School District will utilize a variety of assessment measures beyond standardized tests, annually, to measure student proficiency throughout the school year by June 2027.

*Strategy 1:* The J.O. Combs Unified School District will have an average 5% increase at the District Level for 3rd-8th grade on MIMIC C yearly.

- *Strategy 2:* The J.O. Combs Unified School District will implement an ACT mimic assessment (Horizon) for the 24-25 SY to collect baseline data on student readiness.
- *Strategy 3:* The J.O. Combs Unified School District will provide training in classroom progress monitoring for improved "checks" for understanding" to gauge students' path to proficiency of priority standards in each unit by June 2025.
- *Strategy 4:* The J.O. Combs Unified School District will have at least a 1% increase at the District level and/or the school level for the District graduation rate from the previous year and maintain no greater than a 2% dropout rate at the District level for 2024-2025.

**Objective #3:** The J.O. Combs Unified School District community will utilize a variety of data sources and the MTSS framework to effectively respond to student needs each school year through June 2027.

- *Strategy 1:* The J.O. Combs Unified School District will participate in PLC and MTSS Core Teams utilizing student data (aligned to District Level assessments and screeners) to develop and provide differentiation in learning, evidence-based strategies and supports, and targeted and intensive interventions based on student need throughout the 2024-2025 school year.
- *Strategy 2:* The J.O. Combs Unified School District will use a data-based decision making model to provide differentiation in learning, evidence-based strategies and supports, and targeted and intensive interventions based on student need throughout the 2023-2024 school year. Utilizing FastBridge as a screening and diagnostic instrument, teachers are able to identify students levels of risk from high risk to college pathway.
- *Strategy 3:* The J.O. Combs Unified School District will have a decrease of an average of 5% of students scoring in the High Risk category on the FastBridge Universal Screening Tool at the District Level in grades K-8 yearly.



# GOAL FOUR: INNOVATION

**GOAL: THE J.O. COMBS UNIFIED SCHOOL DISTRICT COMMUNITY, THROUGH A PERSONALIZED APPROACH TO LEARNING, WILL HAVE 80% OF THE SECONDARY STUDENTS COMPLETE THEIR COLLEGE AND CAREER GRADE LEVEL TASKS BY JUNE 2027.**

**Objective #1:** The J.O. Combs Unified School District will develop demonstrate student College & Career Readiness by eighty percent (80%) of secondary students (grades 7-12) engaged in 80% of ACP development by June 2027.

- *Strategy 1:* The J.O. Combs Unified School District will identify 7th-12th grade level CCR tasks and create a pacing guide for each site to follow to complete each task.
- *Strategy 2:* Ninety percent (90%) of students in 7th grade will complete a five- year plan outlining their courses of study as of June 2025.

