



STRATEGIC PLAN

A public-facing framework connecting long-range outcomes, annual measures, strategic action, and transparent progress reporting.

PLAN AT A GLANCE

A strategy people can see, understand, and use

02 WILDLY IMPORTANT GOALS	05 STRATEGIC GOALS	ANNUAL KPI RESET & REPORTING
Long-range districtwide outcomes that focus the system on the few results that matter most.	A stable organizing framework for the district's broader commitments and priorities.	Baselines, annual targets, progress evidence, and results are refreshed each year.

HOW THE PLAN WORKS

WIGs	Long-range districtwide outcomes. Supporting indicators and initiatives may be refined as evidence changes.
Strategic Goals	Stable organizing framework. Priority KPIs and annual targets are refreshed each school year.
Progress Cycle	Evidence → reflection → adjustment. Mid-year updates and year-end results inform the next annual reset.

WILDLY IMPORTANT GOAL 1

Excellence in Mathematics

By May 2030, there will be an increase from 25% to 75% of 8th graders successfully completing Algebra I (or beyond) with an annual increase of 3% proficiency as measured by AASA.

PROGRESS INDICATORS & STRATEGIC LEVERS

#	PROGRESS INDICATORS	STRATEGIC LEVERS
01	AASA Cohort growth from 5th to 6th grade (3% per year as measured by AASA)	Development and Implementation of professional learning supports that focus on engagement and math practices
02	Percent of students in grades 3-7 enrolled in accelerated math pathways	Development of placement decision trees for each grade level/course that leverages a body of evidence to support enrollment. Automated enrollment process for 5 th to 6 th transition with parental opt out.
03	Percent of 6th–8th grade math classes taught by appropriately certified and experienced math teachers	Implementation of district-supported digital tools and/or enrichment programs for personalized and responsive learning (machine...
04	% of middle school students enrolled in Algebra I earning C or higher.	Data-Driven practices to identify at-risk students and provide targeted math interventions/tutoring with a focus on essential standards
05	AASA 8th grade Proficiency (3% increase per year)	Implementation of precision learning tools and management systems that support year-round learning towards mathematics proficiency
06	Percent of students enrolled in Algebra I by the first 20 days of 8th grade	Students reporting increased confidence in math based on district survey tools
07	Percent of students demonstrating grade level proficiency on Algebra Standards Plan (measurement of predecessor skills)	Implementation of student focus groups with feedback centered around mathematics beliefs and dispositions
08	% of 8th grade students at 900 level in IXL math	Host family information and education nights that share strategies and supports to develop algebra readiness beginning in kindergarten.
09	2 IXL skills proficient per week in Math (grades 3-8)	Provide families of 6th–8th graders with math progress updates and support resources based on AASA results

WILDLY IMPORTANT GOAL 2

Full & Thriving Schools: Enrollment

Districtwide focus that concentrates attention on a small number of measurable results and the actions most likely to move them.

2030 OUTCOME

SUSD will improve capture rate from 55% to 58% by 2030.

PROGRESS INDICATORS & STRATEGIC LEVERS

#	PROGRESS INDICATOR	STRATEGIC LEVERS
01	% of in-boundary students staying in SUSD year to year	Tour actions and details
02	Year-over-year change in enrollment in unique programs (Dual Language, IB, STEM, Arts)	Targeted marketing and follow-up
03	% of parents who would recommend SUSD to others as measured by annual climate and culture survey	Training for staff on customer service strategies
04	Percent of students who finish the year in SUSD and return in August	
05	Traffic to enrollment pages & engagement with campaigns	
06	% of withdrawals completing surveys + top 3 reasons	

STRATEGIC 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.

PRIORITY KPIs

01 Increase the percentage of students demonstrating academic proficiency in key benchmark assessments, including 3rd grade English Language Arts, 8th grade Mathematics, 9th grade.

BASELINE	ANNUAL TARGET	PROGRESS / CURRENT EVIDENCE
3rd grade ELA = 61% 6th grade Math = 48% 8 th grade Math=50% ACT- 20.7, 63rd percentile	3rd grade ELA = 65% 6th grade Math = 60% 8 th grade Math=54% ACT- 21.5, 70th percentile	

02 Increase CTE program completers and industry certifications.

BASELINE	ANNUAL TARGET	PROGRESS / CURRENT EVIDENCE
690 students in SY 25-26 were ADE reported Concentrators/Completers (completed 2 or more Carnegie Units based on FY26. Campus Retention Rates DM - 71% Coronado - 66.7% Arcadia - 44.4% Saguaro - 57% Chaparral - 88.8% 520 industry credentials were earned in 2025-2026 district-wide	75% of all High School Career and Technical Education Programs will have 30% persistence rate 70% of students enrolled in the final course of a CTE program will earn an industry/CTED recognized credential	

03 Increase the percent of students across demographics (including underrepresented populations) enrolled in advanced, accelerated or college-level courses (AP, IB, Dual Enrollment...

BASELINE	ANNUAL TARGET	PROGRESS / CURRENT EVIDENCE
Accelerated/Advanced Courses (K-8): College level Coursework: Overall 77% American Indian/Alaskan Native = 75% Asian	Overall 80% American Indian/Alaskan Native = 77% Asian = 87% Black/African American = 77% Hispanic = 77%...	

04 Increase or maintain graduation rates.

BASELINE	ANNUAL TARGET	PROGRESS / CURRENT EVIDENCE
94.34% as of 5.28.26	Increase or maintain graduation rate	

STRATEGIC GOAL 2

Culture, Climate and Community Engagement

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

PRIORITY KPIS

01 Reduce student chronic absenteeism (18 days or 10%)

BASELINE	ANNUAL TARGET	PROGRESS / CURRENT EVIDENCE
25-26 Results: 21.23% Chronically Absent	Reduce percentage of chronically absent students by 3%	

02 Discipline Data- Goal to reduce “Big 5” the number of office-managed referrals within the five most frequently reported behaviors.

BASELINE	ANNUAL TARGET	PROGRESS / CURRENT EVIDENCE
During the 2025-2026 school year, the five most frequently reported office – managed behaviors were: - Minor Aggressive Acts- 730 - Defiance/Disrespect- 624 - Disruption- 384 - Inappropriate Language- 290 - Fighting- 246 These five categories resulted in 2,274 office-discipline referrals districtwide.	By the end of the 2026-2027 school year, reduce office-managed discipline incidents within the five most frequently reported behaviors by 3% from the 2025-2026 school year.	—

03 Increase the percent of students indicating positive choices (agree and strongly agree) on key satisfaction indicators measured in school level climate surveys.

BASELINE	ANNUAL TARGET	PROGRESS / CURRENT EVIDENCE
I feel supported by my teachers. 73% I feel like I am connected to my school. 48% Adults at my school care about kids. 66%	3% increase for each indicator	

04 Increase the number of parent, student and community members serving on District Committees and/or Workgroups (curriculum adoption, CTE advisory boards, SPARK, strategic action, etc.)

BASELINE	ANNUAL TARGET	PROGRESS / CURRENT EVIDENCE
All teams have active representation from staff, families and community members.	Recruit and retain minimum of 2 students to participate in District committees and workgroups.	

STRATEGIC GOAL 3

Talented and Qualified Professionals

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

PRIORITY KPIs

01 Support retention by offering a superior compensation package -- fostering an environment where employees feel valued.

BASELINE	ANNUAL TARGET	PROGRESS / CURRENT EVIDENCE
All data collected and compensation study results will be included in IBN process.	Goal: To offer a competitive work calendar to bus drivers in order to attract and retain drivers to SUSD.	

02 Increase the retention rate of quality employees from one school year to the next -- per employee classification. (Exempt retirements, separations due to performance, and those moving from area.)

BASELINE	ANNUAL TARGET	PROGRESS / CURRENT EVIDENCE
All staff- 91% Classified staff- 83%	Maintain the rate for administrative, certified and classified exempt. Increase classified retention rate to 80%. The overall retention rate will be 85% or higher.	—

03 Increase the retention rate of Special Education Professionals.

BASELINE	ANNUAL TARGET	PROGRESS / CURRENT EVIDENCE
92%	95%	

04 Maintain or increase the percent of appropriately certified teachers in SUSD.

BASELINE	ANNUAL TARGET	PROGRESS / CURRENT EVIDENCE
91% appropriately certified	Recognizing the impact of appropriately credentialed teachers, continue to exceed the state average of appropriately certified teachers by at least 12% or grow the SUSD appropriately certified number by 2%.	

05 Ensure all students have access to appropriately certified math teachers.

BASELINE	ANNUAL TARGET	PROGRESS / CURRENT EVIDENCE
6/1/2026 92.45%	FY 28 Data 95% Appropriately Certified	

STRATEGIC GOAL 4

Optimized Resources

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

PRIORITY KPIs

01 Increase student enrollment.

BASELINE	ANNUAL TARGET	PROGRESS / CURRENT EVIDENCE
Baseline for 26-27 5.22.26 SUSD K-11 enrollment = 17,685	Increase enrollment in grades 1-12 on the 100 th day of 2026-27 by 1%. Last day of school, grades K-11 enrollment = 17,685 1% of 17,685 = 177 Goal: 17,862	

02 Maximize the impact of technology investments by reducing duplication, increasing utilization, and directing resources toward a streamlined set of high-quality tools that demonstrably support student learning and organizational effectiveness.

BASELINE	ANNUAL TARGET	PROGRESS / CURRENT EVIDENCE
To be established after review of final 25-27 usage and spending.	5% reduction in duplicative software costs	—

03 Increase per-pupil classroom spending resource categories (Instruction, Student Support, and Instructional Support)

BASELINE	ANNUAL TARGET	PROGRESS / CURRENT EVIDENCE
Instruction = 54.0% Student Support = 11.3% Instructional Support = 5.3% Total = 70.6% Administration = 8.9% Plant Operations = 13.4% Food Services = 3.3% Transportation = 3.8%	Improve per pupil classroom spending resource in all categories for a spending target of 71%.	

STRATEGIC GOAL 5

Future Focused Learning Systems

Establish the district as an innovative, future-focused learning system by fostering a culture of continuous improvement, integrating emerging technologies, empowering educators, and equipping all students with the skills, knowledge, and mindsets needed to thrive in a rapidly changing world.

PRIORITY KPIS

01 Explore, pilot, and evaluate innovative instructional time models that leverage Artificial Intelligence to optimize learning and provide teachers with one full day of job-embedded professional development and collaborative planning per week, without negatively impacting student instructional time or outcomes.

BASELINE	ANNUAL TARGET	PROGRESS / CURRENT EVIDENCE
Think-tank teams formed, numerous possibilities and approaches researched, investigated and thought through with a commitment to continue in the 26-27 school year.	1-2 schools/programs or teams piloting an approach to further maximize instructional time.	—

02 Develop and implement a system-wide plan for the integration and strategic use of Artificial Intelligence to enhance operational efficiency, improve student outcomes, and advance the mission and vision of Scottsdale Unified School District.

BASELINE	ANNUAL TARGET	PROGRESS / CURRENT EVIDENCE
New guidelines and AI use resources provided to all educators. Professional development training sessions for a variety of different AI tools.	Meaningful increases in student and teacher usage of tools with ongoing monitoring of student outcome data as related to AI tool usage.	—

03 By the end of the academic year, design and begin implementation of a comprehensive K–12 computer science course pathway that integrates AI literacy, programming, cybersecurity, and digital citizenship, ensuring vertical alignment, equitable access, and readiness for future-focused learning and careers.

BASELINE	ANNUAL TARGET	PROGRESS / CURRENT EVIDENCE
Initial draft of K-12 Computer Science Progression to be used with the development team during 26-27 school in planning for implementation in 27-28.	Course progression documentation within planning guides with accompanying PD plan for teachers	—