



**SADDLE MOUNTAIN**  
UNIFIED SCHOOL DISTRICT #90

*Everyone Learns, Every Day*

# Strategic Plan

**Adopted by Governing Board 8/10/17**

Revised 8/15/18, 4/11/19, 2/13/2020

## **CORE IDEOLOGY**

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*Core Ideology describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of two elements: Core Purpose – the organization's reason for being – and Core Values – essential and enduring principles that guide the behavior of an organization.*

## **CORE PURPOSE (MISSION)**

**Educate all students to become responsible, college-and-career-ready community members.**

## **CORE VALUES**

**SMUSD has a commitment to...**

- **Accountability**
- **Being trustworthy**
- **Caring**
- **Taking initiative**
- **Being respectful**
- **Believing all children are capable of success. No exceptions.**

## **VISION**

**Everyone learns, every day.**

## GOALS AND OBJECTIVES (3-5 YEARS)

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*Goals represent outcome-oriented statements intended to guide and measure the organization's future success. The achievement of each goal will move the organization towards the realization of its "Envisioned Future." Supporting objectives further clarify direction and describe what the organization wants to have happen; a descriptive statement of what constitutes success in measurable terms.*

The SMUSD Strategic Plan outlines a road map for the success and focus of the Saddle Mountain Unified School District. It builds on our successes and emphasizes Goals that will enable us to better serve our students, community, and staff.

Driven by the mission as reflected by the Core Values, the SMUSD Strategic Plan serves as the bridge between "what we do" and "how we do it." The goals in the Strategic Plan are cross-cutting and reflect the work the district is doing to meet our mission of educating all students to become responsible, college-and-career-ready community members.

### Saddle Mountain Unified School District's Goals

1. **Educational Programs & Services:** SMUSD will provide a superior education geared toward student success by maintaining, developing, and implementing high quality programs and services.
2. **Students:** SMUSD will prepare all students to graduate college-and-career-ready.
3. **Staff:** SMUSD will attract, develop and retain high quality, dedicated staff who believe all children are capable of success.
4. **Community:** SMUSD will achieve its mission and vision by engaging all stakeholders.
5. **Asset Management:** SMUSD will effectively manage facilities, finances and resources in support of student learning.

**GOAL 1: *Educational Programs & Services*:** SMUSD will provide a superior education geared toward student success by maintaining, developing, and implementing high quality programs and services.

<b>Strategies</b>	<b>Results Indicators</b>	<b>Person Responsible</b>	<b>Resources</b>
Continue to utilize formative and summative assessment systems	Assessment data, assessment calendar	Assessment Coord, principals, teachers	Galileo, DIBELS, training, ACT, SAT, AP, AzMERIT
Utilize data to analyze program efficacy	A-F letter grade components	Assessment coordinator, CTE director, principals	ADE letter grade data, training
Provide ongoing, targeted interventions in ELA and Math (RTI)	Schedules, assessment data, observations	Principals, teachers	Training, materials
Provide enrichment and extra curricular opportunities	List of opportunities, rosters, participation data	Principals, teachers, coaches, athletic directors	Stipends, materials, transportation
Support the ongoing needs of implementation of Write Tools and Into Reading programs	Achievement data, lesson plans, observations	Asst. Superintendent, principals, teachers	Write Tools, Into Reading training and materials
Continue to invest in technology, including 1 to 1 devices for students and the infrastructure to support it	Inventory, renewal plan, usage data	Tech director, tech integration ed specialists, Cabinet	1:1 devices, network, training, software licenses
Continue to utilize the Beyond Textbooks as the core instructional framework	Lesson plans, observations, assessment data	Principals, teachers	Beyond Textbooks, training
Continue to use Google Suite as primary tool for technology integration	Usage data, observations	Tech integration ed specialists, principals	Google Suite, Training
Maintain electives, class sizes, full-day K, athletics, and competitive salaries	Successful elections	Staff & voters	M&O Override
Provide a welcoming and caring environment	Surveys	All staff	Training

**GOAL 2: *Students*:** SMUSD will prepare all students to graduate college-and-career-ready.

<b>Strategies</b>	<b>Results Indicators</b>	<b>Person Responsible</b>	<b>Resources</b>
Continue to provide and expand career and technical education (CTE) offerings	CTE catalog, program completion	CTE director, CTE teachers, counselor	West MEC, grants, program materials
Continue to provide and expand dual enrollment (DE) offerings	Course catalog, DE credits earned	HS principal, CTE director, counselor, teachers	GCU, EMCC and qualified instructors
Continue to provide and expand student leadership opportunities	List, participation data	CTE director, principals, teachers	Link Crew, CTSO's, NHS, NJHS
Continue to provide and expand educational opportunities	Course catalog, enrollment data	All instructional staff	TCLP Grant (Mandarin)
Continue to hold students to high expectations (academics, conduct, citizenship)	AzSAFE data, A-F grades, assessment data	All staff	Attract, develop and retain highly skilled staff
Utilize formative and summative achievement data to drive instructional decisions (RTI)	PLC Logs	Assessment Coord, principals, teachers	Training, data
Continue to provide and expand high school offerings to middle school students	List, participation data, grades, assessments	Principals	PVUSD (online), TVHS
Strive to attain applicable goals of Expect More AZ and Achieve60AZ	AZ Progress Meter indicators (EMA) and Achieve60AZ goal	All staff	Adequate funding from AZ Legislature
Conduct step-up activities for transitions to middle school and high school	Successful events, capture rates	RFMS & TVHS staff	Transportation

**GOAL 3: Staff:** SMUSD will attract, develop and retain high quality, dedicated staff who believe all children are capable of success.

<b>Strategies</b>	<b>Results Indicators</b>	<b>Person Responsible</b>	<b>Resources</b>
Continue to host and participate in recruitment opportunities	Events log, fully staffed	Leadership Team	Fees and travel expenses
Continue to provide and improve teacher induction/mentoring program	Stakeholder survey data	All instructional leaders	Instructional Coach, mentoring
Maximize resources to provide competitive salaries and benefits	Salary schedule, retention	Cabinet, Governing Board	Funding
Continue to utilize a 4-day week	Surveys	Cabinet, Governing Board	Budget
Provide quarterly STAR staff recognition	Awards, nominations	Cabinet	Plaques, donations
Support school and department recognitions of staff	Recognition at schools/depts	Supt, Asst. Supt	Time
Engage in leadership development of admin team	Surveys, leadership tools	Superintendent	Certifications, Leadership instruments
Foster a culture aligned with the Kids At Hope belief that all children are capable of success, no exceptions	Surveys, academic performance data	All staff	Kids at Hope, training
Continue to facilitate a Superintendents Advisory Council	Meeting notes, surveys	Superintendent, Asst. Supt.	Time
Provide all staff with high quality professional development	Surveys	Leadership Team	Funding, grants
Board members will participate in professional development to achieve a Certificate of Boardsmanship from ASBA	Attendance certs	Governing Board	Registration fees, schedules of events, study sessions

**GOAL 4: *Community*:** SMUSD will achieve its mission and vision by engaging all stakeholders.

<b>Strategies</b>	<b>Results Indicator</b>	<b>Person Responsible</b>	<b>Resources</b>
Continue to utilize an autodialer as a communication tool for families and staff	Use log	Assessment Coord., principals	Autodialer program
Continue to utilize and enhance the use of websites and social media to increase community engagement	Websites current, social media active	Leadership Team	Website host
Continue to facilitate a district Parent Advisory Council	Meeting notes	Superintendent, Asst. Supt.	Time
Continue to facilitate School Site Councils	Meeting minutes	Principals	Time
Increase press releases to local media to promote district events and accomplishments	Press releases, publications	Leadership Team	PR consultant
Expand/enhance public relations strategies	Mailings, social media postings	Superintendent	PR consultant
Provide annual report of progress on District goals	Written report	Superintendent, Governing Board, leadership team	Data collection, compilation and analysis
Board members will attend school events and report at board meetings	Oral reports	Governing Board	Schedules of events
Conduct periodic or topic-specific community forums	Meeting notes	Superintendent, Governing Board, leadership team	Time and venues
Continue annual and topic-specific stakeholder surveys	Survey data	Data/Assessment tech	Surveys, analyses
Governing Board will conduct annual self-evaluations	Self-Evaluation	Governing Board	ASBA program or other instrument (BAA-E)
Utilize open enrollment and variances to increase enrollment	Enrollment data	All staff, parents, students	PR consultant

**GOAL 5: *Asset Management*:** SMUSD will effectively manage facilities, finances and resources in support of student learning.

<b>Strategies</b>	<b>Results Indicator</b>	<b>Person Responsible</b>	<b>Resources</b>
Maintain safe and clean facilities	Facilities inspections, surveys	All staff	Staffing
Effectively manage construction projects	Projects completed safely, on time & budget	Supt, Bus. Mgr, Operations Dir.	Bond funds
Ensure state of the art technology & FFE	Modern, operational tech, FFE	IT Director, Leadership Team	Bond funds, E-Rate
Effectively manage finances and resources	Audits, awards	Leadership Team	Staffing, consultants
Ensure safe and adequate transportation vehicles, routing	Fleet data, safety records	Transportation Dept.	Bond funds, routing software
Engage stakeholders in growth planning	Committee minutes	Growth Planning Committee	Consultants
Ensure there are adequate facilities to meet the needs of a growing student population	Adequate learning space for all students	Superintendent, Governing Board	Consultants, bond elections