



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

STRATEGIC PLAN

2023-2024

GOALS AND OBJECTIVES

EXECUTIVE SUMMARY

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, with the final result being the roll out of Strategic Plan Goals.

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 2023-2024 and should be considered stepping stones to reach the ultimate goals for the J.O. Combs Unified School District by 2027.

INSTRUCTIONAL MODEL

NURTURING CULTURE

INNOVATION

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

PURPOSEFUL LEARNING

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.

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 reduce/eliminate events that don't have high turnout by June 2024, and embed #Forward info into already well attended events to capitalize on an engaged audience.
- *Strategy 2:* The J.O. Combs Unified School District will build relational capacity through two in person or phone call positive parent contacts per quarter through May 25, 2024 to reinforce culture building. Secondary certified staff will utilize conference/advisory/homeroom classes to make these positive contacts.
- *Strategy 3:* The J.O. Combs Unified School District will improve District processes by June 2024 to reduce barriers for parental engagement through volunteering.
- *Strategy 4:* The J.O. Combs Unified School District will host a Community Roundup event by June 2024.

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 J.O. Combs Unified School District will revise its assessment measure for parents, students and staff prior to the administration of the measure in Spring 2024.
- *Strategy 2:* The schools in the J.O. Combs Unified School District will increase survey response rate each year through increased incentivization for completion, and distribution of the survey tool through varied platforms.
- *Strategy 3:* The schools in the J.O. Combs Unified School District will receive an "A" or "B" rating from at least 70% of parent, student and staff respondents for the 2023-2024 academic year.

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 training and support to ensure consistent use of SAEBRS instrument by all teachers and schools by May 1, 2024.
- *Strategy 2:* The J.O. Combs Unified School District will collect data on major and minor office referrals/other data on discipline for the 2023-2024 school year by June 1, 2024.
- *Strategy 3:* The J.O. Combs Unified School District will analyze and review interventions, behavior contracts, logical consequences, suspensions, frequency, number of students, PBIS data, and demographic data to identify areas of reduction/improvement by June 1, 2024.

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 MULTIPLE LOCAL, STATE AND NATIONAL 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 100% of **required** 2023-2024 professional development as outlined and measured by the 301 Performance Pay Plan, by June 2024.
- *Strategy 2:* One hundred percent (100%) of the J.O. Combs Unified School District certified staff will complete in all literacy modules in Goal #1 of the #Forward framework by December 2023.
- *Strategy 3:* Thirty percent (30%) of the J.O. Combs Unified School District certified staff will complete all literacy modules in Goal #2 of the #Forward framework by December 2023 and sixty percent (60%) will complete by June 2024.
- *Strategy 4:* Seventy-five percent (75%) of the J.O. Combs Unified School District certified staff will complete fluency modules and verification in Goal 1 of the #Forward framework by June 2024.

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

- *Strategy 1:* The J.O. Combs Unified School District will create a District template for Learning Plans and a template for proficiency scales by December 2023.
- *Strategy 2:* Sixty percent (60%) of the J.O. Combs Unified School District certified staff will demonstrate proficiency on the development and use of beginning learning plans on #Forward modules for Goal #1 by June 2024.
- *Strategy 3:* Thirty percent (30%) of the J.O. Combs Unified School District certified staff will demonstrate proficiency on the development and use of advanced learning plans and aligned proficiency scales by June 2024.

Objective #3: The J.O. Combs Unified School District will develop and implement a collaborative evaluation system to monitor learning experiences by June 2027.

- *Strategy 1:* The J.O. Combs Unified School District will create a District evaluation committee of certified and education specialists staff to review the implementation of the revised evaluation instrument by June 2024.
- *Strategy 2:* The J.O. Combs Unified School District will create a District evaluation committee of non-certified and paraprofessionals to review the implementation of the revised evaluation instrument by June 2024.
- *Strategy 3:* The J.O. Combs Unified School District will create a District evaluation committee of district and school administrative staff to review the implementation of the revised evaluation instrument by June 2024.

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 exceed the state level proficiency scores on state assessments each year through June 2027.

- *Strategy 1:* The J.O. Combs Unified School District will achieve at or above state proficiency levels or achieve a 3% increase in the number of students proficient at the District level and/or the school level on the state 2024 Spring assessment for ELA, Math, Science and meet or exceed the state composite score on the 2024 Spring ACT exams.
- *Strategy 2:* The J.O. Combs Unified School District will maintain a 90% or higher passing rate on the Arizona Civics Exam by June 2024.
- *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 2024.

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

- *Strategy 1:* The J.O. Combs Unified School District will have a 5% increase at the District level and/or the school level for 3rd - 12th (as applicable) grade over the 2023-2024 Illuminate DnA testing cycle.
- *Strategy 2:* The J.O. Combs Unified School District will have a 5% increase at the District level and/or the school level for K - 12th grade (as applicable at each grade level) over the testing of each measure in the 2023-2024 FastBridge testing cycle.
- *Strategy 3:* 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 2023-2024.

Objective #3: The J.O. Combs Unified School District community will utilize the MTSS framework to effectively respond to student needs utilizing district level Illuminate DnA and FastBridge screeners for all K-12 students (as applicable) by 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 2023-2024 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.

GOAL FOUR: INNOVATION

GOAL: THE J.O. COMBS UNIFIED SCHOOL DISTRICT COMMUNITY, THROUGH A PERSONALIZED APPROACH TO LEARNING, WILL HAVE 100% OF THE STUDENTS COMPLETE LEARNER PROFILES BY JUNE 2027.

Objective #1: The J.O. Combs Unified School District will develop a District Learner Profiles and use these plans annually through June 2027.

- *Strategy 1:* The J.O. Combs Unified School District will adopt a District Learner Profile by December 2023.
- *Strategy 2:* Thirty percent (30%) of the students in the J.O. Combs Unified School District will complete a learner profile by June 2024.

Objective #2: The J.O. Combs Unified School District will demonstrate student College & Career Readiness through one hundred percent (100%) of students, in grades 4-12, engaged in Major Clarity by June 2027.

- *Strategy 1:* Ninety percent (90%) of students in grades 4-12 will complete all grade level tasks per the district's scope and sequence as of June 2024.
- *Strategy 2:* Eighty percent (80%) of the senior cohort will identify a career pathway in their ACP as of June 2024.
- *Strategy 3:* Ninety percent (90%) of students in 7th grade will complete a five-year plan outlining their courses of study as of June 2024.

