# STRATEGIC PLAN 2020-2025

ROOSEVELT
SCHOOL DISTRICT NO. 66













## Roosevelt School District Governing Board



**Alexis Aguirre**
*Governing Board Member*
(2020-2024)



**Michelle Campuzano**
*Governing Board Member*
(2018-2022)



**Shelley Jackson**
*Governing Board Member*
(2020-2024)



**Rosa Jones**
*Governing Board Member*
(2016-2020)



**Norma Muñoz**
*Governing Board Member*
(1991-2016)



**Nancy Piña-Gray**
*Governing Board Member*
(2018-2022)



**Lawrence Robinson**
*Governing Board Member*
(2012-2024)

## Superintendent



**Dr. Quintin Boyce**
*Superintendent*

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## Roosevelt School District Strategic Plan Steering Committee

**Shenell Alexander,** *Executive Director*
**Patrick Castro**, *Teacher | REA President*
**Deb Colbert**, *Community Member*
**Khalaya De La Torre**, *Student*
**Daniel Fernandez**, *Student*
**Chaz Figueroa**, *Librarian*
**Diana Figueroa**, *Executive Director*
**Megan Gestson**, *Executive Director*
**Sabrina Hernandez**, *District Math Specialist*
**Anaya Jones**, *Student*
**Cindy Nash**, *Sr. Executive Assistant*
**Elijah Pablos**, *Student*
**Valerie Pablos**, *Parent*
**Gayla Patton**, *Teacher*
**Danelia Portillo**, *Executive Director*
**Richard Ramos**, *Executive Director*
**Juan Sierra**, *Principal*
**Karla Soto**, *Chief Financial Officer*
**Janelle Wood**, *Community Member*

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## Introduction

Over the past year and a half, Roosevelt School District has undergone a significant effort to examine what works for our students, staff, families and community and what needs to be done to ensure their success now and in the future. This five-year strategic plan, developed with input from hundreds of stakeholders and multiple organizational partners, is the result of that collective work.

Roosevelt School district embraced the principles of engaging stakeholders, collaborating with their staff, and using a continuous improvement framework to develop the Vision, Mission, Values, and Strategic Goals outlined in the Strategic Plan. As RSD implements and monitors its plan, it will be through dedication to continuously improve supports to our students, staff, families and community while advancing equity and educational opportunity for all.

This plan reflects our need to lay a strong foundation while maintaining the flexibility to innovate: two characteristics integral to any successful 21st-century school district. Though not completely exhaustive, this plan speaks both to our aspirations for better experiences for students, staff, families and the community and our commitments to key priorities.

### What ***students*** will experience through the implementation of this plan

- Excellent teachers in every classroom
- Effective leaders in every building and central office
- Rigorous learning with appropriately differentiated support
- Exposure to a variety of learning opportunities
- Active voice in their education

### What ***staff*** will experience through the implementation of this plan

- Meaningful and relevant professional development opportunities for all staff
- Opportunities for teacher leadership and mentoring
- Clear and consistent expectations for teaching, learning, and outcomes
- Collaboration and synergy between individuals, teams, and departments
- Active voice in the improvement process

### What ***families*** will experience through the implementation of this plan

- Access to resources to support student success
- Timely communication about their children's progress and needs
- Family Engagement opportunities to foster children's development and learning
- Platform to develop trust and collaboration with school community
- Active voice in their child's education

### What ***community members*** will experience through the implementation of this plan

- Opportunities to share their expertise with students and families
- Deeper engagement opportunities through partnerships
- Platform to develop trust and collaboration
- Positive change in the South Phoenix community
- Active voice in the improvement process

## The Strategic Plan Development Process

In February 2019, Roosevelt School District engaged in a community-wide strategic planning process chartered by the Superintendent of Schools, Dr. Quintin Boyce, and the Roosevelt School District Governing Board. The goal of the long-term strategic planning process was to align Roosevelt School District and its stakeholders in a unified direction that is inclusive and reflective of the needs of south Phoenix.

This process included extensive engagement and data collection about the current state of the school district resulting in a comprehensive needs assessment report that identifies the organization's strengths as well as areas of need. Engagement occurred through a series of community meetings, focus groups, interviews, and surveys with students, teachers, district leaders, staff, parents/caregivers, Community Partners, and Board members.

Steering Committee Meetings were held throughout the process to assist and guide RSD through the strategic planning process. The Steering Committee was made up of parents, students, principals, community members, teachers, staff and RSD Executive Team Members.

In order to seek input from a broad set of stakeholders, a larger stakeholder group, the Strategic Plan Committee, was formed in November 2019. The purpose of this committee was to clarify its vision, mission, core values, strategic goals and key priorities to bring forward to the RSD Executive Team. Stakeholders taking part in the strategic planning sessions included representation from district leadership, site leadership, classroom teachers, students, parents, community members, the education association, and governing board.

The Executive Team used the recommendations presented by the RSD Governing Board and the Strategic Plan Steering Committee to develop a strategic plan that will guide and support continuous improvement in the district over the next five years.

Our Vision, Mission and Core Values affirm the desired outcomes for all students, clarify the fundamental purposes of our school system, and describe the core values that shape our actions and behaviors.

## Roosevelt School District Vision

A community united to create better futures for all through education.

## Roosevelt School District Mission

To build strong foundations through authentic and innovative experiences to ensure success for every student.

## Roosevelt School District Core Values

We believe our core values foster an environment of equity in opportunity and experience which is critical to support the growth and achievement of all students.

1. **Collaboration.** We believe in the power of working together.
2. **Equity.** We personalize education and experiences to meet the needs of all.
3. **Celebration.** We demonstrate what is important by what we celebrate.
4. **Inclusion.** We believe in the involvement and empowerment of all.
5. **Excellence.** We commit to do our best and be our best, everyday!
6. **Kindness.** We listen, we care, we serve.
7. **Integrity.** We believe in doing the right thing.
8. **Trust.** We build relationships through honesty and respect.
9. **Rootedness.** We honor and connect to our history and culture.

COLLA**B**ORATION
**E**QUITY
CELE**B**RATION
INCLUSI**O**N
EXCEL**L**ENCE
KIN**D**NESS

INTEG**R**ITY
TRU**S**T
ROOTE**D**NESS

**#BeBoldRSD**

## Strategic Goals | Key Priorities | Performance Indicators | Actions

The District is focused on four Strategic Goals of:

**1) Quality Schools,**

**2) Talented and Empowered Teams,**

**3) Family and Community Engagement and;**

**4) Safe, Secure and Responsive Learning Environments.**

This plan articulates these specific Strategic Goals, describes the Key Priorities, and Actions to accomplish them.

Strategic Goal 1

# Quality Schools

*Ensure high levels of learning for all students.*

**Key Priorities**

**1.1 Guaranteed and Viable Curriculum**
Provide consistent research-based curriculum across the district, with culturally relevant content aligned to the state standards.

**1.2 Instructional Model**
Create a working instructional model that captures lesson design priorities and multiple strategies.

**1.3 Signature Schools**
Provide a variety of unique, high-quality programs of study that will drive student interests, nurture talents, and expand high-school, college and career choices.

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**Performance Indicators**

1.1.1 Increase the percentage of students in grades pre-k through 3rd who are proficient in foundational reading skills.
1.1.2 Increase percentage of students in grades 3-8 meeting or exceeding standards in ELA, Math, and Science on state assessments.
1.2.1 Increase percentage of students meeting or exceeding standards on common formative/summative district assessments.
1.2.2 Increase percentage of teachers scoring in the highest two performance classifications.
1.3.1 Increase access, opportunities, and pathways to high-quality programs.
1.3.2 Increase percentage of students accepted into specialty high school programs.

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**Proposed Actions**

1.1.1 Implementation of state standards supported with high-quality curriculum.
1.1.2 Develop and implement Essential Standards and pacing guides.
1.1.3 Provide professional learning opportunities to effectively implement and enhance curriculum and instruction.
1.1.4 Adopt and implement culturally responsive and inclusive curricula.
1.2.1 Collaboratively develop a research based instructional model.
1.2.2 Create and put into practice common formative assessments.
1.2.3 Expand and strengthen Professional Learning Communities (PLCs) at school sites to develop and share customized instructional solutions for learning needs.
1.2.4 Promote school embedded professional development through the use of instructional coaches and content specialists.
1.3.1 Create authentic and innovative learning experiences to build student agency.
1.3.2 Convene a Community Committee for Signature Schools to identify innovative practices, programs or whole school models that yield high levels of engagement for all learners (Signature Schools, Virtual Academy).

Strategic Goal 2

# Talented and Empowered Teams

*Recruit, develop, and retain exceptional personnel for all positions within the school district.*

**Key Priorities**

**2.1 Recruitment**
Recruit high quality staff and support their professional learning and growth.

**2.2 Professional Learning Opportunities**
Foster a culture of professional learning aligned to individual and organizational needs.

**2.3 Retention**
Retain exceptional personnel by promoting positive staff morale.

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**Performance Indicators**

2.1.1 Increase number of interns and staff hired through pipeline partnerships with Universities and Community Colleges.
2.2.1 Increase number of internal hires for leadership positions.
2.2.2 Increase number of participants attending professional development opportunities.
2.3.1 Increase staff retention in RSD to 3 or more years.

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**Proposed Actions**

2.1.1 Expand and develop partnerships with local colleges, universities, and nonprofits to build a sustainable pipeline of highly effective new hires.
2.1.2 Continue to build a diverse workforce through fair and equitable hiring practices.
2.2.1 Develop and implement a new Teacher Induction program by providing a systematic structure of support for new and beginning teachers.
2.2.2 Create a robust mentoring program to support all staff in improving their professional practice.
2.2.3 Create an Administrator (Leadership) Academy to develop an internal pipeline to support capacity building and succession planning.
2.2.4 Form a Culture Cabinet made up of cross-functional employees who meet to identify, discuss, and plan ways to promote and drive the desired culture as defined by the vision, mission and core values of RSD.
2.2.5 Develop professional learning opportunities for staff, including those aligned to their needs and district initiatives.
2.3.1 Continue collaboration with Roosevelt Education Association (REA) to successfully realize key priorities.

Strategic Goal 3

# Family and Community Engagement

*Build a strong support system by engaging families, partners, and the greater community to meet the needs of all students.*

**Key Priorities**

**3.1 Communication**
Support consistent and transparent communication with all stakeholders to foster trust and collaboration.

**3.2 Community Partnerships**
Strengthen and engage local businesses and community organizations as vital partners to drive student achievement and success.

**3.3 Engaging Families**
Provide families and caregivers opportunities to acquire information, knowledge and skills to support their children's education at home and at school.

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**Performance Indicators**

3.1.1 Improve systems-wide communication system.
3.2.1 Increase number of local business and community partnerships aligned with district mission, vision and values.
3.2.2 Increase number of district -approved volunteers and mentors participating in schools.
3.3.1 Increase percentage of families that feel informed, engaged and connected to school and supported in meeting the academic needs of their child.
3.3.2 Increase number of FACE Coordinators who understand their role and responsibility in supporting families.
3.3.3 Increase family participation in system-wide family workshops to support student success.
3.3.4 Increase the number of district-wide family workshops and opportunities to support student success.

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**Proposed Actions**

3.1.1 Form a Communication Task Force to develop a two-way multilingual communications plan using various forms of technology, print media, and social media for all stakeholders. Monitor the implementation of the plan.
3.2.1 Establish and implement a formal community partnership protocol that aligns school programs with the District's core curriculum and strategic goals.
3.3.1 Clarify roles and responsibilities to leverage Family and Community Engagement (FACE) Coordinators at school sites.
3.3.2 Develop training and professional development opportunities for FACE Coordinators.
3.3.3 Establish educational opportunities to ensure families have the necessary skills to guide students in the pathway to success.

Strategic Goal 4

# Safe, Secure and Responsive Environments

*Develop safe and secure learning environments that are responsive to the evolving needs of our district.*

**Key Priorities**

**4.1 Supportive Culture, Climate and Community**
Promote positive, caring, and supportive district and school climates respectful of all learners.

**4.2 Safe and Secure Facilities**
Implement and manage the emergency preparedness, safety and security systems.

**4.3 Innovative Learning Environments**
Create safe and innovative learning environments through ongoing maintenance and upgrades.

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**Performance Indicators**

4.1.1 Increase student and staff attendance rates.
4.1.2 Decrease percentage of student behavior infractions.
4.1.3 Increase in percentage of students that demonstrate positive and appropriate behavior.
4.1.4 Increase percentage of students, families and staff who have a sense of belonging and positive relationships.
4.2.1 Increase percentage of students, families and staff who feel that their school offers a safe environment for learning.
4.2.2 Increase response time and accuracy in emergency situations and drills.
4.3.1 Increase the number of students who have access to engaging learning environments.
4.3.2 Increase adherence to facility compliance codes and regulations.

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**Proposed Actions**

4.1.1 Develop a strong comprehensive system for internal stakeholder communication.
4.1.2 Research and implement a district-wide framework to address Social-Emotional Learning.
4.1.3 Create systems to track and acknowledge positive student behavior.
4.1.4 Establish district-wide Student Success Handbook aligned policies.
4.1.5 Create a comprehensive equity framework to support all members of the RSD community.
4.2.1 Establish and communicate school and district safety protocols.
4.2.2 Enhance crisis response teams.
4.3.1 Integrate technology into the academic and operations systems to create a high-quality and innovative teaching, learning, and working environment.
4.3.2 Identify innovative practices, programs or whole school models that yield high levels of engagement for all learners.
4.3.3 Execute ongoing assessment of district facility infrastructures to optimize learning opportunities.
4.3.4 Visually improve/enhance our buildings to increase enrollment