



# Operational Strategic Plan

## 2017-2022

MOTTO: MAT'O T'VEM AB O JU (O'ODHAM)  
MATWIK (PIIPAASH)  
WE WILL DO THIS TOGETHER (ENGLISH)



[www.saltriverschools.org](http://www.saltriverschools.org)

## Salt River Schools Education Board

Heather Washington.....	Education Board Chair
Vacant.....	Vice-Chair
Deanna Scabby.....	Council Representative
Henry Osif.....	Secretary
Elaina Osife.....	Board Member
Roberta Seepie.....	Board Member
Deana Washington.....	Board Member
Patricia Rush.....	Board Member
Kim Anton.....	Board Member

## Administration

Dr. Louis Laffitte, Jr. ....	Superintendent
Dr. Cynthia Clary.....	Assistant Superintendent
Dawn Yazzie Howard.....	Chief of Staff
Tami Brungard.....	Early Childhood Education Leader
Deborah DeVold.....	EC Assistant Program Manager
Dr. Amanda Guerrero.....	Salt River Elementary School Principal
Barbara Panizzo.....	Salt River Elementary School Assistant Principal
Brian Mabb.....	Salt River High School Principal
Rob Barnes.....	Salt River High School Assistant Principal
MaryAnn Wood.....	Alternative Sites Principal
Jama Nacke.....	Alternative Sites Assistant Principal

## Table of Contents

Salt River Schools Education Board .....	2
Administration.....	2
2017-2022 Operational Strategic Plan Executive Summary.....	4
Collective Effort Process.....	5
Action Plan Steps .....	6
Strategic Plan Executive Team (SPET) SY2016-17.....	7
Communications Team: (X) .....	7
Motto .....	8
Vision .....	8
Mission.....	8
Values .....	8
Goals.....	9
Communications Plan Purpose .....	10
Communications Plan.....	10
Academic Plans .....	12
Early Childhood Education Center (ECEC) – Academic Plan .....	12
Salt River Elementary School (SRES) – Academic Plan.....	13
Salt River High School (SRHS) – Academic Plan .....	14
Alternative Sites/Accelerated Learning Academy (ALA) – Academic Plan.....	15
Goals Evaluation Matrix.....	16

## 2017-2022 Operational Strategic Plan Executive Summary

J & G Consulting was retained by the Salt River School System to conduct a strategic planning process that would result in the refinement, revision, and development of an Operational Strategic Plan for the Salt River School System for 2017-2022. Dr. Jose Leyba, has served as the Senior Associate, along with Associates, Mr. Mike Martinez and Ms. Debra Gomez, who have provided critical support and assistance on this project. All three Associates are retired Superintendents and have consulted with over thirty school districts in Arizona, including elementary, high school, unified, and reservation school districts. They currently serve school districts in and out of Arizona in the areas of strategic planning, superintendent searches, mentoring and coaching of principals and superintendents, curriculum and academic achievement, effective professional development, and human resources.

The overall goal of an Operational Strategic Plan is that it be action oriented, reflective of the needs identified by the Salt River Schools Stakeholders through a **“Collective Effort” Process**, with SMART Goals that can be measured, and with an effective communication plan to allow for broad dissemination and two-way stakeholder feedback.

Three important committees have been identified to carry out the actual refinement, revision, and development of the Draft Operational Strategic Plan which will be presented to the Governing Board for approval: Strategic Plan Executive Team (SPET), Academic Plan Team, and the Communications Team. These three committees will be responsible for updating and monitoring the progress of the Operational Strategic Plan for 2017-2022 and providing feedback to the Board.

The draft Vision, Mission, Values and Goals statements that follow were refined, revised, and developed by the Strategic Planning Executive Team (SPET) who represent Salt River Schools’ stakeholders. The SPET is the strategic planning vehicle that reviewed the SOAR Survey data, (SOAR: Strengths, Opportunities, Aspirations, Results), and input from various Salt River stakeholders, including the Board members, Administrative Team members, teachers, staff, community, parents, and students. The SPET will continue to serve as the vehicle for monitoring and evaluating the Operational Plan over the next five years and will meet at least twice each semester.

A monumental project such as this could not be accomplished without the cooperation and assistance of the Salt River community including the Governing Board, Dr. Louis Laffitte, Superintendent, Dr. Cynthia Clary, Assistant Superintendent, Dawn Yazzie Howard, Chief of Staff and many other dedicated staff and community stakeholders. Consultants have met with these leaders and developed a plan of action that is individualized to the needs of the Salt River Schools.

## Collective Effort Process



An important component of the **“Collective Effort” Process** was the input and feedback from the various stakeholders and how that input/feedback was utilized to develop the major components of the strategic plan. This was a collective effort by the stakeholders who provided valuable input: Governing Board, SPET, Academic Teams, Students, Administrators, parents and community members. Open invitations were extended to the stakeholders for participation.

## Action Plan Steps

The following **Plan of Action** identifies the critical activities that have been conducted, and future activities that will be conducted on this project:

- February 2017, SOAR Strategic Planning Sessions Conducted with the Governing Board and Superintendent's Executive Team
- March/April 2017, SOAR Survey Administered to Salt River Schools Stakeholders and Students
- April 2017, Academic Achievement Gap Analysis and Academic Plan Strategic Sessions Conducted with Teachers, Principals and Academic Staff who compose the Academic Plan Committee. Draft Academic Plans were developed and will be revised when the 2017 AZMERIT Data is released by ADE to the schools
- **May 2017, Strategic Planning Update and Survey Data Presented to the Governing Board**
- May 2017, SOAR Focus Groups conducted with the Elementary, High School, and Accelerated Learning Academy Students
- May 2017, SOAR Focus Group conducted with the Strategic Plan Executive Team (SPET)
- May 2017, Draft Vision, Mission, Values, Goals Revision, Refinement, Development Session conducted with the SPET
- June 2017, Communications Committee Develops a Draft Communication Plan
- **July 2017, Draft Operational Strategic Plan to be presented to the Governing Board**
- August 2017, School Academic Plans finalized
- August 2017, Operational Strategic Plan presented to all departments and schools for them to align all operations to the 2017-2022 Vision, Mission, Values, Goals
- December 2017, SPET Team reconvenes to monitor progress on implementation of the Operational Strategic Plan
- June 2018, SPET Team reconvenes to monitor progress and provide an update to the Governing Board

## Strategic Plan Executive Team (SPET) SY2016-17

1. Brian Flanigan-Arthurs, SRHS
2. Catherine Ahasteen-Bell, ECEC (X)
3. Nancy Yurek, SRES
4. Rebecca-Ronstadt-Contreras, Higher Education (X)
5. Amy Miguel, Parent/EPNR (X)
6. James Osife, ED-IT
7. Melissa Rave, Parent/SR Tribal Library (Edu) (X)
8. Doug Skarlupka, ECEC (X)
9. Sophia McAnlis, ENLC (X)
10. Jennifer Tom, SRHS (X)
11. Kelly Washington, Cultural Resources
12. Angela Williamson, SRHS Finance
13. Jama Nacke, Accelerated Learning Academy
14. Darah Beeles, Accelerated Learning Academy
14. Lisa Young, Scottsdale Community College
15. Tanya Myore, Parent/ Casino Arizona

## Communications Team: (X)

Team Leader: Taté Walker

## Motto

Mat'ó T'vem Ab O Ju (O'odham)

Matwiik (Piipaash)

We Will Do This Together (English)

## Vision

Community empowerment through culture, engagement, academic achievement and excellence.

## Mission

The purpose of Salt River Schools, in partnership with the Community, is to provide EXEMPLARY EDUCATION in a safe learning environment IMMERSED in the O'ODHAM and PIIPAASH CULTURES for all students to secure a successful future.

## Values

**Committed** to honoring and integrating O'odham and Piipaash cultures and languages to be evident in all elements of Salt River Schools as essential to a quality education.

**Committed** to integrating O'Odham and Piipaash cultures and languages in all elements of Salt River Schools.

**Value** the essential relationship of family, Community and educators for the success of our students.

**Recognize** availability of rich and diverse resources and utilize them effectively, responsibly and purposefully.



## Goals

### **Improve Student Achievement to Cultivate Highly Achieving Schools**

- Increase the Graduation Rate
- Improve Attendance of Students and Staff
- Enhance Readiness (Early Head Start to College)
- Achieve Higher Test Scores
- Increase Academic Achievement and Growth on Assessments
- Increase Academic Rigor in Curriculum and Instruction

### **Recruit, Develop and Retain Teachers, Students and Staff**

- Provide ongoing differentiated support to every school, staff member and student.
- Provide safe and secure schools (bully-free zones).
- Build a positive, flexible support with students, staff and families to find solutions to help all be successful.

### **Increase Positive and Consistent Involvement from Students, Staff, Family, Community and Stakeholders**

- Create consistent, meaningful interactions, events and opportunities.
- Develop common scheduled times for events planned in advance that account for events at all schools.
- Communicate effectively to stakeholders/Community using the appropriate methods for the situation.
- Solicit input from stakeholders on ways to improve involvement and increase opportunities for stakeholders to participate in meaningful roles or committees.

### **Become a School of Choice for the Community**

- Integrate language fluency, Piipaash, O'Odham and cultural history and create a balance.
- Offer Internships, volunteer opportunities and college and career opportunities to prepare junior high and high school students for post-secondary opportunities.
- Develop and enhance partnerships with businesses, stakeholders, departments and others to provide students unique opportunities and experiences.

## Communications Plan Purpose

- Develop credibility
- Elevate SRS status in the Community
- Demonstrate how you work together as a “TEAM” to achieve your MISSION and how you communicate your VISION
- Customer service
- “WHAT’S YOUR ELEVATOR SPEECH?”

## Communications Plan

### Communicating the Strategic Plan: The Basics

OBJECTIVES		ACTION STEPS
INTERNAL	Create “One Voice” initiative to deliver clear, consistent Strategic Plan message	<ol style="list-style-type: none"> <li>1. Develop key messages for staff, Board and key communicators with “Elevator Speech”; identify Speaker’s Bureau</li> <li>2. [Re]design information materials to create a “brand” image; include logo and mission on all communications, i.e. templates, newsletters, emails</li> <li>3. Create a SPET-specific “State of the Schools” address to present at Education Breakfast August 2017</li> </ol>
INTERNAL	Improve regular, two-way communication with Division staff	<ol style="list-style-type: none"> <li>1. Create key, front-end communication protocols regarding the rationale for actions and results of SPET work</li> <li>2. Develop guidelines for email, voicemail and hold music communications that incorporate Strategic Plan messaging</li> <li>3. Share SPET information internally and at earliest possible point before public release; seek Community elder input</li> <li>4. Avoid technical language and acronyms by preparing a short, simple statement for employees to communicate SPET work</li> <li>5. Develop internal system of staff expectations and accountability regarding Strategic Plan communication, i.e. “The first five people to reply to Strategic Plan email and tell me the answer to the question posed in the middle of the body text get a prize”; site leaders must ensure their staff review all Strategic Plan communications</li> <li>6. Create monthly “Superintendent’s Update” that highlights Strategic Plan in all decision-making</li> <li>7. Ensure new staff orientation and training stresses importance of and acquaints new employees with Strategic Plan</li> <li>8. Create staff t-shirts with new Mission/motto</li> </ol>
EXTERNAL	[Re]Develop marketing materials emphasizing Strategic Plan	<ol style="list-style-type: none"> <li>1. Create SPET-specific materials available at all schools and events, Board meetings and other functions, including: motto buttons; ribbons/banners; wrap-around bus ads; bumper stickers; and T-shirts/water bottles/windshield visors</li> <li>2. Revise and update the website to include Strategic Plan FAQs/link on each main page</li> <li>3. Publish weekly Strategic Plan memes for social media</li> <li>4. Expand social media live stream offerings to include site/program/department leaders discussing in 1 minute or less how Strategic Plan fits with and benefits the students/families they serve (1x/week)</li> <li>5. Develop Strategic Plan advertising, commercial and postcards</li> <li>6. Create Strategic Plan videos/blog on web (2x/mo), i.e. What the Salt River Schools Motto Means to Me (Student)</li> </ol>

# Operational Strategic Plan 2017-22

EXTERNAL	Establish regular, two-way communication with students and parents/guardians	<ol style="list-style-type: none"> <li>1. Involve non-staff stakeholders in Division’s Strategic Plan communication efforts</li> <li>2. Create/expand volunteer programs linked directly with Strategic Plan</li> <li>3. Connect early with new families, i.e. a Welcome Club at each site that serves as a resource to connect families with contacts, advisors and a peer network; develop welcome packet that highlights Strategic Plan</li> <li>4. Ensure school “Open House” and other activity format is structured around Strategic Plan highlight</li> </ol>
EXTERNAL	Establish and maintain positive relationships with the Community and media outlets	<ol style="list-style-type: none"> <li>1. Provide quarterly Strategic Plan inserts &amp; press releases for Community publications</li> <li>2. Develop outreach campaign to provide resources showcasing Salt River Schools’ Strategic Plan</li> <li>3. Create a system to regularly share positive stories about Salt River Schools that highlight Strategic Plan</li> <li>4. Purchase outside media advertising for Strategic Plan rollout where feasible</li> </ol>

## Academic Plans

The Academic Teams from each school site met to identify their top Academic Priorities for 2017-18. The teams analyzed 2016 data (as 2017 test scores were not yet available) and were led through a process to develop specific and measurable priorities for their site. In August, the Academic Teams will meet again to revise their Plans based on the most current testing data from 2017.

### Early Childhood Education Center (ECEC) - Academic Plan

Purpose Statement for the Early Childhood Education Center (ECEC):

- Prepare enrolled children for success as lifelong learners
- Strengthen families of enrolled children.

#### SMART GOAL 1:

98% of Pre-K students will recognize and name 13 letters in the alphabet, including letters in their first and last name as reported on the Teaching Strategies GOLD (TS GOLD) Assessment.

**2017-2018 Milestone:** 93% of ECEC Pre-K students will recognize and name 18 upper- and 15 lower-case letters in the alphabet and identify the sounds associated with 3 or more letters (HSELOF Goal P-LIT 3) as reported on the Teaching Strategies GOLD (TS GOLD) Assessment. (TS GOLD 16a)

#### SMART GOAL 2:

98% of ECEC Pre-K students will say number names in order, pairing number word that corresponds with one object, up to at least 10 (HSELOF Goal P-MATH3) as reported on the Teaching Strategies GOLD (TS GOLD) Assessment by the end of 2022. (TS GOLD 20a)

**2017-2018 Milestone:** 85% of ECEC Pre-K students will say number names in order, pairing number word that corresponds with one object, up to at least 10 (HSELOF Goal P-MATH3) as reported on the Teaching Strategies GOLD (TS GOLD) Assessment. (TS GOLD 20a)

#### SMART GOAL 3:

98% of ECEC Pre-K students will produce a written product using invented spelling (HSELOF Goal P-LIT 6) as reported on the Teaching Strategies GOLD (TS GOLD) Assessment by the end of 2022. (TS GOLD 19b)

**2017-2018 Milestone:** 87% of ECEC Pre-K will produce a written product using invented spelling. (HSELOF Goal P-LIT 6) as reported on the Teaching Strategies GOLD (TS GOLD) Assessment. (TS GOLD 19b)

#### SMART GOAL 4:

80% of ECEC students will graduate with their 4 year cohort by the end of 2022.

## Salt River Elementary School (SRES) – Academic Plan

Purpose Statement for the Salt River Elementary School (SRES):

- The purpose of Salt River Elementary School is to develop and sustain a positive learning environment where the O’odham and Piipaash cultures are honored and academic goals and standards are met.
- We are committed to provide an intentional system of support where growth is achieved and celebrated.

### SMART GOAL 1:

Beginning in the 2017 – 2018 school year, Salt River Elementary School will increase the number of students schoolwide who meet or exceed projected growth in Reading by an additional 5% each successive year as measured by NWEA Spring MAP data.

**2017-2018 Milestone:** 48% of students will meet or exceed their projected RIT growth in reading as measured by NWEA 2018 Spring Benchmark data.

### SMART GOAL 2:

Beginning in the 2017 – 2018 school year, Salt River Elementary School will increase the number of students schoolwide who meet or exceed projected growth in Math by an additional 5% each successive year as measured by NWEA Spring MAP data.

**2017-2018 Milestone:** 45% of students will meet or exceed their projected RIT growth in math as measured by NWEA 2018 Spring Benchmark data.

### SMART GOAL 3:

50% of SRE students will be rated as proficient writers as measured by the Division writing assessment by the end of 2022.

**2017-2018 Milestone:** The average proficiency rate of K-6 students will improve from 5% -10% as measured by EOY writing benchmarks using the Six Trait Writing rubrics in which proficiency is at least a score of 24 on all Six Traits.

### SMART GOAL 4:

100% of SRES teachers will build and improve their own social and emotional learning (SEL) competencies and implement the most effective strategies to promote students’ development of SEL competencies as measured by increased scores on Social and Emotional Instruction and Competencies Self-Assessment: A Tool for Teachers by the end of SY 2022.

**2017-2018 Milestone:** 100% of SRES teachers will complete and reflect upon the Social and Emotional Instruction and Competencies Self-Assessment: A Tool for Teachers during SY 2017 – 2018.

## Salt River High School (SRHS) - Academic Plan

Purpose Statement for the Salt River High School (SRHS): Gathering as a community through a journey of inspiration.

### SMART GOAL 1:

90% of SRHS students who have been with SRHS 4 or more years will place at or above the 90th percentile on the Reading NWEA benchmarks by the end of 2022.

**2017-2018 Milestone:** 70% of Full Academic Year (FAY) students grades 7-12 will meet or exceed their projected Reading growth RITs between the first and last administrations of NWEA benchmarks (fall to winter).

### SMART GOAL 2:

90% of SRHS students who have been with SRHS 4 or more years will place at or above the 90th percentile on the MATH NWEA benchmarks by the end of 2022.

**2017-2018 Milestone:** 70% of Full Academic Year (FAY) students grades 7-12 will meet or exceed their projected Mathematics growth RITs between the first and last administrations of NWEA benchmarks (fall to winter).

### SMART GOAL 3:

90% of SRHS students who have been with SRHS 4 or more years will be rated as proficient writers as measured by the Division writing assessment by the end of 2022.

**2017-2018 Milestone:** 75% of FAY students grades 7-12 will gain 1 point on the AzMerit Writing Rubric between the first and last administrations of writing benchmarks (Fall to Winter).

### SMART GOAL 4:

75% of SRHS who attend 4 or more years with SRHS will graduate with their 4 year cohort by the end of 2022.

## Alternative Sites/Accelerated Learning Academy (ALA) - Academic Plan

Purpose Statement for the Salt River Alternative Sites/Accelerated Learning Academy (ALA): Salt River Accelerated Learning Academy (ALA) is a credit recovery based alternative school designed to meet the needs of students ages 16-21 who desire a high school diploma. The ALA is committed to helping students gain the academic foundation and credits needed to obtain a high school diploma while empowering students with college and career readiness skills to lead successful lives as responsible and productive citizens of the Salt River Pima-Maricopa Indian Community.

### SMART GOAL 1:

90% of Salt River Accelerated Learning Academy FAY students will gain 1.0 RIT on ELA NWEA benchmarks by the end of 2022.

**2017-2018 Milestone:** 65% of 11-12th grade students will grow by 1.0 RITs between the first and last administrations of the ELA NWEA benchmarks.

### SMART GOAL 2:

90% of Salt River Accelerated Learning Academy FAY students will gain 1.0 RIT on MATH NWEA benchmarks by the end of 2022.

**2017-2018 Milestone:** 40% of 11-12th grade students will grow by 1.0 RITs between the first and last administrations of the Math NWEA benchmarks.

### SMART GOAL 3:

50% of Salt River Accelerated Learning Academy FAY students will be rated as proficient writers as measured by the Division writing assessment by the end of 2022.

**2017-2018 Milestone:** 75% of 11-12th grade students enrolled in two consecutive ELA classes will grow by 1 point on the AzMerit Writing Rubric during the course of the school year (January-May 2018).

### SMART GOAL 4:

90% of Salt River Accelerated Learning Academy students starting the school year with 15+ credits will graduate by the end of the school year by the end of 2022.

**2017-2018 Milestone:** 75% of Salt River Accelerated Learning Academy students starting the school year with 15+ credits will graduate by the end of the school year.

Goals Evaluation Matrix

**School Improvement Plan Goals**

**Education Division Focus Area/Goal: Student Performance**

<b>SMART GOAL 1:</b>	80% of Pre-K students will recognize and name 13 letters in the alphabet, including letters in their first and last name as reported on the Teaching Strategies GOLD (TS GOLD) Assessment.
----------------------	--

<b>STRATEGY 1:</b>	Collaborating with the SRES Kindergarten Team to discuss current data on Alphabetic Knowledge.
--------------------	--

Action Step	Evidence	Goal Status
1. 2. 3.	1. 2. 3.	<i>Check one of the following:</i> <input type="checkbox"/> <i>Goal Met</i> <input type="checkbox"/> <i>Goal Not Met</i> <input type="checkbox"/> <i>Goal in Progress</i> ___ % completed to date

Action Step	Evidence	Goal Status
1. 2. 3.	1. 2. 3.	<i>Check one of the following:</i> <input type="checkbox"/> <i>Goal Met</i> <input type="checkbox"/> <i>Goal Not Met</i> <input type="checkbox"/> <i>Goal in Progress</i> ___ % completed to date