



Governing Board Agenda Item

Meeting Date: June 11, 2026

From: Dr. Daniel Streeter, Superintendent

Subject: Blueprint 2030 Strategic Plan

Priority: To plan for future needs in a proactive, accountable manner

Consent Action Discussion

Background:

This agenda item requests Governing Board approval of the Marana Unified School District's Blueprint 2030 Strategic Plan.

A community wide survey was completed in 2022 that defined the District's five Strategic Priorities:

- To provide rigorous, relevant, and innovative academics
- To recruit, retain, and support highly effective staff, teachers, and leaders
- To support informed, engaged, and empowered stakeholders
- To ensure that students are safe, known, and valued
- To plan for future needs in a proactive, accountable manner

The first Governing Board Summit was held on October 3, 2024 which gathered approximately 150 individuals from the community including parents, students, staff, Governing Board members, higher-education partners, business leaders, and faith-based leaders. During the Summit, participants developed a draft Profile of a Graduate.


Beginning in November 2024, between 50 - 80 individuals who participated in the Summit began attending Strategic Planning Committee meetings to review the Profile of a Graduate, conduct Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis, synthesize information, and identify strategic goals. In October 2025, a second Governing Board Summit was held to provide an update on the committee's work and gather additional feedback from stakeholders.

The development of the Blueprint 2030 Strategic Plan has been an ongoing collaborative process over the past 18 months. The document is the culmination of the committee's work and outlines Strategic Priorities and Goals, including associated strategies, action steps, completion timelines, and dashboard key performance indicators.

The Strategic Priorities and Goals will remain fairly static, while the strategies, action steps, timelines, and metrics may contain some fluidity as we work through the plan towards 2030.

Recommended Motion:

I move that the Governing Board approve the Marana Unified School District's Blueprint 2030 Strategic Plan as presented.

Approved for transmittal to the Governing Board: 
Dr. Daniel Streeter, Superintendent

*Questions should be directed to: Dr. Daniel Streeter, Superintendent
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Blueprint 2030

Strategic Plan

DRAFT

***To Provide Rigorous, Relevant,
and Innovative Academics***

Strategic Priority 1:

To Provide Rigorous, Relevant, and Innovative Academics

Goal 1:

Define, Adopt, and Communicate Key Performance Indicators (KPIs) for District Success.

Strategy	Action Steps	Date Completed	Dashboard KPI Metric
Establish and formally adopt a set of high-leverage, district-wide Key Performance Indicators (KPIs) that serve as the primary metrics for evaluating the overall success and progress of the district's mission and strategic plan.	Identify high-leverage, district-wide Key Performance Indicators.	Summer 2026	Interactive Key Performance Indicator Dashboard
	Create an interactive dashboard.	Summer 2026	
	Collect current baseline data based on the agreed-upon KPIs.	Summer 2026	
	Set goals for each KPI and track progress.	Fall 2026/Ongoing	

Strategic Priority 1:

To Provide Rigorous, Relevant, and Innovative Academics

Goal 2:

Achieve and Sustain High Reliability Schools (HRS) Certification.

Strategy	Action Steps	Date Completed	Dashboard KPI Metric
Systematically address and document progress across the five levels of the Marzano HRS framework.	Sustain Level 1 certification (Safe, Supportive, and Collaborative Culture).	Sustain	Number of Schools at HRS Level 3+ Number of "A" Rated Schools as Defined by the Arizona Department of Education/State Board of Education
	Sustain Level 2 certification (Effective Teaching in Every Classroom).	Sustain	
		Summer 2027	
		Summer 2029	
		Summer 2031	
	Achieve Level 3 certification (Guaranteed and Viable Curriculum).		
	Achieve Level 4 certification (Standards-Referenced Reporting).		
	Achieve Level 5 certification		

	(Competency-Based Education).		
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Strategic Priority 1:

To Provide Rigorous, Relevant, and Innovative Academics

Goal 3:

Improve Equitable Access and Success in Advanced and Gifted Programs.

Strategy	Action Steps	Date Completed	Dashboard KPI Metric
Implement a multifaceted approach, including universal screening, targeted outreach, and academic support structures (e.g., tutoring, bridge programs) to increase enrollment and improve performance in Advanced Placement, Dual Enrollment, and Gifted programs.	Implement a universal screener to identify students for gifted, advanced, and dual enrollment courses.	Fall 2026	Gifted Program Enrollment Numbers
	Identify a baseline number of students currently enrolled in these courses.	Fall 2026	Advanced Placement/Dual Enrollment Success Rate
	Increase the number of students who successfully complete these courses.	Fall 2027	Accelerated Math Enrollment Number of Academic Diploma Seals Earned (Biliteracy, Personal Finance, Civics Literacy, Arts Proficiency)

Strategic Priority 1:

To Provide Rigorous, Relevant, and Innovative Academics

Goal 4:

Implement a Balanced Assessment System to Monitor Progress on Key Achievement Levels to Ensure Student Success.

Strategy	Action Steps	Date Completed	Dashboard KP Metric
Clearly map out the purpose, frequency, and grade-level expectations for formative, summative, and Performance-Based Assessments (PBA) within each core content area.	Convene a committee of teachers, coordinators, coaches, and administrators to create an assessment calendar.	Summer 2026	Percentage of students "Proficient" on PBAs 3rd Grade Reading Proficiency
Develop and administer high-quality, complex PBAs at benchmark points (e.g., mid-year, end-of-year) to measure higher-order thinking and application skills.	Identify possible partners to assist with PBA work.	Fall 2027	8th Grade Math Proficiency
	Through a committee, identify a timeline for the development and implementation of PBAs.	Fall 2027	Number of middle school students earning high school credit Number high school students earning college credit

<p>Standardize data collection and reporting tools to ensure that results from all three assessment types are easily accessible, interconnected, and used by instructional teams for cyclical progress monitoring and targeted intervention.</p>	<p>Identify best practices for data collection, analysis, and distribution.</p> <p>Revisit the Arizona State Assessment Instrument.</p>	<p>Ongoing</p> <p>Ongoing / 2028 (New Assessment Year)</p>	
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Strategic Priority 1:

To Provide Rigorous, Relevant, and Innovative Academics

Goal 5:

Develop and Implement a Long-Term Strategic Arts Education Plan.

Strategy	Action Steps	Date Completed	Dashboard KPI Metric
Conduct a comprehensive audit of current arts programming (Visual Arts, Music, Theater, etc.), gather community input, and create a three-to-five-year strategic arts plan that ensures access, progression, and high-quality instruction for all students.	Form a representative committee.	Summer 2026	Number of students earning the Arizona Arts Proficiency Seal.
	Conduct a comprehensive audit of current programs.	Summer 2026	
	Identify opportunities for improvement and implementation based on stakeholder input.	Fall 2026	
	Complete a 3-5 year K-12 strategic arts plan.	Summer 2027	

Strategic Priority 1:

To Provide Rigorous, Relevant, and Innovative Academics

Goal 6:

Define Academic and Career Pathways for Students and Families.

Strategy	Action Steps	Date Completed	Dashboard KPI Metric
Working collaboratively with regional partners (colleges, trade schools, JTED), create easy-to-read, published maps of all academic and career pathways available.	Create and publish maps for academic pathways that include academic course opportunities as well as Career and Technical Education pathways.	Summer 2026	Number of graduates completing a defined pathway
	Develop 4-Year Plans for incoming freshmen students.	Fall 2026	Number of Industry Certifications earned
	Measure the percentage of students who can correctly identify their target post-secondary pathway (measured via student survey/counseling check-in).	Summer 2027	Postgraduation placement Scholarship money earned

	<p>Increase in enrollment and completion rates in defined career and technical education (CTE) and advanced academic pathways.</p> <p>Conduct an Alumni Survey to track postgraduate placements in college, career, or military.</p>	<p>Spring, 2027</p> <p>Spring 2027</p>	
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***To Recruit, Retain, and Support
Highly Effective Staff,
Teachers, and Leaders***

Strategic Priority 2:

To Recruit, Retain, and Support Highly Effective Staff, Teachers, and Leaders

Goal 1:

Systematically Build a Robust "Grow Your Own" (GYO) Internal Pipeline.

Strategy	Action Steps	Date Completed	Dashboard KPI Metric
Formalize and expand partnerships with universities and colleges (University of Arizona, Northern Arizona University, Grand Canyon University, Arizona State University, and Pima Community College), to support staff transitioning into certified teaching roles.	Identify key contacts within universities and colleges. Develop and approve Memorandums of Agreement with universities and colleges.	Summer 2026 Fall 2026	Number of participants enrolled in and completing the Grow Your Own pipeline (support staff reimbursement, residency programs) annually Internal hire rate Retention rate of GYO-pipeline teachers after their third year of employment

Strategic Priority 2:

To Recruit, Retain, and Support Highly Effective Staff, Teachers, and Leaders

Goal 2:

Ensure Total Compensation and Benefits are Top-Tier Competitive in the Region.

Strategy	Action Steps	Date Completed	Dashboard KPI Metric
Conduct an annual market analysis of total compensation (salary, benefits, stipends, and time) against three key regional comparison districts.	Establish criteria for selecting three regional comparison districts (i.e, size, demographics, etc.). Collect market data and district information.	Summer 2026 Fall 2026	Regional Salary Index Establish baseline participation rates and track increases in staff participation rate in district-sponsored high-value benefits plan year over year.
Identify and implement new, high-value benefits (e.g., on-site nurse practitioner, child care exploration, enhanced leave) to improve competitiveness and staff wellness.	Create a high-value benefits plan and propose it to stakeholder groups.	Summer 2027	

Strategic Priority 2:

To Recruit, Retain, and Support Highly Effective Staff, Teachers, and Leaders

Goal 3:

Increase Overall Staff Retention and Decrease Turnover.

Strategy	Action Steps	Date Completed	Dashboard KPI Metric
Implement a robust, district-wide mentorship and structured onboarding program for all new hires (certified and support staff).	Develop a standardized onboarding program that covers district culture, policies, departmental support, etc.	Summer 2026	Percentage of all MUSD staff (certified, support, and administration) returning for the next school year
Focus on creating a supportive work environment, fostering leadership-led instructional coaching, and providing wraparound behavioral student support.	Conduct surveys to identify areas in need.	Fall 2026	Retention rate of first-year teachers/staff
	Conduct "Exit" and "Stay" interviews.	Spring 2027	Improvement in staff survey scores related to "school support" and "professional satisfaction."

Strategic Priority 2:

To Recruit, Retain, and Support Highly Effective Staff, Teachers, and Leaders

Goal 4:

Cultivate Internal Leadership Capacity Across All Staff Segments.

Strategy	Action Steps	Date Completed	Dashboard KPI Metric
Establish a formal, structured Leadership Academy (for both certified and support staff) that provides clear pathways for career advancement.	Develop goals and expected outcomes of a Leadership Academy.	Summer 2026	Number of staff (categorized by certified/support) actively enrolled in the Leadership Academy annually
	Identify and create leadership pathways.	Fall 2026	
Integrate a job-shadowing component for administrators-in-training to gain multi-site experience.	Identify participants.	Summer 2026	Percentage of administrative and key leadership vacancies filled by internal candidates who have completed or are enrolled in a district leadership program
	Identify administrators to serve as job-shadowing mentors and coaches.	Summer 2026	

Strategic Priority 2:

To Recruit, Retain, and Support Highly Effective Staff, Teachers, and Leaders

Goal 5:

Enhance and Incentivize High-Quality Professional Development (PD) and Recognition.

Strategy	Action Steps	Date Completed	Dashboard KPI Metric
<p>Formalize a system that incentivizes participation in high-value professional development leading to certification/endorsement.</p> <p>Implement and track a multi-tiered staff recognition program (e.g., Employee of the Year, Longevity Pins) that cover all employee groups.</p>	<p>Determine the types of incentives (stipends, salaries, credits, promotion eligibility, etc.).</p> <p>Identify eligibility rules.</p> <p>Establish levels of recognition.</p> <p>Create criteria.</p> <p>Recognize through staff meetings, newsletters, and websites.</p>	<p>Summer 2026</p> <p>Fall 2026</p> <p>Summer 2026</p> <p>Summer 2026</p> <p>Ongoing</p>	<p>Number of eligible teachers earning a high-need endorsement (e.g., Special Education, Gifted, English Language Learner) per year</p> <p>Percentage of staff <u>formally recognized</u> through a district program (longevity, employee of the month/year, etc.) at least once per school year</p> <p>Average staff satisfaction score with the quality, relevance, and availability of district professional development</p>

Strategic Priority 2:

To Recruit, Retain, and Support Highly Effective Staff, Teachers, and Leaders

Goal 6:

Systematically Integrate Staff Voice into District and School Decision-Making.

Strategy	Action Steps	Date Completed	Dashboard KPI Metric
Establish formal, structured mechanisms (e.g., advisory groups, staff representation) to ensure districtwide councils and representatives provide input on key school- and district-level decisions.	Identify areas where staff input is critical.	Summer 2026	Percentage of school and district committees that include formal staff membership and have documented staff feedback
	Establish Solution Teams, as necessary.	Fall 2026	
	Determine representation from staff groups.	Fall 2026	

***To Support Informed, Engaged,
and Empowered Stakeholders***

Strategic Priority 3:

To Support Informed, Engaged, and Empowered Stakeholders

Goal 1:

Maximize District Transparency and Communication Efficacy

Strategy	Action Steps	Date Completed	Dashboard KPI Metric
Implement a multi-platform digital plan and a formal Crisis Communication Runbook to ensure proactive and transparent messaging.	Develop / publish Crisis Runbook (including protocols for high-stakes incidents).	Summer 2026 (Runbook) / Fall 2026 (Plan)	Percentage of stakeholders rating communication as "Excellent/Good"
	Standardize communication applications for school-home contacts.	Fall 2026	Staff recognition awards received
	Launch proactive media "Pitch Calendar" for positive stories.	Fall 2026	

Strategic Priority 3:

To Support Informed, Engaged, and Empowered Stakeholders

Goal 2:

Formalize and Leverage High-Impact Community & Business Partnerships

Strategy	Action Steps	Date Completed	Dashboard KPI Metric
Establish and maintain the MUSD Coalitions framework (Parent, Business, Alumni, and Faith-Based) to drive external advocacy.	Define charters/roles for each Coalition. Identify and invite key leaders. Establish an annual meeting schedule. Launch Alumni Database.	Fall 2026 (Launch) / Ongoing	Coalition meeting completion rate Number of students employed by Business Coalition partners

Strategic Priority 3:

To Support Informed, Engaged, and Empowered Stakeholders

Goal 3:

Increase Documented K-12 Family and Volunteer Engagement

Strategy	Action Steps	Date Completed	Dashboard KPI Metric
Streamline the volunteer entry process and create tiered engagement paths to deepen family involvement at all sites.	Identify and/or launch a Volunteer Coordinator position.	Fall 2026	Percentage increase in unique registered volunteers
	Audit / simplify volunteer application and clearance process.	Fall 2026	
	Create a "Volunteer Menu" (remote, one-time, recurring).	Spring 2027	
	Launch "Family Engagement" workshops / events at all sites.	Spring 2027	

Strategic Priority 3:

To Support Informed, Engaged, and Empowered Stakeholders

Goal 4:

Cultivate a Culture of Appreciation and Advocacy

Strategy	Action Steps	Date Completed	Dashboard KPI Metric
Roll out a unified recognition program celebrating students, staff, and community members, including volunteer celebrations.	Design a multi-tiered recognition program (student, staff, community). Empower students to lead "Success Stories" via school media. Host annual district Volunteer Celebration event. Add a Volunteer of the Year award for the Celebration of Excellence Luncheon.	Spring 2027	Number of unique stakeholders recognized per semester

***To Ensure That Students are
Safe, Known, and Valued***

Strategic Priority 4:

To Ensure That Students are Safe, Known, and Valued

Goal 1:

Formalize a Unified, District-Wide Safety and Emergency Protocol

Strategy	Action Steps	Date Completed	Dashboard KPI Metric
Strengthen first-responder partnerships via Joint Solution-Team Task Forces and standardized training/table-top exercises.	Establish quarterly Joint Task Force meetings with Marana Police Department / Pima County Sheriff's Office / Northwest Fire. Implement standardized table-top exercises at all sites. Conduct annual comprehensive facility safety audits.	Ongoing / Annual Audit (Summer)	Average Safety Audit Score (Internal / External)

Strategic Priority 4:

To Ensure That Students are Safe, Known, and Valued

Goal 2:

Standardize the Multi-Tiered System of Supports (MTSS) & Positive Behavioral Interventions and Supports (PBIS) Framework with Fidelity

Strategy	Action Steps	Date Completed	Dashboard KPI Metric
Adopt a consistent Multi-Tiered System of Supports (MTSS) for academics, behavior, and executive functioning skills with staff-wide professional development.	Standardize the MUSD MTSS manual / framework. Implement a digital "Student Check-In" pulse-check process. Provide Tier 1/2 Positive Behavioral Interventions and Supports (PBIS) training for all certified / support staff. Provide Child Study Team training for certified / support staff.	Summer 2026 (Manual) / Fall 2026 (Check-in)	PBIS Tiered Fidelity Inventory (TFI) Scores

Strategic Priority 4:

To Ensure That Students are Safe, Known, and Valued

Goal 3:

Ensure Every Student is Known through Connected Transitions from Elementary School to Middle School to High School

Strategy	Action Steps	Date Completed	Dashboard KPI Metric
Formalize Cross-Feeder Pattern opportunities (Grad Walks, Peer Mentoring) to bridge the gap between K-8 and High School.	Audit / schedule annual "Feeder Pattern" connection events. Establish "Known & Connected" student surveys. Create a standardized 6th-8th and 8th-9th transition roadmap.	Fall 2026 / Spring 2027 Spring 2027 Fall 2027	Student "Sense of Belonging" survey score Student participation numbers in transition activities

Strategic Priority 4:

To Ensure That Students are Safe, Known, and Valued

Goal 4:

Optimize Special Education Systems for Inclusion and Sustainability

Strategy	Action Steps	Date Completed	Dashboard KPI Metric
Strengthen the Inclusion Model while standardizing behavioral intervention protocols and streamlining Individualized Education Plan (IEP) compliance to protect instructional time.	Implement a "Consistent Behavioral Response" protocol for high-need disruptions.	Fall 2026 / Ongoing	Percentage of students in Inclusive Practices as Measured by the Arizona Department of Education Staff Satisfaction Score: "Manageability of IEP/Compliance Workload"
	Pilot "Streamlined IEP" meeting structures (e.g., timed agendas, pre-meeting drafts).	Fall 2026	
	Expand professional development for teaching teams on co-teaching/inclusion.	Summer 2026	
	Audit special education caseloads and meeting frequency to identify time-saving efficiencies.	Fall 2026	

Strategic Priority 4:

To Ensure That Students are Safe, Known, and Valued

Goal 5:

Systematically Integrate Student Voice into District Decision-Making

Strategy	Action Steps	Date Completed	Dashboard KPI Metric
Establish structured Student Advisory Councils to provide formal input on policy, facilities, and school-level schedules.	Enhance the current Superintendent's Student Advisory Council (SSAC). Define "Student Representative" roles for site committees. Launch a "You Spoke, We Acted" student feedback loop.	Fall 2026	Percentage of key committees with formal student voice

***To Plan for Future Needs in a
Proactive, Accountable Manner***

Strategic Priority 5:

To Plan for Future Needs in a Proactive, Accountable Manner

Goal 1:

Formalize a 10-Year Comprehensive Capital Needs & Facilities Plan

Strategy	Action Steps	Date Completed	Dashboard KPI Metric
Conduct a Capital Needs Assessment (CNA) and Master Plan detailing maintenance, upgrades, and technology infrastructure.	Contract / launch CNA Audit.	Summer 2026	Average Facility Condition Index (FCI) Score
	Finalize Educational Facilities Master Plan.	Fall 2026	
	Complete a Geographic Information System (GIS) and indoor mapping survey to provide first responders and school leadership with real-time, high-definition situational awareness of all district facilities.	Fall 2026	
	Formally adopt the 10-Year Plan via Board action.	Spring 2027	

Strategic Priority 5:

To Plan for Future Needs in a Proactive, Accountable Manner

Goal 2:

Implement a Data-Driven Growth & Site Acquisition Strategy

Strategy	Action Steps	Date Completed	Dashboard KPI Metric
Annually update Demographic / Economic Studies to proactively monitor housing growth and secure land for future school sites.	Update annual demographic forecast. Identify / verify priority land parcels for acquisition. Monitor core capacity thresholds per site.	Annual (Spring)	District-wide facility utilization rate

Strategic Priority 5:

To Plan for Future Needs in a Proactive, Accountable Manner

Goal 3:

Transition to a High-Performance Preventive Maintenance Model

Strategy	Action Steps	Date Completed	Dashboard KPI Metric
Shift to a proactive Computerized Maintenance Management System (CMMS) model to preserve critical systems (HVAC, Roofs, Technology) and reduce emergency repairs.	Optimize the Computerized Maintenance Management System. Establish an 80/20 ratio between preventive and reactive. Schedule long-term asset replacements.	Ongoing	Preventive Maintenance (PM) ratio

Strategic Priority 5:

To Plan for Future Needs in a Proactive, Accountable Manner

Goal 4:

Ensure National Excellence in Financial Stewardship

Strategy	Action Steps	Date Completed	Dashboard KPI Metric
Adhere to the highest accounting standards and submit for National Finance Awards (Association of School Business Officials and Government Finance Officers Association) and clean audits.	Submit ACFR for GFOA/ASBO review. Develop a 5-year Financial Forecast (Operating / Debt). Complete annual audit with zero material findings.	Annual (Winter)	ASBO/GFOA Certificate of Excellence

Strategic Priority 5:

To Plan for Future Needs in a Proactive, Accountable Manner

Goal 5:

Optimize School Programming & Configuration for the 2030 Vision

Strategy	Action Steps	Date Completed	Dashboard KPI Metric
Evaluate grade-level configurations and define signature programs (Science, Technology, Engineering and Mathematics, Arts, International Baccalaureate, etc.) for every Marana Unified School District campus.	Launch Community Configuration and Programming survey. Analyze data for regional program gaps. Define "Signature Identities" for each school site.	Spring 2027	Signature program participation / interest rates