

STRATEGIC PLAN

2025-2030



Dear Provo Community,

We are excited to introduce our newly developed **Provo City School District Strategic Plan**, a roadmap to guide our district in the coming years. With contributions from staff, students, parents, and community members, this plan is not just a vision, but a promise of what we can accomplish together.

As we navigate the opportunities and challenges ahead, we are confident that it will be a compass for every decision made in our district, ensuring alignment between our choices and goals. However, it is more than just a set of guidelines. It is a shared commitment to a consistent, unified approach across our schools. Every facet of our district will be shaped by its principles, helping us create a high-achieving, high-functioning place of learning that prepares both students and staff for success beyond our doors.

We invite each of you to familiarize yourselves with this plan and participate in its implementation and fulfillment. Together, we will foster inspiration, raise the bar for academic achievement, and cultivate a welcoming culture that will benefit all who come in contact with our schools.

Thank you for your continued support and dedication to making the Provo City School District a model of success.

Sincerely,

Rebecca Nielsen
Board President
Provo City School District Board of Education

Contents

- 2 Mission, Vision & Core Values
- 3 From the Superintendent
- 5 Priority 1: Academic Achievement
- 7 Priority 2: Wellness and Safety
- 9 Priority 3: Stewardship of Resources
- 11 Acknowledgments

STRATEGIC PLAN 2025-2030



Core Values

Belonging

Creating a welcoming and supportive environment where differences are valued and everyone feels respected and included.



Growth

Striving for academic rigor, innovative teaching methods, and continuous improvement to foster student success and achievement.



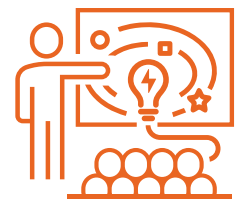
Empowerment

Providing tools, resources, and opportunities to build confidence, develop capacity, and achieve greatness.



Creativity

Encouraging innovation, curiosity, imagination, and critical thinking.



Community

Establishing strong partnerships between schools, families, and the broader community to enhance educational experiences and address needs of students effectively.



MISSION

Welcome

Educate

Inspire

VISION

The Provo City School District is a vibrant learning environment where all students become lifelong learners and engaged community members.



Dear Provo Community,

We are excited to share with you Provo City School District's Strategic Plan. A big thank you to the many community members, employees, and students that contributed to our efforts as we identified our priorities and goals. We seek to make Provo City School District a destination district for all stakeholders. This plan will guide us as we provide a world class education that prepares students effectively for an array of postsecondary opportunities.

We know that inviting, welcoming, and inspiring environments lead to impressive student outcomes which will benefit our entire community. Our priorities will guide our decision-making and action plans. We look forward to communicating our successes and areas of growth with our entire community as we improve the education we provide to all students.

Our students, employees, and families can expect us to provide an environment where all can excel, flourish, and feel valued. We value the partnership we have with all our stakeholders, and we commit to maximizing opportunities and success for each child in Provo City School District.

Best,

Wendy J. Dau
Superintendent
Provo City School District

Planning Process

Provo City School District established a Steering Committee comprised of students, parents, district staff, and community members that met monthly over the last year to develop our strategic plan. We completed a needs assessment by analyzing student achievement and growth data along with qualitative and quantitative district data. Further input from surveys and focus groups informed the development of our priorities through a series of school board work sessions. We are grateful for the time and feedback provided by so many who supported this process, resulting in a plan that will benefit the students, families, and staff members of the Provo City School District and contribute to the growth and success of our community for years to come.

Family and Community Engagement

Priority One



Academic
Achievement

Priority Two



Wellness
& Safety

Priority Three



Stewardship
of Resources

Opportunity for All





1
PRIORITY



Academic Achievement

Goals	Strategies	Key Performance Indicators (KPIs)																													
<p>Increase the percentage of students achieving proficiency in core subjects (M/LA/S) by 15% within 5 academic years.</p>	<ul style="list-style-type: none"> • Ensure all students have access to and engagement with high-quality Tier 1 instruction including differentiated instructional strategies & regular formative assessments, to address individual learning needs. • Analyze data by student group for the district and schools and implement systematic, targeted Tier 2 and Tier 3 evidence-based interventions. • Provide professional development opportunities for teachers to enhance their instructional practices, including student engagement strategies. 	<p>Measured by end of level state assessments</p>																													
		<table border="1"> <thead> <tr> <th>Year</th> <th>Language Arts</th> <th>Math</th> <th>Science</th> </tr> </thead> <tbody> <tr> <td>2025</td> <td>51%</td> <td>46%</td> <td>48%</td> </tr> <tr> <td>2026</td> <td>54%</td> <td>49%</td> <td>51%</td> </tr> <tr> <td>2027</td> <td>57%</td> <td>52%</td> <td>54%</td> </tr> <tr> <td>2028</td> <td>60%</td> <td>55%</td> <td>57%</td> </tr> <tr> <td>2029</td> <td>63%</td> <td>58%</td> <td>60%</td> </tr> <tr> <td>2030</td> <td>66%</td> <td>61%</td> <td>63%</td> </tr> </tbody> </table>	Year	Language Arts	Math	Science	2025	51%	46%	48%	2026	54%	49%	51%	2027	57%	52%	54%	2028	60%	55%	57%	2029	63%	58%	60%	2030	66%	61%	63%	
Year	Language Arts	Math	Science																												
2025	51%	46%	48%																												
2026	54%	49%	51%																												
2027	57%	52%	54%																												
2028	60%	55%	57%																												
2029	63%	58%	60%																												
2030	66%	61%	63%																												
<p>Increase the percentage of students who meet college & career readiness benchmarks (ACT >18, Graduation, Adv. Courses) by 5% within 5 academic years.</p>	<ul style="list-style-type: none"> • Ensure each student is prepared for the rigors of college, technical or vocational training, or career training to maximize success in postsecondary opportunities. • Ensure each student successfully completes at least one Advanced Placement or Concurrent Enrollment course or a sequence of Career and Technical Education courses that comprise a CTE pathway. 	<p>Postsecondary Readiness Indicators established by Utah State Board of Education</p>																													
		<table border="1"> <thead> <tr> <th>Year</th> <th>ACT Scores>18</th> <th>Graduation Rates</th> <th>Advanced Coursework</th> </tr> </thead> <tbody> <tr> <td>2025</td> <td>68%</td> <td>92%</td> <td>80%</td> </tr> <tr> <td>2026</td> <td>69%</td> <td>93%</td> <td>81%</td> </tr> <tr> <td>2027</td> <td>70%</td> <td>94%</td> <td>82%</td> </tr> <tr> <td>2028</td> <td>71%</td> <td>95%</td> <td>83%</td> </tr> <tr> <td>2029</td> <td>72%</td> <td>96%</td> <td>84%</td> </tr> <tr> <td>2030</td> <td>73%</td> <td>97%</td> <td>85%</td> </tr> </tbody> </table>	Year	ACT Scores>18	Graduation Rates	Advanced Coursework	2025	68%	92%	80%	2026	69%	93%	81%	2027	70%	94%	82%	2028	71%	95%	83%	2029	72%	96%	84%	2030	73%	97%	85%	
Year	ACT Scores>18	Graduation Rates	Advanced Coursework																												
2025	68%	92%	80%																												
2026	69%	93%	81%																												
2027	70%	94%	82%																												
2028	71%	95%	83%																												
2029	72%	96%	84%																												
2030	73%	97%	85%																												





2

PRIORITY



Wellness and Safety

Goals	Strategies	Key Performance Indicators (KPIs)	
<p>Increase the number of students and families who feel that our schools and district provide welcoming and supportive environments as measured by climate and stakeholder feedback surveys.</p>	<ul style="list-style-type: none"> Educate and mentor all employees in how to create a welcoming atmosphere for all community members and students. Increase opportunities for and participation in family engagement opportunities and ensure that parents who attend are representative of the district's population. Create specific district wide committees for families and employees to have access to high levels of leadership to problem-solve situations as they arise in our district. 	<p>Year</p>	<p>Utah State Board of Education Climate Survey</p>
<p>Reduce the number of major offenses tied to bullying, harassment, discrimination, school safety, and physical aggression to 4% or lower across all student groups by 2030.</p>	<ul style="list-style-type: none"> Implement a Levels of Behavior policy and train all teachers and administrators in these protocols. Measure the effectiveness through Office Discipline Referral Data reported on Powerschool as well as SafeUT reports. Implement a successful PBIS system at each school site that is measured by a school-wide evaluation tool (SET). 	<p>Year</p>	<p>Office Discipline Referrals (ODRs) as measured by Powerschool and SafeUT reports</p>
<p>Decrease the number of students who are chronically absent by 20% by 2030.</p>	<ul style="list-style-type: none"> Implement evidence-based strategies to improve attendance. 	<p>Year</p>	<p>Chronic absenteeism data</p>
		<p>2025</p> <p>2026</p> <p>2027</p> <p>2028</p> <p>2029</p> <p>2030</p>	<p>Baseline survey data</p> <p>Improve survey data scores by 4% over baseline in 3 priority areas.</p> <p>Improve survey data scores by 8% over baseline in 3 priority areas.</p> <p>Improve survey data scores by 12% over baseline in 3 priority areas.</p> <p>Improve survey data scores by 16% over baseline in 3 priority areas.</p> <p>Improve survey data scores by 20% over baseline in 3 priority areas.</p>
		<p>2025</p> <p>2026</p> <p>2027</p> <p>2028</p> <p>2029</p> <p>2030</p>	<p>Baseline ODR data</p> <p>Drop in ODRs by 2% for all student groups</p> <p>Drop in ODRs by 4% for all student groups</p> <p>Drop in ODRs by 6% for all student groups</p> <p>Drop in ODRs by 8% for all student groups</p> <p>Drop below 4% in ODRs for all student groups</p>
		<p>2025</p> <p>2026</p> <p>2027</p> <p>2028</p> <p>2029</p> <p>2030</p>	<p>Baseline survey data</p> <p>Decrease by 4% from baseline</p> <p>Decrease by 8% from baseline</p> <p>Decrease by 12% from baseline</p> <p>Decrease by 16% from baseline</p> <p>Decrease by 20% from baseline</p>





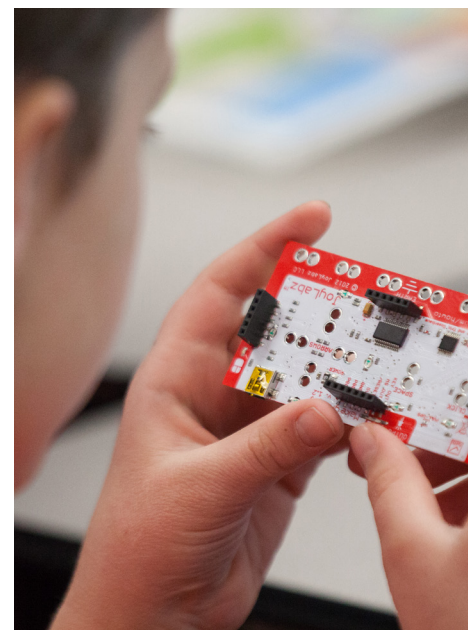
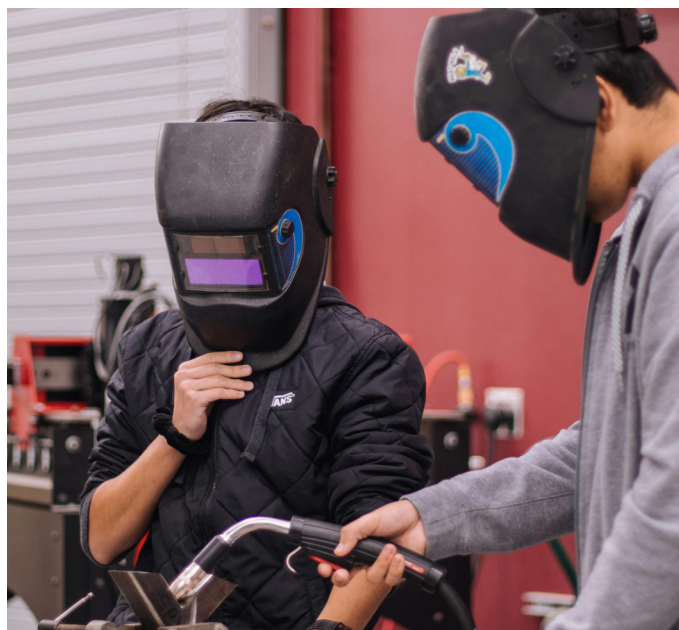
3

PRIORITY



Stewardship of Resources

Goals	Strategies	Key Performance Indicators (KPIs)	
<p>Increase the retention of high quality teachers between years 5 and 15 by 15% over 5 years.</p>	<ul style="list-style-type: none"> • Implement an employment satisfaction survey to identify areas of improvement and success to reduce employee turnover. • Work with employee groups to create plans to improve benefits and salaries. • Provide support for employees with continued professional development. 	Year	Employee Satisfaction Survey
		2025	Baseline data
<p>Improve communication about decision-making, resource allocation, and facilities management by 15% over 5 years as measured by specific survey data.</p>	<ul style="list-style-type: none"> • Provide meaningful data and transparency to the community about our decision-making processes. • Provide effective communication to all stakeholders through regular email, board updates, newsletters, in-person community meetings, social media platforms, videocasts, and podcasts. 	Year	Community Survey
		2025	Baseline survey data
		2026	Improve survey data scores by 3% over baseline in 3 priority areas.
		2027	Improve survey data scores by 6% over baseline in 3 priority areas.
		2028	Improve survey data scores by 9% over baseline in 3 priority areas.
		2029	Improve survey data scores by 12% over baseline in 3 priority areas.
		2030	Improve survey data scores by 15% over baseline in 3 priority areas.



Acknowledgments

Thank you for your contributions!

Board of Education

Rebecca Nielsen

School Board President – District 6

Jennifer Partridge

School Board Vice President – District 4

Lisa Boyce

School Board – District 1

Melanie Hall

School Board – District 2

Megan Van Wagenen

School Board – District 3

Teri McCabe

School Board – District 5

Gina Hales

School Board – District 7

Monika Tua'one

Student Board Member

Hutch Fale

Student Board Member

Will Weidner

(2023-2024 Student Board Member)

Max Joyner

(2023-2024 Student Board Member)



Strategic Plan Committee Members District Employees & Community Members

District Employees

Wendy Dau, Superintendent

Devyn Dayley, Business Administrator

Jason Cox, Deputy Superintendent

Jarod Sites, Assistant Superintendent of Elementary Education

Darrell Jensen, Assistant Superintendent of Secondary Education

Judy Rose, Director of Elementary Teaching and Learning

Doug Finch, Director of Secondary Teaching and Learning

Jason Garrison, Director of Student Services

Michelle Eldredge, Director of Continuous School Improvement

Suraj Syal, Director of Special Education

Nate Mitchell, Director of Research and Assessment

Caleb Price, Director of Communications

Rebecca Rogers, Director of Human Resources

Clay Bingham, Director of Career and Technical Education

John Anderson, Director of Special Programs

Steve Reese, Director of Accounting

Kyle Bates, Director of Building and Maintenance

Tammy Horger, Director of Child Nutrition

Troy Lindloff, Director of Transportation

Community Members

Angela Anderson

Danny Caldwell

Carrie Crowe

Brookanne Dalby

Jamie Davis-Leite

Julia Doxey

Nancy Montero

Christy Giblon

Anthony Lugo

Tiffany McCloud

Robyn Pulham

Sara Parrish

Angela Puertas

Shanelle Robinson

Jeff Rust

Daniel Stokes

Ethan Unklesbay

Mary Wade

Carmen Williams

Britney Wood

Sara Wursten



INDEPENDENCE HIGH SCHOOL

Independence High School



Provo City
SCHOOL DISTRICT



provo.edu



[@provocity schooldistrict](https://www.facebook.com/provocity schooldistrict)