



Strategic Plan 2025-2028

Vision Statement

Inspired by purpose, safe in community, and fulfilled through learning.

Mission Statement

Our mission is to prepare students to succeed in an ever-changing world by providing a learning environment that is purposeful, safe, and fulfilled. We support all AMSD partners in accomplishing this mission. We recognize that this is a shared responsibility of the school district, families, and community.

Core Commitments

We are Aztec. *Pride* - We are ambassadors of our schools and district. We commit to take pride in the work we do. We share our pride by promoting an Inspired, Safe, and Fulfilled environment through positive communication and vision reinforcement. We proudly wear our school and district attire as it symbolizes our shared identity and commitment.

We are Kind Communicators. *Attentive* - We commit to communicate candidly, speak with kindness, listen fully, presume positive intentions, and earn trust. We share information openly, broadly, and intentionally. We use positive and uplifting language such as: "I'm happy to...", "I support you...", "It is my pleasure...", "I hear you...", "Your input is valuable...", and "We want to assist..."

We are Highly Relational. *Respectful* - We commit to build healthy relationships. We strive to know each individual by name, face, strengths, interests, and values. We treat others with courtesy, respect, and dignity, and view every interaction as an investment in improving relationships. We recognize that maintaining healthy relationships is the foundation for enriching all our lives.

We are a Dedicated Team. *Teamwork* - We are all part of one team. We commit to hearing and valuing everyone's voice. We are dedicated to individual and organizational health. We fully support one another as we foster a culture of team building and celebration.

We are Community. *Networking* - *We recognize that educational organizations and their communities exist in a cooperative relationship. By working collaboratively, we will ensure that every unique stakeholder will feel essential to the educational community. Diversity is our strength. This relationship will enable the educational process to be elevated.*

We are Empowered. *Equipped* - As AMSD Team members, we recognize that every individual has unique skills and strengths to bring to our shared problem-solving efforts. We commit to providing input and ideas to initiate positive change. We operate with open, solution-oriented minds, committed to turning relevant ideas into purposeful actions. While we might disagree, we fully commit to our shared problem-solving efforts.

We are Innovators. *Risk-Taking* - We support the development and continuous improvement of all employees and students. We commit to recognizing and acknowledge when colleagues do great work. We encourage risk-taking, breaking down barriers, and the implementation of new ideas. We are trusted to try new methodologies and instructional practices. We turn failed situations into learning experiences and accept the obligation to correct them. We promise to make learning personal. We are Different. By design.

We are here to Serve. *Service* - As educators, we serve the next generation. We commit to be pleasant, show empathy, and greet each person with warmth. We listen and ask questions to seek clarity when a colleague, parent, or student expresses a need. We take ownership and accept responsibility for making sure needs are met, the problem is addressed, and solutions are offered. We rely on and encourage one another by holding ourselves accountable for our values and commitments.

District Goals

1. Academic Excellence: 100% of students will demonstrate one year of growth and/or meet/exceed grade level expectations in Early Literacy, Language Arts, Math, Science, and Graduation Rates.
 - a. 100% of teachers will teach grade-level standards using district-adopted curriculum with fidelity.
 - b. 100% of teachers will use instructional practices that provide students with daily opportunities to engage in learning through speaking, writing, or doing.
2. High Quality Workforce: Develop and retain 100% highly effective teachers, employees, and district leaders who are committed to achieving academic excellence and developing and maintaining positive relationships.
 - a. 100% of personnel will participate in training and development provided by the district as well and are encouraged to participate in continuing education and professional growth.
 - b. 100% of all personnel, including teachers, administrators, and support people, will demonstrate a rating of effective or higher in their evaluation process.
3. Safety, health, and wellness: 100% of personnel promote a safe, healthy, respectful, and sustainable school community.
 - a. 100% of schools and departments will meet or exceed school safety requirements and protocols.
 - b. 100% of employees participate in training focused on building wellness and health.
 - c. 100% of employees and students will utilize the district-approved positive behavior support program.
 - d. Implement the Facilities Master Plan as approved by the Board and recommended by the state. Update the Facility Master Plan on a regular basis.

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Strategic Goal: Academic Excellence: 100% of students will demonstrate one year of growth and/or meet/exceed grade level expectations in Early Literacy, Language Arts, Math, Science, and Graduation Rates.

Rationale for Goal: This goal ensures a rigorous and equitable academic focus by setting high expectations for all students, recognizing that both individual growth and proficiency are essential indicators of meaningful academic progress across all core subjects.

Strategies to Accomplish Action Plan	Key Performance Indicators (KPI)	Completion Date	Person Responsible
100% of teachers will teach grade-level standards using district-adopted curriculum with fidelity.			
Curriculum Training & Support			
Provide ongoing professional development and refresher sessions on the scope, sequence, and instructional routines of the district-adopted curriculum.	<ul style="list-style-type: none"> • Sign-in sheets at professional development sessions • Agenda • Backwards planning/Pacing guide 	<ul style="list-style-type: none"> • Quarterly • May 22, 2026 	<ul style="list-style-type: none"> • Site Administrators • Department of Instruction
Offer grade-level planning days for teachers to collaborate on pacing, alignment, and lesson design.	<ul style="list-style-type: none"> • Common prep/professional learning communities (PLC) per Site every other week • Agenda • Sign-in sheets • Pacing guides per district expectation 	<ul style="list-style-type: none"> • Track quarterly 	<ul style="list-style-type: none"> • Department of Instruction • Site Administrators
Instructional Monitoring			
Use classroom walkthroughs, lesson plan reviews, and coaching cycles to monitor fidelity of curriculum implementation.	<ul style="list-style-type: none"> • PowerSchool Perform/Walkthrough tool) • Each Teacher per week 	<ul style="list-style-type: none"> • Bi-weekly • May 22, 2026 	<ul style="list-style-type: none"> • Site Administrators • Department of Instruction
Utilize the six steps of feedback along with Teach Like a Champion 2.0 strategies to provide bite-sized feedback and identify support needs.	<ul style="list-style-type: none"> • Provide Teachers' professional development on Teach Like a Champion 2.0 	<ul style="list-style-type: none"> • Bi-weekly check-ins • May 22, 2026 	<ul style="list-style-type: none"> • Site Administrators • Department of Instruction

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	<ul style="list-style-type: none"> • Provide Administrators professional development on the Six Steps of effective feedback • Bite-sized feedback weekly • Six steps Monthly 		
Standards Alignment Checks			
Incorporate bi-weekly professional learning community meetings focused on unpacking standards and ensuring lessons align with instructional goals.	<ul style="list-style-type: none"> • New Mexico Instructional Scope • Agenda • Sign-in sheet 	<ul style="list-style-type: none"> • Bi-weekly • May 22, 2026 	<ul style="list-style-type: none"> • Site Administrators • Department of Instruction
Create curriculum maps and pacing guides that clearly link daily instruction to grade-level standards.	<ul style="list-style-type: none"> • Exemplars • Instructional coaches work with Instructional Leadership Teams to create Exemplars • Completed Pacing Guides • Completed curriculum maps 	<ul style="list-style-type: none"> • Quarterly • May 22, 2026 	<ul style="list-style-type: none"> • Site Administrators • Department of Instruction
Administrator & Instructional Coach Support			
Develop instructional learning schedules with Instructional leadership teams and campus leadership that include modeling, co-teaching, and guided planning aligned to school goals and teacher support needs.	<ul style="list-style-type: none"> • Learning Labs • Instructional Leadership Teams' agenda with needs (potential professional development) • Learning schedule 	<ul style="list-style-type: none"> • Monthly • May 22, 2026 	<ul style="list-style-type: none"> • Site Administrators • Department of Instruction
100% of teachers will use instructional practices that provide students with daily opportunities to engage in learning through speaking, writing, or doing.			
Professional Learning on Engagement Strategies			
Train teachers on research-based engagement strategies	<ul style="list-style-type: none"> • Utilize professional development days • Agendas 	<ul style="list-style-type: none"> • Monthly • May 22, 2026 	<ul style="list-style-type: none"> • Site Administrators

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from Teach Like a Champion 2.0.	<ul style="list-style-type: none"> • Sign-in sheets 		<ul style="list-style-type: none"> • Department of Instruction
Lesson Design Expectations			
Embed speaking, writing, or doing as a non-negotiable element in daily lesson planning templates.	<ul style="list-style-type: none"> • Set a daily learning objective • What are you learning? • How will you be assessed? • Proof you learned it 	<ul style="list-style-type: none"> • Phase I- Utilize a planning template quarterly • Phase II- Utilize a monthly planning template • Phase III- Utilize a planning template daily 	<ul style="list-style-type: none"> • Site Administrators • Department of Instruction
Review evidence of Teach Like a Champion strategies during formal observations and walkthroughs.	<ul style="list-style-type: none"> • Monthly Teach Like a Champion strategy focus • Walkthrough data 	<ul style="list-style-type: none"> • Bi-weekly 	<ul style="list-style-type: none"> • Site Administrators • Department of Instruction
Student Work and Participation Checks			
Collect and review student exit tickets regularly to ensure students are producing written responses and/or demonstrating active engagement.	<ul style="list-style-type: none"> • Classroom walkthrough • Feedback meeting to review exit tickets 	<ul style="list-style-type: none"> • Bi-weekly 	<ul style="list-style-type: none"> • Site Administrators • Department of Instruction
Conduct student check-ins weekly to monitor classroom engagement experiences.	<ul style="list-style-type: none"> • Weekly Friday check-in (15 minutes at the end of each class/period) 	<ul style="list-style-type: none"> • Bi-weekly • Quarterly • May 22, 2026 	<ul style="list-style-type: none"> • Site Administrators • Department of Instruction
Collaborative Learning Structures			
Implement structures such as group tasks, project-based learning, learning stations, and peer feedback routines to support active participation.	<ul style="list-style-type: none"> • Lesson planning • Classroom walkthroughs 	<ul style="list-style-type: none"> • Weekly 	<ul style="list-style-type: none"> • Site Administrators • Department of Instruction

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Ensure that classrooms are designed to encourage movement, collaboration, and visible thinking.	<ul style="list-style-type: none"> • Lesson planning • Upgrading classroom technology • Classroom walkthrough • Utilize Two-Mill funding 	<ul style="list-style-type: none"> • Monthly • May 22, 2026 • Phase I - Roll out technology • Phase II - Implement new technology 	<ul style="list-style-type: none"> • Department of Instruction • Department of Technology • Site Administrators • Department of Finance
Accountability Through Professional Learning Communities (PLC)			
Use professional learning communities to reflect on and adjust instruction based on student performance data.	<ul style="list-style-type: none"> • Utilize exit tickets, Common Formative Assessments, interim assessments, and istation • Share best practices 	<ul style="list-style-type: none"> • Quarterly • Bi-weekly 	<ul style="list-style-type: none"> • Department of Instruction • Site Administrators
Share best practices and classroom artifacts that highlight student learning through active participation.	<ul style="list-style-type: none"> • Agendas • Artifacts/Data • Sign-in sheet 	<ul style="list-style-type: none"> • Monthly 	<ul style="list-style-type: none"> • Instructional Leadership Teams • Site Administrators • Department of Instruction

Strategic Goal: High Quality Workforce: Develop and retain 100% highly effective teachers, employees, and district leaders who are committed to achieving academic excellence and developing and maintaining positive relationships.

Rationale for Goal: Student success depends on effective, committed employees. We will recruit top talent, provide targeted development, support growth, recognize excellence, and build leadership capacity, all within a culture of trust and collaboration. A strong workforce drives academic achievement and positive relationships.

Strategies to Accomplish Action Plan	Key Performance Indicators (KPI)	Completion Date	Person Responsible
100% of personnel will participate in training and development provided by the district and are encouraged to pursue continuing education and professional growth.			
Annual Professional Development Plan			

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Create and communicate a year-long professional development calendar aligned to district goals, NMDash 90 Day Plan, and employees' needs.	<ul style="list-style-type: none"> • Vector training • Professional development Calendar 	<ul style="list-style-type: none"> • December 1, 2025 • May 22, 2026 • End of September 	<ul style="list-style-type: none"> • Department of Human Resources • Department of Instruction
Provide professional development choice boards that allow employees to select sessions based on their interests and areas for growth.	<ul style="list-style-type: none"> • Aztec Cabin Fever 	<ul style="list-style-type: none"> • January 6, 2026 	<ul style="list-style-type: none"> • Department of Finance • Department of Instruction • Department of Federal Programs
Implement a micro-credential or badge system to personalize learning paths and recognize completion of skill-based learning.	<ul style="list-style-type: none"> • Identify Platform • Layout pathways • Implement a badge system for January 2027 	<ul style="list-style-type: none"> • January 2026 • May 2026 • January 2027 	<ul style="list-style-type: none"> • Department of Human Resources
Leadership Development			
Develop and promote internal programs for aspiring leaders, mentors, and coaches across all job classifications.	<ul style="list-style-type: none"> • Utilize programs through NMPED and Cooperative Educational Services (CES) 	<ul style="list-style-type: none"> • Semester • Quarterly 	<ul style="list-style-type: none"> • Department of Finance • Department of Human Resources
Partner with universities or regional cooperatives for administrative licensure and specialized certifications.	<ul style="list-style-type: none"> • Utilize programs through NMPED and Cooperative Educational Services, Western NM, San Juan College, Eastern NM, UNM, etc. 	<ul style="list-style-type: none"> • Semester • Quarterly 	<ul style="list-style-type: none"> • Department of Finance • Department of Human Resources
Track and Monitor Participation			
Use a centralized system to track professional learning participation and ensure 100% completion of the required training.	<ul style="list-style-type: none"> • Vector 	<ul style="list-style-type: none"> • December 1, 2025 	<ul style="list-style-type: none"> • Department of Human Resources

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100% of all personnel, including teachers, administrators, and support employees, will demonstrate a rating of “effective” or higher in their evaluation process.

Evaluation, Calibration, and Support

Provide regular training and calibration sessions for evaluators to ensure consistency and fairness in the evaluation process.

- Phase I - Update job descriptions
- Phase II - Update tool based on job descriptions
- Phase III - Coach employees on the evaluation tool

- Quarterly

- Department of Human Resources

Offer pre- and post-conference protocols that guide meaningful conversations and growth plans.

- Six steps of feedback professional development for Administrators and Evaluators
- Professional development on how Growth Plans work
- Annual evaluations
- Professional development calendar for Administrators

- Quarterly
- Monthly Admin meetings

- Department of Human Resources
- Department of Instruction
- Superintendent

Clear Performance Expectations

Ensure all employees are provided with clearly defined performance rubrics and role-specific evaluation criteria at the start of the year.

- Phase I- Job Descriptions

- School year 2026-2027

- Department of Human Resources

Ongoing Feedback and Coaching

Implement ongoing, non-evaluative coaching cycles with timely, constructive feedback utilizing the six steps of effective feedback tied to evaluation domains.

- Non-certified employee Check-ins within departments

- Monthly

- Department of Human Resources
- Directors
- Associate Superintendents

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Targeted Support for Growth Plans

Develop targeted growth plans with clear goals and regular check-ins for underperforming employees, supported by mentors or instructional coaches

- Professional development
- Growth Plan template

- Monthly

- Directors
- Associate Superintendents

Celebrate and Recognize Excellence

Acknowledge employees who consistently achieve highly effective ratings or demonstrate significant growth over time.

- Social Media
- Wall of Excellence
- Newsletters

- Monthly

- Public Information Officer

Strategic Goal: Safety, health, and wellness: 100% of personnel promote a safe, healthy, respectful, and sustainable school community.

Rationale for Goal: This goal is grounded in the understanding that a positive and secure learning environment is essential for student success and employee well-being, and it reinforces a collective commitment to ensuring that every student and employee member is respected, supported, and safe, laying the foundation for success in all other areas.

Strategies to Accomplish Action Plan	Key Performance Indicators (KPI)	Completion Date	Person Responsible
<ul style="list-style-type: none"> • 100% of schools and departments will meet or exceed school safety requirements and protocols. 			
Conduct annual safety audits at each site using a district-aligned checklist based on state/federal guidelines.	<ul style="list-style-type: none"> • School Dude data • Checklist 	<ul style="list-style-type: none"> • Monthly • May 22, 2026 	<ul style="list-style-type: none"> • Department of Transportation • Department of Safety • Department of Operations
Conduct biannual unannounced drills (fire, lockdown, evacuation) with debriefs for staff and students (age-appropriate).	<ul style="list-style-type: none"> • Raptor schedule 	<ul style="list-style-type: none"> • Semester 	<ul style="list-style-type: none"> • Site Administrators
Require all sites and schools to submit quarterly safety compliance forms certifying adherence to protocols.	<ul style="list-style-type: none"> • Raptor Report 	<ul style="list-style-type: none"> • Quarterly 	<ul style="list-style-type: none"> • Department of Transportation • Department of Safety

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			<ul style="list-style-type: none"> Department of Operations
Review visitor sign-in systems, badge protocols, and secure entry practices annually for all sites.	<ul style="list-style-type: none"> Raptor reports 	<ul style="list-style-type: none"> Annually 	<ul style="list-style-type: none"> Department of Transportation Department of Safety Department of Operations Site Administrators
<ul style="list-style-type: none"> 100% of employees participate in training focused on building wellness and health. 			
Develop a district wellness training calendar that includes mental health, stress management, ergonomic safety, and self-care.	<ul style="list-style-type: none"> Employee Assistance Program Wellness benefits 	<ul style="list-style-type: none"> Monthly 	<ul style="list-style-type: none"> Department of Human Resources Public Information Officer
Mandate annual health and wellness training modules in the district's professional development platform (e.g., Vector). Track completion rates for all required health and wellness training courses through the Human Resource department or professional development systems.	<ul style="list-style-type: none"> Vector training 	<ul style="list-style-type: none"> December 1, 2025 Annually 	<ul style="list-style-type: none"> Department of Human Resources
Develop and utilize a district training tool with a focus on technology and cyber awareness	<ul style="list-style-type: none"> Mimecast participation report Monthly training 	<ul style="list-style-type: none"> Monthly 	<ul style="list-style-type: none"> Department of Technology
Partner with local providers (e.g., clinics, therapists, Employee Assistance Program) to offer voluntary support services and district-hosted events.	<ul style="list-style-type: none"> Map out a schedule for creating a school-based health center 	<ul style="list-style-type: none"> May 22, 2025 	<ul style="list-style-type: none"> Department of Operations Department of Transportation Department of Human Resources
<ul style="list-style-type: none"> 100% of employees and students will utilize the district-approved positive behavior support program. 			

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100% of employees will be trained annually on the district's Capturing Kids Hearts (CKH) or equivalent program.	<ul style="list-style-type: none"> Professional development calendar Sign-in sheets Agenda 	<ul style="list-style-type: none"> May 22, 2026 	<ul style="list-style-type: none"> Site Administrators
Provide Capturing Kids Hearts refresher and onboarding training for all new hires within their first 30 days.	<ul style="list-style-type: none"> Onboarding packet tool Sign-in sheet Agenda 	<ul style="list-style-type: none"> Monthly 	<ul style="list-style-type: none"> Department of Human Resources Department of Instruction
Establish a Capturing Kids Hearts Process Champions at each site, meeting monthly to monitor implementation fidelity and respond to trends.	<ul style="list-style-type: none"> Capturing Kids' Hearts monthly focus 	<ul style="list-style-type: none"> Monthly 	<ul style="list-style-type: none"> Cabinet Directors Site Administrators
Create and utilize Social Contracts in all common areas, classrooms, and within teams aligned with the district program.	<ul style="list-style-type: none"> Completed social contracts Displayed contracts 	<ul style="list-style-type: none"> August 15th 	<ul style="list-style-type: none"> All Supervisors
Collect and analyze schoolwide behavior data monthly to drive intervention planning.	<ul style="list-style-type: none"> PowerSchool reports Navigate 360 	<ul style="list-style-type: none"> Monthly 	<ul style="list-style-type: none"> Site MLSS teams
Conduct student assemblies or classroom lessons at least twice per year to reinforce expectations.	<ul style="list-style-type: none"> Social contracts Google Calendar for Events 	<ul style="list-style-type: none"> Semester 	<ul style="list-style-type: none"> Department of Technology
Use consistent recognition systems (e.g., shoutouts, reward tickets, positive office referrals) across all schools.	<ul style="list-style-type: none"> Positive referrals Social Media posts Employee Shout-Outs 	<ul style="list-style-type: none"> Weekly 	<ul style="list-style-type: none"> Site Administrators Public Information Officer
Include Capturing Kids Hearts compliance in all employee evaluations or walkthrough tools.	<ul style="list-style-type: none"> PowerSchool Perform (classroom walkthrough tool) Train on Capturing Kids' Hearts Capturing Kids' Hearts feedback on best practices 	<ul style="list-style-type: none"> Monthly 	<ul style="list-style-type: none"> Site Administrators District Leadership
<ul style="list-style-type: none"> Implement the Facilities Master Plan as approved by the Board and recommended by the state. Update the Facility Master Plan on a regular basis. 			

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Create a Facility Master Plan Implementation Tracker with timelines, responsible parties, and status professional development for each project phase.	<ul style="list-style-type: none"> Establish/procure a workflow system to track projects 	<ul style="list-style-type: none"> December 1, 2025 	<ul style="list-style-type: none"> Department of Operations Department of Technology
Conduct quarterly progress reviews with Maintenance/Facilities and Cabinet.	<ul style="list-style-type: none"> Tracker system Agenda Sign-in 	<ul style="list-style-type: none"> Quarterly 	<ul style="list-style-type: none"> District Leadership
Engage a licensed facility consultant annually to evaluate current needs and compliance with NMPED Capital Outlay or state agency recommendations.	<ul style="list-style-type: none"> Utilize consultant Evaluation tool to determine capital outlay needs 	<ul style="list-style-type: none"> Annually 	<ul style="list-style-type: none"> Department of Operations Department of Finance
Publish annual update summaries for stakeholders, outlining project completions, delays, and updates.	<ul style="list-style-type: none"> Summary update news flash 	<ul style="list-style-type: none"> Semester Annually 	<ul style="list-style-type: none"> Department of Operations Public Information Officer
Include Facility Master Plan implementation status in Board reports at least twice per year.	<ul style="list-style-type: none"> Formal board report 	<ul style="list-style-type: none"> Semester 	<ul style="list-style-type: none"> Department of Operations Department of Finance
Educate GO-Bond initiatives	<ul style="list-style-type: none"> GO-Bond education Social Media Community events 	<ul style="list-style-type: none"> Semi-Annually Bond in 2027 	<ul style="list-style-type: none"> District Leadership Public Information Officer
Host annual community feedback forums to inform future plan revisions.	<ul style="list-style-type: none"> Community events Social Media Survey Community 	<ul style="list-style-type: none"> Annually 	<ul style="list-style-type: none"> District Leadership