

**MINGUS UNION HIGH SCHOOL DISTRICT**  
**1801 East Fir, Cottonwood, AZ 86326**

**GOVERNING BOARD**  
**MINUTES OF MEETING**  
Mingus Union High School  
Friday, March 7, 2025 9:00 AM

**Governing Board:**

Misty Cox  
Austin Babcock  
Ashley Koepnick  
Taylor Bell  
Frank Nevarez

**Also Present:**

Melody Herne, Superintendent

**OPENING**

**Call to Order**

President Cox called the meeting to order at 9:01 AM

**Roll Call**

President Misty Cox, Vice President Ashley Koepnick, Board Member Austin Babcock, Board Member Taylor Bell, and Board Member Frank Nevarez were all present.

**Pledge of Allegiance**

The pledge was led by Julie Bacon.

**Moment of Silence**

A moment of silence was observed.

**Adoption of Agenda**

**Motion** was made by Vice President Koepnick to adopt the agenda as presented. Second was made by Board Member Nevarez.

**Roll Call Vote:**

President Misty Cox – Aye  
Vice President Ashley Koepnick - Aye  
Board Member Austin Babcock - Aye  
Board Member Taylor Bell - Aye  
Board Member Frank Nevarez - Aye

**Motion** passed 5-0.

**Information and Discussion**

Introductions were made by all present: Superintendent Herne, President Cox, Vice President Koepnick, Board Member Babcock, Board Member Bell, Board Member Nevarez, and ASBA representatives Sarah James, Board Support and Field Services Specialist and Julie Bacon, Director of Leadership Development. Julie Bacon and Sarah James lead the Governing Board and Superintendent Herne through the Strategic Planning Phase 0 meeting. The Board was led through the following items during the meeting.



## AGENDA



- Overview of Board Member/Superintendent roles and responsibilities
- Cover the purpose, stages and anatomy of a strategic plan
- Review roles & expectations in strategic planning
- Review strategic planning framework
- Discuss timeline
- Review vision, mission, core beliefs/values
- Provide “current state” report (Superintendent)
- SWOT Analysis
- Identify potential focus areas of the strategic plan
- Core Team Discussion



Please see the full powerpoint that was covered at the end of the meeting notes.

### ADJOURNMENT

**Motion** was made by Board Member Bell to adjourn. Second was made by Vice President Koepnick.

#### **Roll Call Vote:**

Board President Misty Cox – Aye

Vice President Ashley Koepnick - Aye

Board Member Austin Babcock - Aye

Board Member Taylor Bell - Aye

Board Member Frank Nevarez - Aye

**Motion** passed 5-0.

**Adjournment: 2:28 pm**

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Board President Misty Cox

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Vice President Ashley Koepnick

DRAFT



# STRATEGIC PLANNING

**Mingus Union High  
School District**



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**HELLO!  
TELL US YOUR...**

- NAME
- POSITION
- YEARS OF SERVICE
- YOUR EXPERIENCE IN  
SCHOOL AS A STUDENT



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## AGENDA

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## Defining Board and Superintendent Roles



### Governing Board

The role of a governing board is to improve student outcomes using 3 main levers: policy, budget, and hiring/firing/evaluating the superintendent. The governing board also has a responsibility to set goals and help establish the mission/vision and values of the district. Monitoring the progress of the goals is a big part of that responsibility and goes back to our role as policymakers: You cannot focus on policy without monitoring the impact of policy.

### Superintendent

The superintendent's job is to implement directions from the board. While the board's role is classified as governance, the superintendent's job is operational. The board gives direction to the superintendent and the superintendent is responsible for implementing the vision.



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# Leadership Team Roles...

## Board

- Role is to govern.
- Evaluates and supervises the superintendent.
- Sets direction.
- Adopts policies and budget.
- Monitors progress on strategic goals.

Accountable to  
the community

## Superintendent

- Role is to manage.
- Oversees the day-to-day operations of the school district.
- Implements policies set by the board.
- Develops plans to meet the strategic goals.

Accountable to  
the board

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## The Governance Team



Governing Board



Superintendent



Governance Team



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## PURPOSE OF A STRATEGIC PLAN



**CLARITY:** WHAT IS IMPORTANT TO US\*?



**UNITY:** WHAT BRINGS US TOGETHER?



**DIRECTION:** WHERE ARE WE HEADED?



**FOCUS:** ARE WE ON TRACK?

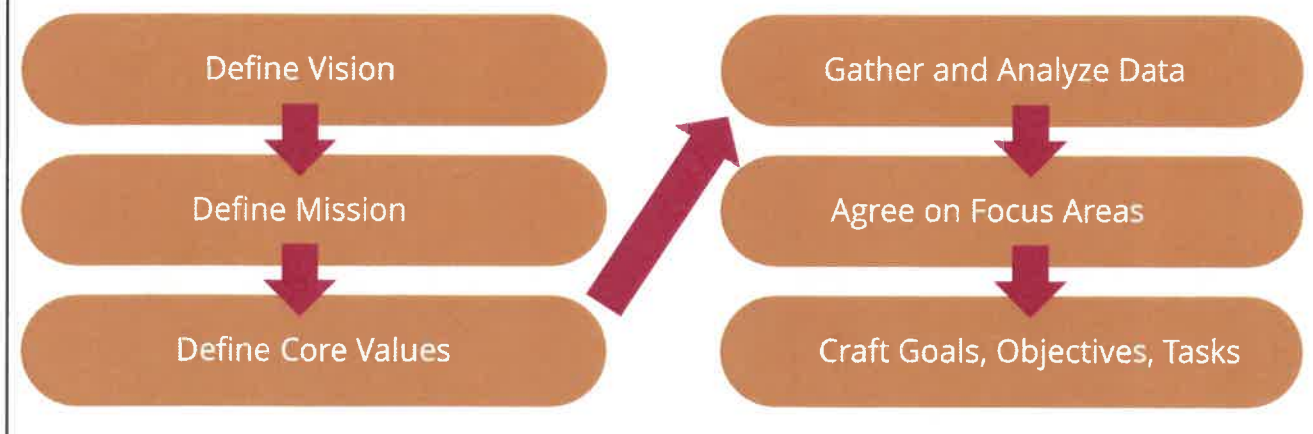


**ACCOUNTABILITY:** HOW ARE WE PROGRESSING?

\*US = The Board, the District and the Community

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## STAGES OF A STRATEGIC PLAN



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## Who Does What? Strategic Planning and Goal Setting



### Governance Team

The governance team establishes the parameters of the strategic plan and collaborates with the community to develop goals as part of a district strategic plan.



### Governing Board

Once goals have been set or a strategic plan has been developed, the governing board is responsible for approval.



### Superintendent

Upon board approval, it becomes the superintendent's charge to implement the goals and/ or the strategic plan the governing board approves.

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## ANATOMY OF A STRATEGIC PLAN

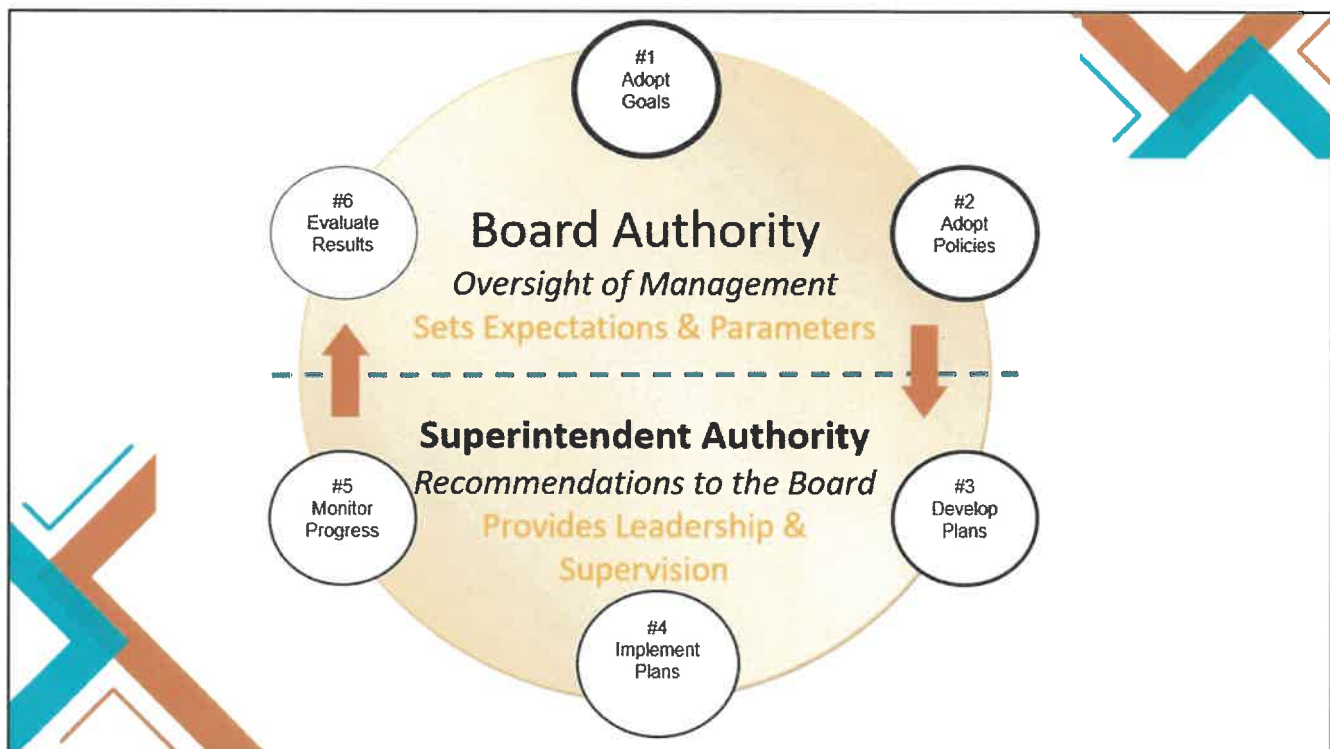
- Areas of Focus
  - Teacher Recruitment/Retention
  - Academic Success
- Goals
  - Recruit and Retain Effective Teachers
  - Improve Student Achievement
- Objectives
  - Create New Teacher Mentor Program
  - Implement Professional Learning Communities (PLCs)
- Tasks
  - Research teacher mentor programs
  - Provide professional development on PLCs
- Outcomes
  - Percentage retention of effective teachers
  - Number of PLCs implemented

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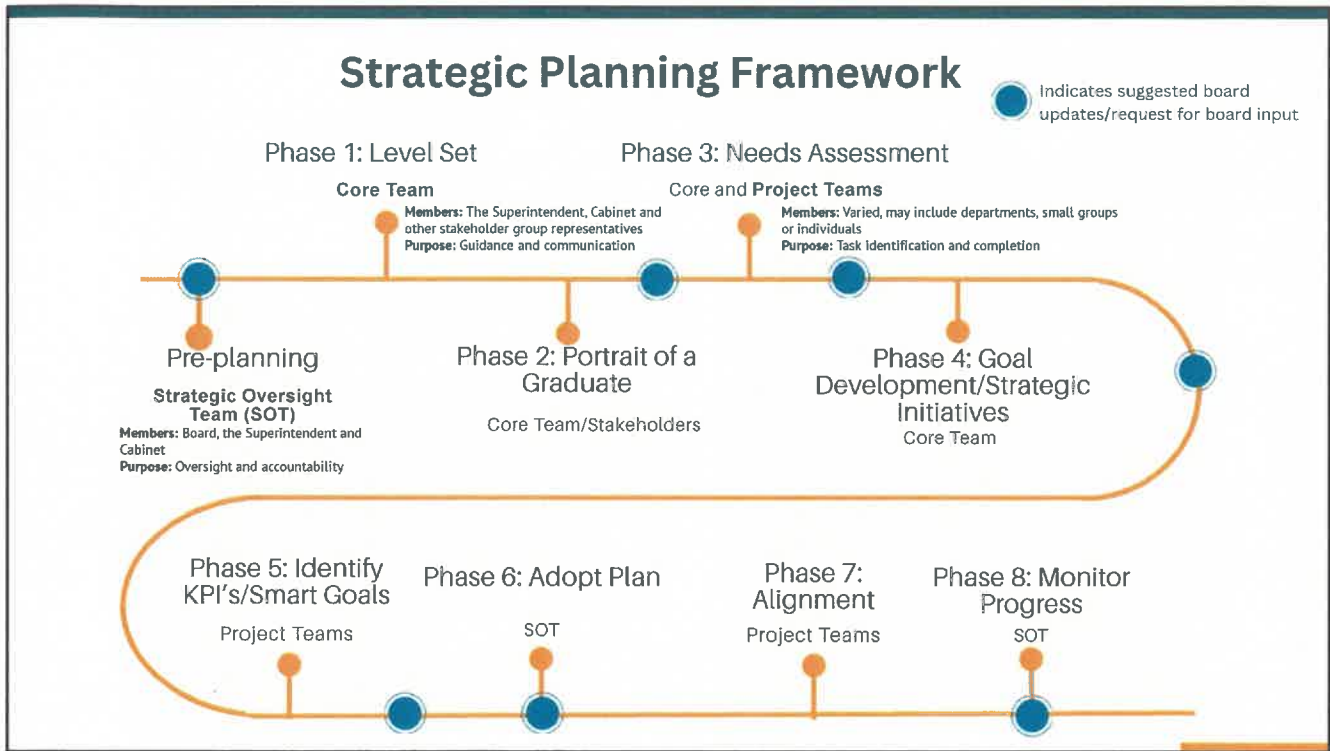
## ANATOMY OF A STRATEGIC PLAN: ROLES AND RESPONSIBILITIES

- Areas of Focus
  - Board Role: Identify areas of focus with the administration
  - Administration Role: Provide data to assist with identifying focus areas
- Goals
  - Board Role: With the administration, assist with the development of goals
  - Administration Role: With the board, assist with the development of goals
- Objectives
  - Board Role: Provide feedback on objectives
  - Administration Role: Identify objectives
- Tasks
  - Board Role: Provide feedback, as needed and as is appropriate
  - Administration Role: Delegate tasks for completion
- Outcomes
  - Board Role: Review progress/results and provide feedback/resources
  - Administration Role: Provide data on progress/recommendations moving forward

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## VISION STATEMENT

A vision statement should demonstrate:

- An inspirational, long-term goal
- The desired state because of the organization's work

### District Current Vision Statement:

Every Student Celebrated. Every  
Student Prepared.

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## MISSION STATEMENT

A mission statement should demonstrate:

- The reason you exist as an organization
- Your district's purpose--what you do
- Capture the essence of community values and beliefs

### District Current Mission Statement:

Mingus Union High School is a professional learning community  
which aspires to:

Develop creative, innovative thinkers and problem solvers;  
Practice honesty, integrity, social responsibility, accountability, and  
respect for themselves and others;  
Develop an appreciation of diverse cultures and perspectives;  
Meet the academic and personal needs of all students; and  
Be supportive and active members of the community.

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## Expected Learning Outcomes

**Mingus Union High School educates every student to become:**

Self-directed learners who:

- Produce quality, authentic work
- Organize and manage time efficiently
- Learn and apply goal setting strategies that support educational and career goals
- Assume responsibility and ownership for their learning

Critical thinkers who:

- Exhibit in-depth knowledge across disciplines
- Synthesize multiple sources of information
- Solve problems independently and collaboratively
- Reflect on and analyze learning experience

Effective communicators who:

- Demonstrate competency in reading, writing, speaking, and active listening.
- Utilize technology to complement their knowledge
- Express ideas and information confidently and creatively
- Develop positive and contributing interpersonal skills

Responsible citizens who:

- Demonstrate personal integrity and responsibility for decisions and actions
- Recognize and understand current local and global issues
- Develop respect for diverse cultures
- Actively contribute within their community

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### Mission

We engage, inspire, and nurture students through high-quality instruction, meaningful educational opportunities, and dynamic learning experiences.

### Vision

Every learner empowered for a lifetime of success.

### Motto

A Journey of Excellence.

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**Our promise**

Every student in Mesa Public Schools is known by name, served by strength and need, and graduates ready for college, career and community.

**Our vision**

Unprecedented Excellence in Education

**Our mission**

To develop a highly educated and productive community, one student at a time

**Our core values**

In Mesa Public Schools:

Each student is important.  
 Learning is our focus and priority.  
 Collaboration and innovation are indispensable.  
 Sound fiscal stewardship is essential.  
 Diversity increases our opportunities.  
 Success is expected and celebrated.



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**VISION & MISSION**

**Vision:** All students achieve at their maximum potential to become problem-solvers, creators, and visionaries of tomorrow.

**Mission:** Kyrene School District will commit to student success for all, by providing engaging, challenging educational environments which promote and inspire passion for learning, leading, and achieving transformative life outcomes.

**Core Values:**

**Kids.** All students are at the center of our work.

**Integrity.** We consistently use honesty and respect to support the well-being of our students and staff.

**Dedication.** We are committed to fostering a culture of collaboration, accountability, and communication to achieve our shared vision and mission.

**Strength.** We pride ourselves in creating and maintaining strong, engaging, and compassionate relationships amongst students, staff and community.

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## Your Vision, Mission, Values and Strategic Plan all inform your GOALS.



**Vision**  
All students will graduate college and career ready.

The goal takes a piece of the vision and describes what will be accomplished toward that vision in a given amount of time based on data (make them SMART!).

For example, we might set a goal that states "In 5 years, our graduation rate will increase from 92% to 96% district-wide."

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# SMART

## Specific

Is the desired result described in detailed, focused and well-defined ways?

## Measurable

How will progress be measured?  
How will you know when the goal is accomplished?

## Achievable

Is the goal ambitious, but realistic?

## Relevant

Is the goal related to your organization's mission, vision and strategic goals?

## Time Bound

Have you set a start or end date for the goal?

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# PLANNING TEAMS



## STRATEGIC OVERSIGHT TEAM (SOT)

Members: Board, the Superintendent and Cabinet  
Purpose: Oversight and accountability

## CORE TEAM

Members: The Superintendent, Cabinet and other stakeholder group representatives  
Purpose: Guidance and communication

## PROJECT TEAMS

Members: Varied, may include departments, small groups or individuals  
Purpose: Task identification and completion

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✕	Phase 0: Pre-Planning	Strategic Oversight Team (SOT)	Date: March 7, 2025
	Phase 1: Level Set	Core Team	Date
	Phase 2: Portrait of a Graduate	Core Team/SOT	Date
	Phase 3: Needs Assessment	All	Date
	Phase 4: Goal Development	Core Team/SOT	Date
	Phase 5: Identify Objectives	Project Teams	Date
	Phase 6: Adopt Plan	Governing Board	Date
	Phase 7: Alignment	Project Teams	Date
	Phase 8: Monitor Progress	SOT	Date

## Strategic Planning Framework

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