

**Mingus Union**

**High School District #4**

**Strategic Plan**

**2026-2029**

# **Mingus Unified High School District**

***(about)***

## **Mission Statement:**

Mingus Union High School District cultivates academically prepared students who are empowered through robust opportunities and rigorous, engaging curriculum to be citizens who elevate their communities.

## **Vision Statement:**

Engage Minds. Empower Students. Elevate Communities.

## **Portrait of a Graduate Characteristics:**

- Innovative
- Ethical
- Self-Sufficient
- Collaborative
- Resilient
- Engaged

## **Areas of Focus:**

**Student Achievement:** Increase growth and proficiency in all students.

**Climate and Culture:** Foster a safe and supportive learning environment through student well-being, staff development and the recruitment and retention of high-quality educators.

**Engagement and Partnerships:** Strengthen connections with families and community partners to create an engaging, supportive environment.

**Financial Responsibility:** Ensure transparent and responsible management of district finances that supports and enhances student achievement, school culture and community partnerships.

# Focus Area 1: Student Achievement

**Goal:** Increase growth and proficiency for all students.

**Objective 1.1: Academic Growth and Proficiency** - By 2029, Mingus students will improve their college readiness score on the ACT between 25%- 30% and at least 85% of students will meet one year of academic growth annually as measured by the NWEA.

Strategies	Tactics	Implementation Year
Strengthen Tier 1 instruction; Implement targeted interventions	<b>1.1.1</b> Teacher use of classroom level data to guide instruction  <b>1.1.2</b> Provide teachers with AVID training and strategies to implement in the classroom  <b>1.1.3</b> Administer NWEA 3 times per year, tracking growth of students by percentile ranking	SY 25-26
Strengthen data-driven instruction	<b>1.1.4</b> Implement fall/winter/spring progress monitoring based on NWEA data analyzing data in teacher Professional Learning Communities (PLCs)  <b>1.1.5</b> Implement professional development on creating targeted intervention plans  <b>1.1.6</b> Begin process of creating targeted intervention plans	SY 26-27

Expand intervention systems	<b>1.1.7</b> Create and implement targeted intervention plans based on NWEA data	SY 27-28
Refine instruction systems and incentives	<b>1.1.8</b> Review and adjust curriculum and intervention plans  <b>1.1.9</b> Implement incentive programs for students who demonstrate growth from the ACT ASPIRE test administered freshman year to the ACT, administered junior year	SY 28-29

# Focus Area 1: Student Achievement

**Goal:** Increase growth and proficiency for all students.

**Objective 1.2: Access to Advanced Opportunities** - By 2029, enrollment in Career and Technical Education (CTE), Advanced Placement (AP), Honors, and Dual Enrollment courses will increase by 15%

Strategies	Tactics	Implementation Year
Increase pathway exposure	<b>1.2.1</b> Create and host course fairs to recruit students into CTE, AP honors and dual enrollment classes <b>1.2.2</b> Strengthen VACTE partnership	SY 25-26
Improve enrollment systems	<b>1.2.3</b> Create parameters to identify students for suggested enrollment in advanced courses <b>1.2.4</b> Analyze master schedule as needed to maximize access to CTE, AP, Honors and Dual Enrollment courses	SY 26-27
Optimize participation for all students	<b>1.2.5</b> Progress monitor enrollment data in AP, dual enrollment, honors and CTE courses <b>1.2.6</b> Expand course fairs and continue to adjust master schedule as needed	SY 28-29

# Focus Area 1: Student Achievement

**Goal:** Increase growth and proficiency for all students.

**Objective 1.3: Graduation and On-Track Indicators** - By 2029, graduation rates will rise from 85.5% to 92%

Strategies	Tactics	Implementation Year
Strengthen intervention and early-warning systems	<p><b>1.3.1</b> Gather baseline attendance &amp; credit data for students not on track to graduate</p> <p><b>1.3.2</b> Improve tracking of students who leave Mingus before graduation to decrease dropout rates</p> <ul style="list-style-type: none"><li>• Strengthen partnership with Grad Solutions</li><li>• Train all staff and implement existing tracking documents</li></ul> <p><b>1.3.3</b> Implement Freshman Houses</p> <ul style="list-style-type: none"><li>• Partner with Center for High School Success (CHSS) to decrease the number of students who need credit recovery</li></ul>	SY 26-27
Evaluate impact	<b>1.3.4</b> Review graduation trends & refine pathways	SY 28-29

# Focus Area 1: Student Achievement

**Goal:** Increase growth and proficiency for all students.

**Objective 1.4: English Learner (EL) Success** - By 2029, the percentage of English Learner (EL) students scoring proficient (on AZELLA) within three years will increase by 15%, with all EL students showing one year of language proficiency growth.

Strategies	Tactics	Implementation Year
Build data systems	<b>1.4.1</b> Create baseline data for students entering EL program as freshman <ul style="list-style-type: none"> <li>Develop progress monitoring checkpoints</li> </ul>	SY 25-26
Strengthen EL support	<b>1.4.2</b> Create and implement incentive program to motivate students to test out of EL  <b>1.4.3</b> Provide targeted EL professional development for staff Create peer tutoring program to utilize students who are approaching proficiency to incentivize test out successfully	SY 26-27
Strengthen support and expand family engagement	<b>1.4.4</b> Establish partnership to help EL families bridge the gap between home and school (advocacy)  <b>1.4.5</b> Analyze and refine EL professional development	SY 27-28
Evaluate Language Programs	<b>1.4.6</b> Review 4-year EL trends  <b>1.4.7</b> Refine EL professional development	SY 28-29



## Focus Area 2: Climate and Culture

**Goal:** Foster a safe and supportive learning environment through student well-being, staff development and the recruitment and retention of highly-qualified educators.

**Objective 2.1: Student Safety and Climate Improvement** - By 2029, student-reported sense of safety will increase by 20% based on data from a research based survey.

Strategies	Tactics	Implementation Year
Improve climate data systems	<b>2.1.1</b> Administer Youth Risk Behavior Survey/AZ Youth Survey  <b>2.1.2</b> Consistently complete annual safety audits	SY 25-26
Strengthen consistency	<b>2.1.3</b> Create and administer professional development on discipline matrix and train staff on consistent documentation and reporting of disciplinary incidents  <b>2.1.4</b> Create and implement supervision plan ensuring staff are assigned to high traffic areas before/after school, during lunch and passing periods  <b>2.1.5</b> Analyze data from office referrals to ensure consistent implementation of discipline matrix	SY 26-27
Refine safety practices	<b>2.1.6</b> Review survey data	SY 27-28

	<p><b>2.1.7</b> Refine professional development plan</p> <p><b>2.1.8</b> Continue to analyze data from office referrals and training on discipline matrix/reporting practices based on results</p>	
Evaluate impact	<p><b>2.1.9</b> Continue to analyze office referrals and training on discipline matrix based on results</p> <p><b>2.1.10</b> Review and refine supervision plan</p> <p><b>2.1.11</b> Ensure consistent use of PowerSchool to log incidents</p>	SY 28-29

## Focus Area 2: Climate and Culture

**Goal:** Foster a safe and supportive learning environment through student well-being, staff development and the recruitment and retention of high-quality educators.

**Objective 2.2: Professional Growth** - By 2029, 100% of certified staff will engage in appropriate professional development aligned to instructional needs, including content specific professional development, classroom management, etc.

Strategies	Tactics	Implementation Year
Identify professional development needs	<b>2.2.1</b> Utilize self-assessment tools and feedback from evaluators and instructional coaches to help identify individual staff professional development needs  <b>2.2.2</b> Develop a school-wide professional development plan to address the professional needs of teachers	SY 25-26
Build school based professional development systems	<b>2.2.3</b> Finalize schoolwide professional development plan and implement school based professional development	SY 26-27
Implement professional development pathways	<b>2.2.4</b> Launch professional development pathways, including internal and external opportunities	SY 27-28
Evaluate impact	<b>2.2.5</b> Review professional development outcomes and adjust to staff needs as necessary	SY 28-29

## Focus Area 2: Climate and Culture

**Goal:** Foster a safe and supportive learning environment through student well-being, staff development and the recruitment and retention of high-quality educators.

**Objective 2.3: Increase Student Participation** - By 2029, student participation in arts, athletics, and activities will increase from 40% to 50%.

Strategies	Tactics	Implementation Year
Establish baseline	<p><b>2.3.1</b> Conduct participation audit</p> <p><b>2.3.2</b> Analyze master schedule to optimize students' ability to participate in elective courses/extra-curricular activities without disrupting ability to participate in AP/Honors/Dual Enrollment/CTE Courses to the greatest extent possible</p> <p><b>2.3.3</b> Create plan to grow Involvement Fair</p> <p><b>2.3.4</b> Develop involved partnership with feeder schools, including music, art, athletics and extra-curriculars</p>	SY 25-26
Strengthen feeder connections	<p><b>2.3.5</b> Implement partnership with feeder schools</p> <p><b>2.3.6</b> Adjust master schedule to optimize students' ability to participate in elective courses/extra-curricular activities</p>	SY 26-27

	<p><b>2.3.7</b> Continue participation audit – identify groups of students with low participation in extra-curricular/elective courses (Suggestions)</p> <p><b>2.2.8</b> Develop plan to reach low-participation groups of students</p>	
Continuous expansion	<p><b>2.2.8</b> Add clubs/programs by demand</p> <p><b>2.2.9</b> Implement outreach plan to low-participation groups</p>	SY 27-29

## Focus Area 3: Engagement and Partnerships

**Goal:** Strengthen connections with families and community partners to create an engaging, supportive environment.

**Objective 3.1: Family Engagement** - By June 2029, the district will ensure that at least 90% of parents/guardians have documented contact with teachers during parent-teacher conference periods through accessible, multi-lingual communication methods.

Strategies	Tactics	Implementation Year
Build consistent communication systems	<b>3.1.1</b> Parent Teacher conferences are conducted 2 times per year with contact attempts for all students' parents and guardians.  <b>3.1.2</b> Process (staff trained on) for initiating communication and running Parent-Teacher conferences utilizing the translation services.	SY 26-27
Strengthen family engagement practices	<b>3.1.3</b> Certified staff will use SIS to document attempted and successful parent contacts.	SY 26-27
Increase outreach	Target outreach to under-engaged families; Partner with family liaisons; Provide targeted communications	SY 27-28
Evaluate & refine	Analyze contact trends; Adjust tools; Publish annual family engagement report	SY 28-29

## Focus Area 3: Engagement and Partnerships

**Goal:** Strengthen connections with families and community partners to create an engaging, supportive environment.

**Objective 3.2: Community Partnerships** - By December 2029, the school will create and grow at least seven new active partnerships with organizations, businesses, or nonprofits that provide internships and/or mentoring for students.

Strategies	Tactics	Implementation Year
Build partnership foundation	<b>3.2.1</b> Identify and document our existing partnerships and target areas of opportunity by October 2026	SY 26-27
Strengthen engagement	<b>3.2.2</b> Create opportunities for students to engage with our new active partnerships by August 2027	SY 27-28
Expand opportunities	<b>3.2.3</b> Create and invite our partners to an annual showcase to discuss goals and identify needs by 2028	SY 27-28
Evaluate impact	<b>3.2.4</b> Conduct annual program evaluation; Refine criteria; Publish partnership report	SY 28-29

## Focus Area 3: Engagement and Partnerships

**Goal:** Strengthen connections with families and community partners to create an engaging, supportive environment.

**Objective 3.3: Communication with Families and Community:** By 2029, the district will ensure that 100% of students, parents and guardians receive newsletters, regularly scheduled principal video updates and social media communications in their preferred or home language throughout each school year.

Strategies	Tactics	Implementation Year
Build multilingual infrastructure	<b>3.3.1</b> Identify and record the preferred language of each student's household – record preferred language in SIS  <b>3.3.2</b> Use translation services to translate all communications before sending them out.	SY 26-27
Increase consistency	<b>3.3.3</b> Continue regular video updates, monthly newsletters, information on the websites, and social media communications.	SY 26-27
Expand access	<b>3.3.4</b> Offer real-time interpretation at events, meetings, and conferences	SY 27-28
Evaluate impact	<b>3.3.5</b> Analyze communication reach; Conduct family feedback surveys; Revise translation supports	SY 28-29



## Focus Area 3: Engagement and Partnerships

**Goal:** Strengthen connections with families and community partners to create an engaging, supportive environment.

**Objective 3.4: Community Recognition:** By 2029, the district will maintain a consistent community recognition plan that recognizes one community member or organization quarterly through a newsletter, social media post and official press release to celebrate and encourage community involvement.

Strategies	Tactics	Implementation Year
Launch recognition system	<b>3.4.1</b> Develop a transparent process for criteria and nominations for recognition.	SY 25-26
	<b>3.4.2</b> Ensure there is a consistent coordinator/ dedicated oversight to the process	SY 26-27
Strengthen visibility	<b>3.4.3</b> Recognize recipients through our communications, invite them as a distinguished guest at our graduation ceremony, and acknowledge their contributions in our monthly governing board meeting.	SY 26-27
Increase engagement	<b>3.4.4</b> Expand categories; Add partner-sponsored awards	SY 27-28
Evaluate and refine	<b>3.4.5</b> Review engagement data; Adjust categories; Publish annual recognition summary	SY 28-29

## Focus Area 4: Financial Responsibility

**Goal:** Ensure transparent and responsible management of district finances that supports and enhances student achievement, school culture and community partnerships.

**Objective 4.1: Align Financial Resources** - By July 2029, the district will audit resources to improve student outcomes.

Strategies	Tactics	Implementation Year
Identify & prioritize resource needs	<b>4.1.1</b> Identify all programs utilized (such as AVID) and associated cost by July 2026	SY 25-26
	<b>4.1.2</b> Gather baseline data for programs to determine efficacy of each program vs the expense by July 2027	SY 26-27
Implement aligned budgeting for professional development	<b>4.1.3</b> Provide professional development and training for all teachers on identified programs by August 2027	SY 26-27
Strengthen alignment	<b>4.1.4</b> Craft, publish and implement SPSA (School Plan for Student Achievement) by July 2029 <ul style="list-style-type: none"> <li>a) Create plan template</li> <li>b) Align plan (SPSA) with strategic plan</li> <li>c) Analyze contemporary data for the school</li> <li>d) Meet with Site Council – create strategies with Site Council input</li> </ul>	SY 28-29

## Focus Area 4: Financial Responsibility

**Goal:** Ensure transparent and responsible management of district finances that supports and enhances student achievement, school culture and community partnerships.

**Objective 4.2: Maintain Strong Fiscal Compliance** - MUHSD will annually share financial and budget updates and reports through newsletters, social media posts, and official district communications.

Strategies	Tactics	Implementation Year
Strengthen staff financial training	<b>4.2.1</b> Annual fiscal training for staff including club sponsors and coaches to ensure all financial processes adhere to legal requirements, ongoing through 28-29	SY 25-26
Increase transparency	<b>4.2.2</b> At least semi-annually, update the community on budget status via board updates, newsletters, social media and various district communications	SY 27-28
Evaluate impact	<b>4.2.3</b> Refine procedures based on findings	SY 28-29

## Focus Area: Financial Responsibility

**Goal:** Ensure transparent and responsible management of district finances that supports and enhances student achievement, school culture and community partnerships.

**Objective 4.3: Increase Revenue/ADM through Marketing** - The district will develop a plan to increase revenue by stabilizing and growing Average Daily Membership (ADM), through public relations and marketing to promote the district by August 2029.

Strategies	Tactics	Implementation Year
Build marketing foundation	<b>4.3.1</b> Purchase digital communications toolkit/ resources for public relations by July 2026	SY 25-26
Strengthen district branding	<b>4.3.2</b> Create a PR plan and put a communications plan in place by December 2027	SY 26-27
Expand marketing efforts	<b>4.3.3</b> Explore the creation of a PR/Marketing/Community Engagement & Partnership position or system to ensure strategic marketing and public relation plans are developed by July 2029	SY 28-29

# Strategic Plan Core Team Members

- Kevin Murie - Commander Cottonwood PD
- Beth Canedy - Owner, Rag Time
- Paul Karratti - Faith Leader
- Jonathan Canning - Mingus Union High School Parent
- Mikel Swank - Mingus Union High School Parent
- Lacey Edwards - Mingus Union High School Parent
- Dean Holbrook – Yavapai College
- Dave Beery - Principal, Mingus Union High School
- Katherine Forbes – Dean of Students, Mingus Union High School
- Ashley Gonzalez – Alumni, Class of 2025
- McKenna Cook – Student, Class of 2028
- Amy Badger - Science Teacher, Mingus Union High School
- Klint McKean – English Teacher, Mingus Union High School
- Chad Elmer – CTE Director, Mingus Union High School
- Mayra Garcia Hernandez – School Counselor, Mingus Union High School
- Jennifer Doerksen – Nurse, Mingus Union High School

# Project Team Members:

## Areas 1 and 2:

### **Student Achievement** (Guiding Coalition)

Justin Monical  
Chad Scott  
Susanna Ventura  
Stephanie Selna  
Shannon Anderson  
Jazmine Anguiano  
Megan Alexander-Druen  
Amy Badger

### **Climate & Culture** (Guiding Coalition)

Dave Beery  
Gretchen Wesbrock  
Chad Elmer  
Jason Teague  
Trecia Taylor  
Klint McKean

Paige Bodam  
Erick Quesada

## Areas 3 and 4:

### **Engagement & Partnerships** (Site Leadership Team)

Dave Beery  
Katherine Forbes  
Gretchen Wesbrock,  
Trecia Taylor  
Molly Quesada  
Calvin Behlow

### **Financial Responsibility** (Site Leadership Team)

Lynn Leonard  
Justin Monical  
Jason Teague  
Amy Badger  
Chad Elmer

Chad Scott  
Shannon Anderson