

Union ESD strategic planning stakeholder team was empowered to draft a 5-year strategic plan that would ensure Union would fulfill our **Vision** to:

Inspire hope and empower all students to courageously pursue their goals and dreams.

These four **Priorities** guided our work.

- 1) *A caring adult in every role.*
- 2) *Providing the social and emotional support that students need to learn and thrive.*
- 3) *Delivering relevant and rigorous curriculum and instruction.*
- 4) *Ensuring equitable access and opportunity for all children to achieve.*

To keep us student and future focused, the strategic planning team developed this **Portrait a Union Learner**.

Union's Learners will be Adaptable Thinkers with a Growth Mindset who:

- Use Imagination and Curiosity to Think Critically & Creatively
- Understand Processes and Systems
- Communicate effectively
- Possess awareness of Global issues and act locally to solve those issues
- Are Technologically and Data Literate
- Collaborate effectively as team members
- Solve complex problems
- Resolve Conflicts
- Utilize the Social Emotional Skills needed to pursue their goals and dreams

Our **Core Values** guide the respectful behaviors and actions of employees, parents, students and community.

We demonstrate **Compassion, Care** and

- **Celebrate** achievement and growth
- **Challenge** each other and ourselves to continuously improve
- **Collaborate** on learner focused solutions
- **Create** opportunities
- **Communicate** courageously
- **Commit** to the Union ESD community
- **Believe** that all children are capable of success, no exceptions!

Union ESD will be successful when

- Our students are achieving at or above the state on Arizona's statewide assessment
- Our schools are highly performing in the top 5 percent in Tolleson HSD boundaries
- Our students successfully transition to high school
- Our staff and student retention rate is 90% or higher
- All students can identify a caring adult in school who can help them succeed
- We have eliminated the achievement gap between all student subgroups

The following **Goals, Strategies, and Measures** will be our roadmap for district and school continuous improvement over the next 5 years.

Goal	Strategies	Suggested Measures
<p>Student Academic Success: All students will demonstrate academic growth and achievement.</p>	<ul style="list-style-type: none"> • All students will have access to high quality curriculum and instruction with multi-tiered systems of support <ul style="list-style-type: none"> • Updated curriculum in all subject areas • Deliver effective instruction through use of research-based comprehensive math and literacy programs, including interventions implemented with fidelity • Use common formative assessments aligned to end of week outcomes • Professional development for employees in areas of need • Technology integration and instruction to facilitate learning • Use of benchmark assessments to monitor and adjust instruction and systems of support • Provide equity of academic opportunity for all students to grow academically <ul style="list-style-type: none"> • Increase opportunities for gifted students • Implement inclusion /co-teaching model for ELL and Special Education students • Monitor progress of all student subgroups and respond to data • Develop early learning opportunities for students in our community <ul style="list-style-type: none"> • Provide in District Head-Start • Develop partnerships to train in-home childcare providers • Improve transition to Kindergarten through early enrollment, screening, and jump-start type programs • Provide positive incentives for staff, students for attendance, achievement and academic growth 	<ul style="list-style-type: none"> • State achievement data • <i>District achievement data</i> • <i>Staff attendance data</i> • Percent of students prepared for high school without remediation • Close achievement gaps of sub-groups on all measures • Family/parent satisfaction • IAP goals met
<p>Student Well-Being: Provide a comprehensive education and school climate that supports learning and social-emotional growth.</p>	<ul style="list-style-type: none"> • All students will receive the social and emotional learning supports they need to learn and thrive <ul style="list-style-type: none"> • Kids at Hope implementation with intentional focus on ensuring a caring adult for every child • Student led goal setting • Staff and students learn and utilize trauma informed practices including self-awareness & self-care strategies • Implement Positive Behavior Intervention and Support with fidelity, including conflict resolution (bully prevention) • Provide comprehensive wrap around services, through an integrated system of support, to support students and families • Develop opportunities for student engagement and leadership. <ul style="list-style-type: none"> • Increase student groups/club opportunities (STEM, Robotics, Meditation, etc) and increase student participation • Deliver recognition and incentive programs delivered at assemblies • Provide student engagement/leadership opportunities (Peer mentoring; lead SEL team, campus spirit initiatives and art projects) • Explicitly teach social skills to build classroom and student community • Create meaningful family and community engagement opportunities <ul style="list-style-type: none"> • Hold curriculum night, literacy & math night, parent classes, resources to support parents • Implement “Attendance Matters” initiative to improve student attendance • Improve staff attendance through teambuilding, incentives, etc. 	<ul style="list-style-type: none"> • Student suspension rates • Office referral data • Student and staff attendance • Measure of student hope and engagement • Reduce overrepresentation of subgroups in office discipline referral, special education referrals, etc. • Reduce under-representation of sub-groups in positive indicators • Percentage of students responding to intervention. • Use of and response to behavioral health services • Survey results • IAP goals met • Family participation rates • Student participation rates in extracurricular activities

<p>High Quality Caring Staff: Support, develop, retain and recruit highly effective teachers, leaders, and support staff that commit to meeting the needs of our learners.</p>	<ul style="list-style-type: none"> • Actively retain and strategically recruit high quality employees that demonstrate Union’s shared values <ul style="list-style-type: none"> • Maintain a competitive salary and benefits packages • Enhance benefits including childcare, financial support for 1st year teachers, and financial literacy/homeownership opportunities • Develop grow our own “opportunities” to create a pipeline, including future teachers initiative with high school and colleges • Engage in authentic staff celebrations • Retain effective leadership • Provide leadership opportunities to ensure employee voice in decision making • Implement comprehensive system of performance evaluation and professional support for all employees <ul style="list-style-type: none"> • Design and implement with consistency, staff evaluations aligned to student achievement/growth measures • Deliver Professional development and follow-up support for all employees • Increase in-class support for teachers via mentors and instructional coaching on all campuses • Provide team building/emotional support and professional development on teamwork and courageous conversations throughout district • Develop plan to improve teacher attendance 	<ul style="list-style-type: none"> • Staff retention data • Staff attendance data • Employee satisfaction • Evaluation results • Student survey • Completion of employee growth plans • IAP goals met • Participation rates in professional development and implementation percentage
<p>Stewardship of Resources: Secure and effectively manage resources to meet the needs of 21st century learners and employees.</p>	<ul style="list-style-type: none"> • Develop and implement a marketing and clear and accurate communications plan to recruit and retain students and families <ul style="list-style-type: none"> • Retain students by increasing parent and student satisfaction and conducting exit interviews with student and parent • Recruitment, retention and early enrollment of students campaign • Build lasting partnerships with local businesses & families to enhance academic and social emotional learning needs of our students <ul style="list-style-type: none"> • Complete asset map of resources and possible partners in district • Build and strengthen our relationship with developers and HOAs, the Gila River Indian community, surrounding communities and municipalities • Maintain outstanding fiscal responsibility • Secure additional and diverse revenue sources (competitive grants, overrides and bonds) to meet changing needs of learners and district • Develop growth strategy to accommodate new home and commercial developments • Create comprehensive plans for refresh and update of technology, curriculum, and facilities • Create opportunities for schools to be the hub of our communities <ul style="list-style-type: none"> • Offer use of spaces to community including renting of facilities • Ensure buildings, landscape, and district assets are clean, welcoming and in good repair 	<ul style="list-style-type: none"> • Increase revenue sources • Parent and staff satisfaction • Community partnerships formed • Satisfaction with facilities and resources • Implementation of curriculum adoption cycle • Use of facilities by community • IAP goals met

Thank you to the following individuals for their time, input and engagement in this process. The team was student focused, engaged, and dedicated to helping Union design a strategic plan to help empower our learners to succeed.

Governing Board

Mr. Delson Sunn, President

Ms. Stacey Marchelli

Ms. Nubia Briceno

Strategic Planning Team

Ms. Ana Avalos

Ms. Melanie Block

Ms. Carrie Brandon

Ms. Susan O’Rielly

Mr. Michael Welsh

Dr. Randy Watkins*

Mr. Jonathan Stewart

Mr. Morgan Fulks*

Ms. Renee Estrella-Chavez

Ms. Cindy Levey

Ms. Leticia Barrett*

Ms. Timber Anderson*

Ms. Vanessa Velasco*

Ms. Shannen Devine

Ms. Chelsea Fiala

Ms. Kelly DeRosier

Ms. Ashley Salamacha

Ms. Yanet Rodriguez

Ms. Melanie Blaum

Ms. Ryann Miller

Ms. Ana Cazares

Ms. Stephanie Larson

Mr. Tanner Nielsen

Ms. Megan Hickam

Ms. Marie Hengesbach

Mr. Daniel Moreno*

Ms. Susan Doucet

Ms. Erica Lopez*

Ms. Stephanie Marshall

Mr. Justin Doucet

Ms. Cherrish Anderson*

Mr. Alan Anderson*

Mr. John Romain*

Ms. Cara Hill*

Ms. Kristine Morris

*Not pictured



All Administrative Team

Mr. Malcom Massey

Ms. Kendell Paty

Mr. Matt Haley

Mr. Daniel Moreno

Ms. Ana Avalos

Ms. Melanie Block

Ms. Carrie Brandon

Ms. Susan O’Rielly

Mr. Michael Welsh

Dr. Randy Watkins

Mr. Jonathan Stewart

Mr. Morgan Fulks

Ms. Renee Estrella-Chavez

Ms. Susan O’Rielly

Ms. Cara Hill

Ms. Kristine Morris, Superintendent