GROWING
Great Learners
TOGETHER
| STRATEGIC PLAN 2019-2023 |
At Isaac School District, we’re dedicated to providing high-quality educational experiences to ensure students are strong, successful and prepared for a bright future. Our dedicated, skilled teachers and professionals work with families to create a positive, safe learning environment at our schools.

The Isaac community is an exceptional place to live and raise children. We work together with the community to continuously improve and make the most of the funding and resources we have, to provide robust learning experiences, programs for students and to create stronger families.

Isaac School District provides a broad spectrum of learning environments, programs and extracurricular activities to help nurture and grow the whole child. We offer preschool for Isaac families and full-day kindergarten to prepare our youngest students for their academic careers. Our music and band programs are recognized as being among the best in the state. Our students have access to exceptional technology to help them learn how to function in the modern environment. And our sport programs not only help children live healthier lives, they serve as a point of pride for our community.

With 11 schools serving more than 6,500 students, Isaac School District provides a variety of supportive learning environments throughout our west Phoenix community.
Letter from the Superintendent

Dear Isaac community member,

Isaac School District #5’s strategic plan, *Growing Great Learners—Together*, serves as our roadmap to student success. During the 2017-2018 school year, the Isaac School District Governing Board and leadership team collected feedback from parents and guardians, students, employees, and community members to develop goals and strategies to promote positive student outcomes. The common aim of the Isaac community is reflected in this plan and will guide our efforts to provide a high quality education for every student.

The strategic plan outlines five goals to help us direct our resources to grow learners who are ready for the future.

To this end, we are committed to:

- Goal 1: Exceptional teaching and learning for all students
- Goal 2: Safe, positive and healthy school environments
- Goal 3: Strong relationships through effective communication and excellent customer service
- Goal 4: A premier workforce that reflects and sustains the values of our community
- Goal 5: Operational excellence across every school and every department

The plan echoes a shared belief that everyone plays an important role in the success of our students and the effectiveness of our schools. The Isaac community is a great place to live and raise children. We work with the community to continuously improve, to make the most of the funding we have, to provide excellent learning experiences and programs for students, and to create stronger families.

Yours in education

Dr. Mario Ventura
Superintendent
Mission & Vision

The students, staff, parents and guardians, and community members of Isaac School District #5 are united in a commitment to student learning.

Isaac School District’s mission, vision and core values express why we are here, what we want our students to become and the thinking that guides our work.

MOTTO
Dedicated to Student Success

OUR VISION
The Isaac School District will prepare all students to excel in their education and in life.

OUR MISSION
To educate and develop responsible students while honoring the diversity of our learning community.

OUR CORE VALUES
- Exceptional learning for every child, everyday
- Quality instruction across the curriculum
- Accountable to each other and the community through exceptional customer service
- Continuous improvement through collaboration, accountability, professional growth and innovation
- Outstanding family and community partnerships that promote learner-centered engagement
- Effective use of resources through fiscal responsibility
Growing Great Learners—Together

**Goal 1**
Exceptional teaching and learning for all students

**Goal 2**
Safe, positive and healthy school environments

**Goal 3**
Strong relationships through effective communication and excellent customer service

**Goal 4**
A premier workforce that reflects and sustains the values of our community

**Goal 5**
Operational excellence across every school and every department

Approved 2/21/2019
Vision

Isaac School District #5 recognizes that exceptional teaching and learning prepares students for the complex challenges they will face in high school and beyond. High-quality instruction is key to our students’ success and is built on a rigorous and relevant curriculum that is aligned to standards, measurable outcomes, appropriate professional development and equitable access to educational opportunities.

To ensure high quality instruction is occurring in every classroom, for every student, every day, we will:

- Challenge and support each student by providing equitable access to a rigorous and relevant curriculum aligned to Arizona College and Career Ready Standards and 21st Century skills;
- Elevate professional practice by investing in effective, culturally responsive teachers, staff and leaders; increase opportunities for parents to be involved in their children’s learning process;
- Provide training and support for teachers and students to effectively utilize technology to support quality teaching and learning.
CLOSE THE ACHIEVEMENT GAP
Isaac Will:
• Promote equity and excellence to close achievement and opportunity gaps.
• Design and implement an instructional system for English Language Learners aligned to state expectations.
• Strengthen instructional interventions for students performing below grade level.
• Differentiate instruction for unique student populations such as English learners, students receiving special education services, and/or gifted and talented students.
• Provide culturally responsive instruction for all students.

DEVELOP A HIGH-PERFORMING INSTRUCTIONAL STAFF
Isaac Will:
• Implement a differentiated professional learning plan, which prepares site leaders to meet the needs of all teachers and students.
• Implement a differentiated professional learning plan, which prepares instructional staff to meet the needs of all students.
• Develop a mentor program for probationary teachers.
• Implement effective professional learning communities.
• Provide ongoing training for curriculum maps.

IMPROVE READING PROFICIENCY
Isaac Will:
• Implement a literacy framework to include daily explicit instruction in academic language, comprehension, decoding skills, and writing.
• Use data to guide decision making for instructional planning for reading and writing.
• Increase learning opportunities for families to learn reading strategies to use with their children.

IMPROVE MATH PROFICIENCY
Isaac Will:
• Implement a numeracy framework to include daily explicit instruction in academic language.
• Use data to guide decision making for instructional planning for mathematics.
• Increase learning opportunities for families to learn math strategies to use with their children.

IMPROVE DIGITAL LEARNING
Isaac Will:
• Provide digital citizenship training to students, family and staff to ensure appropriate use of technology resources.
• Provide students with equitable access to technology to support learning and teaching.
• Provide technology training for parents on district software and devices.
• Review and align k-8 curricula and resources to include technology across all content areas.

GOAL 1: PERFORMANCE INDICATORS
• Percentage of students who score proficient or highly proficient on state reading assessments.
• Percentage of students who score proficient or highly proficient on state math assessments.
• Percentage increase of students who demonstrate growth on district assessments.
• Percentage of students who have access to instructional technology.
• Percentage of teachers using curriculum maps to plan for daily instruction.
• Percentage of parents who are engaged in technology trainings.
• Percentage increase of students who reclassify proficient on state language assessment.
• Percentage increase of students who demonstrate growth on the state language assessment.
• Percentage of employees who are satisfied with professional development (annually).
Vision

Isaac School District # 5 recognizes that student achievement and positive learning environments are important to student success. Isaac schools are committed to providing the safest schools—nurturing and caring learning environments that promote an overall sense of wellness that supports the whole child. To accomplish this, Isaac School District will create learning environments that meet the academic, social, emotional and physical needs of students through tiered systems of support.
DEVELOP SAFE AND RESPECTFUL LEARNING ENVIRONMENTS
Isaac Will:
- Design and implement positive behavior and discipline support systems.
- Design and implement professional development to address social-emotional learning.
- Develop a resource library of appropriate positive discipline practices for parents and staff.
- Identify and support at-risk youth behaviors.

FOLLOW SAFETY AND EMERGENCY PLANS AND USE BEST PRACTICES
Isaac Will:
- Update all safety and emergency plans and distributed accordingly.
- Implement improved safety and security practices in every school.
- Implement safe student transportation practices.
- Design, implement, and assess school site emergency management plans in collaboration with local law enforcement.

PROVIDE NUTRITION AND WELLNESS EDUCATION TO STUDENTS FAMILIES, STAFF MEMBERS, AND THE COMMUNITY
Isaac Will:
- Develop a committee to update, implement, and monitor a district-wide wellness policy.
- Develop nutrition education materials for students to improve their understanding of food and promote healthy lifestyle behaviors.
- Host wellness events for students and families to promote physical activity, health, and well-being.
- Gather student feedback to enhance and promote nutritionally balanced meals and snacks.

BUILD A CULTURE OF RESPECT, BELONGING AND INCLUSION FOR ALL STUDENTS, STAFF AND FAMILIES
Isaac Will:
- Develop and monitor systems for recognizing student and school achievement.
- Promote and expand respect and empathy development.
- Assess and improve student attendance intervention program at all schools.

GOAL 2: PERFORMANCE INDICATORS
- Percentage of positive parent perceptions of school culture and safety.
- Percentage of positive student perceptions of school culture and safety.
- Percentage of staff perceptions of school culture and support.
- Increase average daily attendance rate.
- Reduce the number of office discipline referrals annually.
- Decrease the number of bullying and/or peer conflict related office discipline referrals.
- Increase percentage of food program participation for breakfast and lunch.
- Number of schools that meet the Isaac wellness goal per USDA guidelines.
- Percentage of positive responses on the meal satisfaction survey.
- Number of nutrition education activities used by staff with students.
- Percentage of schools passing school-wide assessment on discipline.
- Number of on-site emergency plans drills conducted across district.
- Decrease office discipline referrals (ODRs) for technical related visits.
- Annual Emergency Preparedness survey.
Goal 3: Strong relationships through effective communication and excellent customer service

Vision
Isaac School District # 5 recognizes that effective communication and customer service is critical to the success of the district. Strong relationships require teamwork, partnership and collaboration. Isaac School District actively creates partnerships and engages the community to support our schools, parents, and families.
GOAL 3: PERFORMANCE INDICATORS

- Number of outreach campaigns and contacts.
- Percentage of employees and families who are satisfied with the district’s customer service.
- Percentage of families, staff, and district community members, who participate in the district communication survey.
- Percentage of parents and family members participating in the school climate survey.
- Number of district and school partnerships.
- Number of parent workshops.
- Number of parent workshop attendees.
- Percentage of decision-making opportunities that engage students, families & staff.
Vision

Isaac School District #5 is committed to working with families, staff and the community to become a world-class district. We recognize that a high-quality workforce is critical to the success of our district. Isaac School District will recruit, hire and retain the best and brightest staff members and we will provide all employees with the support they need and deserve.
GOAL 4: PERFORMANCE INDICATORS

- Percentage of school-based vacancies filled by the first day of school.
- Positive yearly employee induction and exit survey results.
- Retention rate of teachers.
- Retention rate of support staff.
- Retention rate of administrators.
- Number and percentage of principals, teachers, and support staff who are demonstrating growth on their evaluations or are rated as excellent.
- Percentage of staff members with advanced degrees and/or certifications.
- Completed district equity response review.
- Percentage of positive responses on school climate and workplace conditions survey.
Vision

Isaac School District #5 believes in the importance of a well-run school district. The district recognizes it must be transparent about budgets. It also must create a culture of high performance through collecting and sharing data, establishing key processes and providing the necessary resources for students, staff and the community. It is imperative that Isaac School District monitors high performance through a system of checks and balances.
DEVELOP AN INCLUSIVE AND TIMELY BUDGET DEVELOPMENT PROCESS
Isaac Will:
- Maintain financial stability and transparency.
- Establish a district-wide budget committee tasked with recommending budget priorities that are aligned with the strategic plan.
- Aligns the district budget to strategic plan goals.
- Create a communications plan to support understanding and greater transparency on school financing and the district budget.

ALLOCATE RESOURCES TO MEET THE NEEDS OF THE SCHOOLS AND DEPARTMENTS
Isaac Will:
- Create allocation standards for distribution of resources.
- Regularly monitor spending to ensure fiscal and operational efficiencies.
- Gather data and monitor resource allocation.
- Refine current operating and purchasing procedures and systems to enhance efficiency, quality, uniformity, and accountability.
- Develop a 5-year capital improvement plan.
- Gather annual feedback from families, staff, and students about school quality and operations.

MAINTAIN CLEAN AND SAFE LEARNING FACILITIES, GROUNDS, BUSES, AND EQUIPMENT FOR OPERATIONAL EXCELLENCE
Isaac Will:
- Establish a comprehensive plan that defines priorities and performance standards for maintenance, grounds, buildings, buses, and equipment.
- Evaluate the efficiency of the district’s transportation services.
- Fully utilize current web-based systems to improve efficiency of work.
- Gather annual feedback from families, students, and staff on levels of satisfaction with facilities and transportation.
- Implement a comprehensive training program to increase awareness, knowledge, and skills of all support staff.

USE EFFECTIVE AND EFFICIENT BUSINESS AND RESOURCE MANAGEMENT SYSTEMS
Isaac Will:
- Establish standard operating procedures and systems to ensure efficiency, quality, and uniformity.
- Inventory, assess, and evaluate use of current software systems for efficiency and effectiveness.
- Assess capabilities of inventory tracking and other preventive maintenance programs systems and ensure employee use them effectively.
- Train staff on current resource management programs and track their use.
- Address facility maintenance and repair needs in a timely and efficient manner to support daily operations.

GOAL 5: PERFORMANCE INDICATORS
- Percentage of parents satisfied with facilities, transportation, and district operations.
- Percentage of staff satisfied with facilities, transportation, and district operations.
- Percentage of students satisfied with facilities, transportation, and district operations.
- Annual report of actual spending aligned to strategic plan goals.
- Annual report of financial audits.
- Number of completed maintenance requests.
- Percentage of favorable ratings on facility audits, safety inspections, and reviews.
- Sharing, monitoring, and completing the Isaac School District Capital Improvement Plan.
- Number of training programs available to employees.
- Percentage of SOP manual completion for district.
Listening Process and Timeline

During the 2017-2018 school year, Isaac School District #5 conducted its strategic planning process. The yearlong effort involved Governing Board Members, community members, parents and guardians, students, staff members and district leaders.

May 2017
- Governing Board approves hiring K-12 Insight to gather community feedback and to draft and design the Isaac four-year strategic plan.

July 2017
- Governing Board holds annual retreat to review and revise district vision, mission, goals and to review action plan with the district leadership team.

August 2017
- Superintendent and Governing Board announce development of strategic plan and launch feedback campaigns to gather staff, student, and community input on the current strategic plan.

September 2017
- Superintendent invites key leaders to join focus area committees and attend strategic plan kick off meeting.
- Steering committee review and revise the current strategic plan and district profile. The committee discussed what success in Isaac would look like four years from now and develop a draft plan that includes revised goal statements.

October 2017
- Isaac School District conducts student and staff focus groups to better understand perspectives of the district’s proposed four-year strategic plan.
- Isaac School District hosts 3 community listening Sessions. Participants discuss the current plan and offer feedback on the district’s draft strategic goals and initiatives.

December 2017
- Steering committee meets again to refine the feedback from community listening sessions and focus groups.

February 2018
- Governing Board seeks community input on the draft strategic plan.
- Governing Board reviews the draft language and offers revisions and recommendations.

March 2018
- District leadership reviews strategies and begins developing action plans.

September 2018
- District leadership revises strategies, action plans, and performance indicators.

January 2019
- Governing Board holds retreat to review most recent revision of the draft strategic plan.
## STEERING COMMITTEE

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Dr. Mario Ventura</td>
<td>Superintendent</td>
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<tr>
<td>Mr. James Milam</td>
<td>Executive Assistant</td>
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<tr>
<td>Dr. Erica Avila</td>
<td>Assistant Superintendent for Teaching &amp; Learning</td>
</tr>
<tr>
<td>Dr. Delfino Aleman</td>
<td>Assistant Superintendent for Human Resources</td>
</tr>
<tr>
<td>Mr. Angel Larreal</td>
<td>Family and Community Engagement Specialist</td>
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<tr>
<td>Mrs. Lynn Lang</td>
<td>Chief Financial Officer</td>
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<tr>
<td>Mr. Howard Paley</td>
<td>Director of Collaborative Leadership</td>
</tr>
<tr>
<td>Mr. Abedon Fimbres</td>
<td>Director of Safety and Emergency Management</td>
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<tr>
<td>Mr. David Morales</td>
<td>Director of Support Services</td>
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<tr>
<td>Mr., Berto Perez</td>
<td>Director of Technology</td>
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<tr>
<td>Ms. Mary Lou Weatherly</td>
<td>Administrator On Special Assignment</td>
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<tr>
<td>Ms. Sarah Gonzalez</td>
<td>Executive Director, Isaac Educational Foundation</td>
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<tr>
<td>Dr. Melissa Castillo</td>
<td>Director of Curriculum</td>
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<tr>
<td>Ms. Natasha Martinez</td>
<td>Director of Student Services</td>
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<tr>
<td>Ms. Kim Kennedy</td>
<td>Director of Federal Programs</td>
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<tr>
<td>Ms. Debbie Gasiorek</td>
<td>Director of Food Services</td>
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<tr>
<td>Mr. Ryan French</td>
<td>Financial Services Manager</td>
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<tr>
<td>Dr. Robyn Mondragon</td>
<td>Principal, Isaac Middle School</td>
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<tr>
<td>Mr. James Arndt</td>
<td>Assistant Principal, Pueblo del Sol</td>
</tr>
<tr>
<td>Ms. Susana Lopez</td>
<td>Parent Education Coordinator</td>
</tr>
<tr>
<td>Mr. Jeremy Gibson</td>
<td>Social Emotional Specialist</td>
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<tr>
<td>Ms. Angela Veneziano</td>
<td>Prevention Coordinator</td>
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<tr>
<td>Mr. Frank Sanchez</td>
<td>Warehouse Manager</td>
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<tr>
<td>Ms. Vanessa Guzman</td>
<td>Custodial Manager</td>
</tr>
<tr>
<td>Ms. Sandra Aponte</td>
<td>Administrative Assistant for Business</td>
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<tr>
<td>Mr. Enrique Duron</td>
<td>Human Resource Specialist</td>
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## SCHOOLS

<table>
<thead>
<tr>
<th>School Name</th>
<th>Address</th>
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<tbody>
<tr>
<td>Alta E. Butler Elementary School</td>
<td>3843 W. Roosevelt St., Phoenix, AZ, 85009</td>
</tr>
<tr>
<td>Bret Tarver Preschool</td>
<td>3101 W. McDowell Rd., Phoenix, AZ, 85009</td>
</tr>
<tr>
<td>Esperanza Elementary School</td>
<td>3025 W. McDowell Rd., Phoenix, AZ, 85009</td>
</tr>
<tr>
<td>J.B. Sutton Elementary School</td>
<td>1001 N. 31st Ave, Phoenix, AZ, 85009</td>
</tr>
<tr>
<td>Joseph Zito Elementary School</td>
<td>4525 W. Encanto Blvd., Phoenix, AZ 85035</td>
</tr>
<tr>
<td>Mitchell Elementary School</td>
<td>1700 N. 41st Ave, Phoenix, AZ 85009</td>
</tr>
<tr>
<td>Moya Elementary School</td>
<td>406 N. 41st Ave, Phoenix, AZ, 85009</td>
</tr>
<tr>
<td>P.T. Coe Elementary School</td>
<td>3801 W. Roanoke Ave., Phoenix, AZ, 85009</td>
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<tr>
<td>Isaac Middle School</td>
<td>3402 W. McDowell Rd., Phoenix, AZ, 85009</td>
</tr>
<tr>
<td>Morris K. Udall Middle School</td>
<td>3715 W. Roosevelt St., Phoenix, AZ, 85009</td>
</tr>
<tr>
<td>Pueblo del Sol K-8 School</td>
<td>3449 N. 39th Ave., Phoenix, AZ, 85009</td>
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</table>
Isaac School District #5 does not discriminate on the basis of sex, race, color, religion, disabilities, or national origin in employment or in its educational programs and activities.

For additional information about the strategic plan contact:
Dr. Mario Ventura
3348 W. McDowell Road
Phoenix, AZ, 85009
602-455-6700