

STRATEGIC PLANNING MEMBERSHIP TEAM

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BROWNSVILLE

INDEPENDENT SCHOOL DISTRICT

1900 Price Road • (956) 548-8000 • www.bisd.us

Building For The Future: Strategic Planning

“...the means by which an organization continually recreates itself toward extraordinary purposes”

Dear Partner in Education,

The academic progress of Brownsville ISD students is our top priority as educators. Progress is achieved through an ongoing process of short and long-term goals that are constantly evaluated and assessed. We are proud of the many achievements of our students and employees. At the same time, we are always striving for improvement and the opportunity to make a good school district even better. In this spirit, we began formal discussions with our local stakeholders to develop a strategic plan for the next three years. This document is a result of that year-long process.

Utilizing the Cambridge Model, the committee members established district beliefs, parameters, a mission statement, objectives and strategies which provide the foundation and direction for this plan. The detailed action steps serve as a guide to a better future for our students and the Brownsville community.

A comprehensive strategic plan ensures that we will continue to create a system of teaching and learning worthy of our students. We want all our students to have numerous career and post-secondary options upon graduation. This process of listening to stakeholders through strategic planning is one of the many reasons that Brownsville ISD remains the best choice for the children of our community.

Dr. Esperanza Zendejas

Dr. Esperanza Zendejas
Superintendent of Schools

Board Approved: June 21, 2016

MISSION STATEMENT

Brownsville Independent School District will graduate students who are prepared to excel in higher education and successfully pursue career opportunities in a changing global society by maximizing resources to ensure equitable opportunities for all students.

We believe that:

- Everyone in our community has inherent values, talents and strengths.
- High expectations, perseverance, and a strong work ethic are essential in fostering higher achievement and success.
- Students are our number one resource.
- Academic success nurtures lifelong learning.
- Everyone flourishes in a safe and healthy educational environment.
- The success of each student, educator and family is vital for the future growth and sustainability of our community.
- The community and families share responsibility for the development and mentoring of our students.

STRATEGIC OBJECTIVES

- All students will graduate.
- All students will meet and/or exceed state and national standards of achievement.

- All students will graduate college ready and prepared to excel in their respective career choices.
- All students will become productive, responsible and contributing members of society.

STRATEGIC PARAMETERS

1. We will not tolerate educational apathy.
2. We will not compromise the efficient and effective use of resources.
3. We will make educational and financial decisions based upon what is best for student success.
4. We will foster a positive environment that recognizes and celebrates diversity.
5. We will ensure a safe and healthy learning environment with a commitment to excellence.
6. We will ensure that the instructional programs from early childhood to post-secondary are our highest priority.

STRATEGIES

Strategy #1: *Design and implement an effective and accountable ECE-Post Secondary Model that focuses on STEM/ STEAM (Science, Technology, Engineering, Arts and Math) careers and life-long learning opportunities.*

Action Steps

1. Provide instructional rigor to ECE-12 students that prepares them to successfully pursue a post-secondary education, employment opportunities, and enables them to become 21st Century global leaders.

2. Evaluate and enhance all district curriculum to ensure alignment to state standards.
3. Expand and sustain collaborative partnerships with post-secondary institutions and private industry workforce organizations to extend learning beyond the classroom.
4. Expand and evaluate the effectiveness of alternative campuses and recovery programs.
5. Implement an effective and systemic plan that provides support for a balanced literacy model.
6. Provide evidenced-based professional development that addresses the academic needs of struggling learners.
7. Develop a systemic district-wide technology integration model and professional development plan to optimize digital learning opportunities.
8. Provide student sub-groups access to equitable opportunities to increase academic achievement and graduation rates.
9. Expand early childhood programs throughout the district utilizing a rich literacy curriculum.
10. Focus on middle school programs to close academic achievement gaps and increase grade level promotion rates.
11. Utilize periodic reviews to monitor state and federal program requirements.
12. Expand and upgrade CTE programs to ensure they are of sufficient quality and effectiveness to meet industry standards, certification opportunities, and technological trends.

Strategy #2: Ensure a safe, healthy, caring environment for everyone in our school district.

Action Steps

1. Annually update and evaluate the district's Multi-hazard Emergency Response Plan.
2. Comply with all applicable federal, state and local environmental, health and safety laws.
3. Provide students with identified medical needs that may impact them in the educational setting with an individualized health plan (IHP) to facilitate communication with family, health care providers and staff.
4. Implement a comprehensive Wellness, Disease Management and Employee Assistance Program to promote a culture of wellness by facilitating a supportive environment that encourages staff and students to initiate behaviors that enhance their total health to include: emotional, intellectual, physical, and social wellness.

Strategy #3: Provide for the affective, social, emotional, and cognitive development of the learner.

Action Steps

1. Develop and implement a plan to better prepare students and increase the number of student participants successfully completing post-secondary entrance examinations (PSAT, SAT, ACT, TSI).
2. Expand current partnerships to develop, implement, and evaluate strategies that address post-secondary opportunities and resources for all students.
3. Develop and implement strategies designed to help all students take college entrance exams, submit college applications, and complete college financial aid applications (FASFA and TASFA).
4. Provide every student (Pre-K – 12) opportunities for students and their families to develop organizational, study, time management, and goal setting skills through campus and neighborhood-based programs.
5. Increase the number of seventh grade students who qualify to participate in the Duke University Talent Search Program by making funds available to take the SAT and/or ACT.
6. Develop, implement and evaluate strategies to increase enrollment of all students in Gifted and Talented (GT), Career and Technology, Dual Enrollment, Concurrent Enrollment, Magnet, and Pre-AP/AP programs.
7. Evaluate and modify transitional initiatives from elementary to middle school and middle school to high school for all students.
8. Develop and implement district-wide procedures and timelines for the creation of a campus master scheduling process with timelines that address student and campus needs.
9. Implement a student assistant program at the campus level that will assist students with issues interfering with learning (i.e. emotional distress, family problems, or substance abuse).
10. Require that each campus guidance and counseling program be designed to successfully serve all students in individual or group settings.
11. Provide conflict resolution training, anti-bullying strategies, and violence prevention education for students and staff.

12. Develop and implement a recovery program for over aged students who are at risk of dropping out before they enter the 9th grade.
13. Provide methods of communication for parents of middle school students on topics such as graduation plans, course selection, and issues related to post-secondary education.
14. Develop and implement a communication plan to inform students and parents of the availability of district programs and student support services.
15. Develop and implement strategies to teach students, families, and BISD employees proper uses of social media.

Strategy #4: Strengthen partnerships and communication among parents, community and schools.

Action Steps

1. Provide opportunities for the development and communication of programs, discussion of current and future needs, and continuing education.
2. Provide training opportunities for parents and community members in district curricula and other personal professional topics identified by parents.
3. Capitalize on district and community resources by creating partnerships with outside entities.
4. Encourage businesses to promote and support schools and pursue active business partnerships, thereby making education a top priority in our community.
5. Develop an incentive program for businesses to promote and support family involvement in schools (i.e., support employees through release time).
6. Increase opportunities for parents and students to participate in community service and volunteer programs.
7. Continued the BISD Community Parental Involvement Advisory Committee to plan and evaluate activities designed to build partnerships among school staff, community and families.
8. Ensure representative community and parent involvement in school decision-making to the extent that every school is responsive to the community it serves.
9. Create an inviting atmosphere with continued positive customer service.
10. Utilize technology to improve communication with parents.

Strategy #5: Provide appropriate facilities to implement and support our current and future instructional program.

Action Steps

1. Research funding possibilities for proposed Strategic Plan Action Steps through grants, reallocation of funds, and/or possible Bond Election.
2. Develop a detailed renovation plan that modernizes current facilities and roofs; fulfills local, state and federal codes; and supports all academic programs.
3. Provide adequate facilities for all ancillary departments supporting the district's instructional mission.

4. Create and monitor a District Building and Construction Plan that addresses maintenance and safety issues and future growth needs.
5. Create, implement, and evaluate a district-wide Energy Management and Conservation Awareness Plan.

Strategy # 6: Recruit, retain, and provide research based professional development to district personnel.

Action Steps

1. Develop a district recruitment and retention plan that increases and maintains a qualified and diverse pool of certified, classified and administrative applicants.
2. Develop and maintain partnerships with local colleges, universities, regional service center and the community to identify potential candidates. Seek partnerships with UTRGV to develop cohorts for master's degrees to assist dual enrollment needs.
3. Utilize the BISD Human Resource web page to allow the posting of vacancies and the processing of online applications for certified and classified positions.
4. Create effective and efficient timelines and practices for the hiring, transferring and staffing of positions including a reflective exit interviewing process.
5. Analyze and accurately project future staffing needs for schools and departments which considers student enrollment, retirement, attrition and transfer data.
6. Recognize employees and campus teams for outstanding service and for achieving attendance.
7. Host a new teacher orientation and welcome luncheon for teachers new to the profession and district.
8. Provide professional development to district-wide administrators regarding effective hiring skills and leadership development opportunities. Include mentoring or cross-training program for employees aspiring to different positions.
9. Expand the District Wellness Program for employees to include financial, emotional or health related counseling.
10. Provide professional development on required topics as outlined by the Texas Education Agency (TEA), district initiatives and requirements, and needs identified by Texas Academic Performance Reports (TAPR), including technology learning opportunities for employees.
11. Conduct an annual evaluation of district sponsored professional development and recruitment activities.
12. Develop a partnership with local universities that includes pre-service and post-graduate training opportunities.
13. Provide training for the Site-Based Decision Making (SBDM) committee in the development of campus plans to ensure district policies and procedures are followed and needs of the specific campus students and teachers are met.