



**DEL VALLE**  
INDEPENDENT SCHOOL DISTRICT



# STRATEGIC PLAN

# Development of the Strategic Plan

The process for the Del Valle ISD Strategic Plan was developed through the collective efforts of the Del Valle ISD Board of Trustees, the Superintendent, Administration and Strategic Planning committee. This team's collaborative work created the district's new vision and mission statement, strategic plan, graduate profile, character traits, and core beliefs. The plan is designed to provide a guide for growth and improvement to benefit students during the next five years.

The development process started with the Board of Trustees on September 26, 2020. At this meeting, the Board identified areas of focus for the new strategic plan and a timeline to implement the plan. An updated district mission and vision statement was completed by the board on December 12, 2020, and officially adopted by a vote of the board on March 2, 2021.

The Strategic Planning committee, comprised of students, teachers, staff, school administrators, parents, and community members started development of goals for the plan using focus areas identified by the board on February 10, 2021. Through district administrator facilitators, the subcommittees worked on the goals during four meetings in February and March of 2021. The result of their work was presented to the Board on April 13, 2021. The Board of Trustees provided feedback to administration on the focus area goals following the meeting.

Three Board of Trustees subcommittees completed the district's navigational goals, graduate profile, character traits, and core beliefs during February and March of 2021. These pieces to the district's Strategic Plan were presented for feedback to the full board on March 30, 2021.

All pieces of the Strategic Plan were completed and reviewed on May 11, 2021.

The Board of Trustees voted to adopt the Strategic Plan on June 15, 2021.

# **Board of Trustees**

*at time of adoption, June 15, 2021*

Rebecca A. Birch, President  
Ann Heuberger, Vice President  
Elvia Guadian, Secretary  
Charlie Diggs  
Susanna Ledesma Woody  
Damian Pantoja  
Richard Rendon  
Darla Wegner  
Desiree Ybarra

# **Superintendent**

*at time of adoption, June 15, 2021*

Annette Tielle, Ed.D.

# **District Administration Facilitators**

*at time of adoption, June 15, 2021*

Laura Carlin-Gonzalez, Jimmy Jones, Kerry Gain, Jennifer Hanna, Jonathan Harris,  
Ray Prentice, Jeff St. Andre, Suzianne Wallace, Christopher Weddle

# **Committee Members**

Amanda Escalante Tamayo, Amanda Vela, Amy Gonzalez, Andrew Gaytan, Angie Vaught, Ashley Avalos-Bustos, Ashley Fredo, Barbara Tijerina, Britney Busser, Clarissa Ruiz, Collette Cosby, Cora Shinaberry, David Ramos, Demarcus Tate, Dennis Anthony Ortiz, Dominique Gonzalez, Frances Maldonado, Gabrielle Hernandez, George Mendez, Henry Castellanos, Ian Cotham, Iberia Renteria, Jean Villareal, Jenise Wright, Jennifer Eberly, Jennifer Spears, Joshua Valdez, Kaelyn Ruiz, Katrina Van Houten, Laura Alba, Leticia Segovia, Lisa Hastay, Maria Allen, Maria Hansen, Marianne Alves, Mario Palacios, Marisela Esquivel, Mark Isaacson, Natalie Kristobek, Nicole Brown, Peter Astran, Ray Macias, Rebecca Barrientos, Robert Thornton, Sherry Mansell, Taurin Roberts, TJ Moreno, Wendy Woodruff, Yanet Lopez

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## District Vision

To empower our students to be critical thinkers and innovative world-class visionaries.

## District Mission

To create a bi-literate, culturally responsive enhanced academic foundation by providing a future-ready education with real-world opportunities.



## Navigational Goals

- Reach beyond expectations
- Strengthen community partnerships to foster engagement, participation and commitment to excellence in education
- Promote a culture of excellence and winning throughout the district
- Build an empathetic and culturally responsive workforce to provide exceptional education services
- Maximize exposure and experiences to offer students a variety of options to reach THEIR goals





## Graduate Profile

### ***Critical Thinkers & Innovative Problem Solvers***

- All students will be prepared with enhanced levels of academic strength including bi-literacy, digital skills, critical thinking, problem solving, collaboration, and communication needed to succeed and adapt to changes in college, the global workplace, and personal achievement.

### ***Cultural Awareness & Social Justice***

- All students will develop a solid foundation and appreciation of cultural diversity with positive self-esteem that will enable them to thrive in environments where they may be the minority as well as be equipped to recognize injustice and to stand-up or speak out for what is right in our global society.

### ***Personal Growth & Expression***

- All students will be empowered to discover and grow their unique talents and abilities to achieve individual growth and self-fulfillment.

# Character Traits

**All Del Valle ISD students and employees represent the following traits:**

- Accountable • Adaptable • Communicates Effectively •
- Critical Thinker • Presents Integrity • Empathetic •
- Persistent • Respectful • Visionary •
- Demonstrates Determination, Diligence, and Grit •

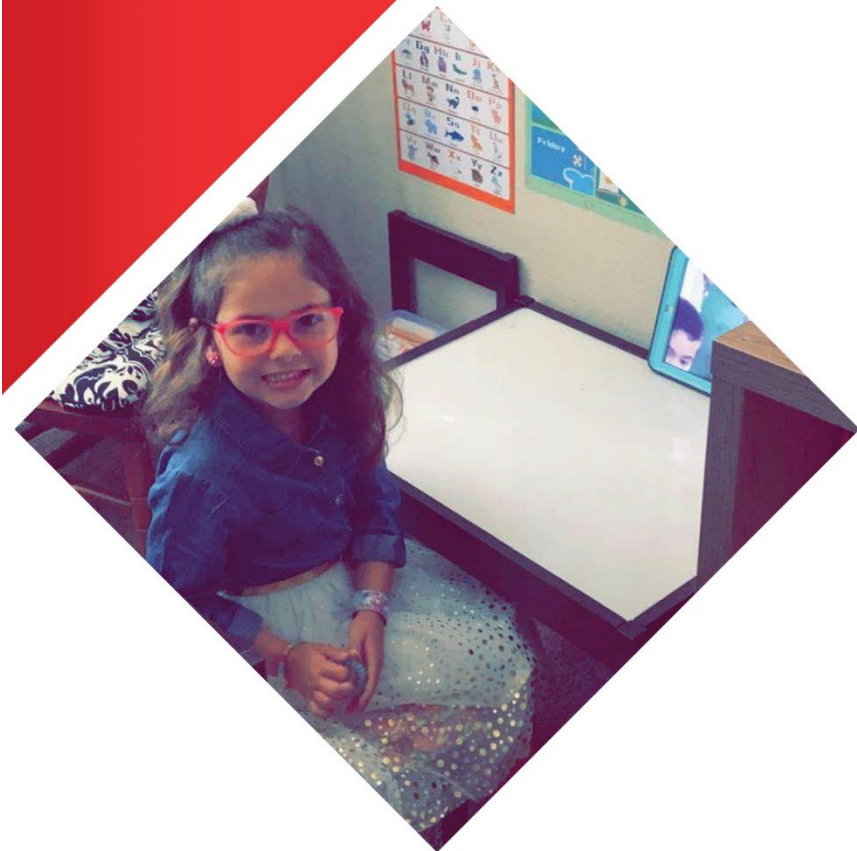




# Core Beliefs

- **Belief:** We believe in each of our students and that we have the responsibility to provide limitless support and opportunities to ensure personal and academic potential. We believe in always doing what is best for kids.
- **Expectations:** We believe all students deserve high expectations and every employee plays a vital role in the growth and development of our students.
- **Empowerment:** We believe that learning empowers students and that is the heart and soul of what we do.
- **Equity:** We take pride in our diversity and celebrate the talents, identities, and dreams of each student. We will never be satisfied until every student experiences access, inclusion, and success.
- **Excellence:** We expect excellence from both students and adults in attitude, behavior, progress, and achievement.
- **Connectedness:** We value authentic collaboration internally and externally connecting each other to our center, our students.
- **Innovation:** We expect continuous improvement through innovation, taking risks, solving problems, having fun, and expressing joy.





## Focus Area 1

### Academic Foundation

**Goal 1:** Increase student academic performance through inclusivity, fidelity, consistency, equity, and opportunity.

#### ***Progress Measures***

**1.1:** Increase fidelity of early literacy program implementation so that, by May 2026, all students are reading on grade level by the end of 3rd grade.

- **Success Measure 1.1A:** Increase yearly reading performance once baseline data is reestablished in fall of 2021.
- **Success Measure 1.1B:** Increase yearly writing performance once baseline data is reestablished in fall of 2021.

**1.2:** Increase equity and fidelity in all special programs (GT, Special Education, Bilingual and ESL) across campuses by providing high quality professional development, culturally responsive instruction, guaranteed and viable curriculum, and vertical alignment.

- **Success Measure 1.2A:** Special Programs staffing and ratios will meet the needs of all students and align with TASB and IDEA guidelines.
- **Success Measure 1.2B:** At least 80% of professional development will align Gifted and Talented services, Special Education, Bilingual and ESL services with culturally responsive instruction, a guaranteed and viable curriculum, and vertical alignment., as recommended by the National Staff Development Council (Lead Forward Council).

**1.3:** Increase the number of biliterate students by extending two-way dual language to middle school by 2025.

- **Success Measure 1.3A:** Two-way dual language programs will be scaled to middle schools after the succession of two-way dual language in 5th grade.

## **Academic Foundation Progress Measures, Continued**

**1.4:** Improve the effectiveness of campus libraries by ensuring diversity of campus library collections (including works from diverse, culturally relevant authors that reflect the linguistic diversity of the district).

- **Success Measure 1.4A:** Library collections will include works from diverse, culturally relevant authors that reflect the linguistic diversity of the district.

**1.5:** Expand the Fine Arts program through community connections to provide students with relevant experiences and future opportunities.

- **Success Measure 1.5A:** Increase the number of community partnerships that will provide students with relevant experiences and future opportunities.



## Focus Area 2

# Future Ready Education

**Goal 2:** Develop a system to maximize opportunities based on student driven goals in order to adapt and connect to a changing world by increasing college and career readiness.

### ***Progress Measures***

**2.1:** Prepare all teachers to respond to the cultural, emotional, and social needs of students through professional development.

- **Success Measure 2.1A:** 100% of the teaching staff will participate in professional development addressing students' cultural, emotional, and social needs.

**2.2:** Develop innovative, responsive, real-world learning environments through the relevant use of technology, hands on experiences, and interactive internships.

- **Success Measure 2.2A:** Increase the number of internships and technology based hands-on experiences once baseline data is re-established in the fall of 2021.

**2.3:** Expand the school counseling program in collaboration with staff to support the needs of students and family.

- **Success Measure 2.3A:** Increase the services provided through the school counseling team once baseline data is re-established in the fall of 2021.



## **Future Ready Education Progress Measures, Continued**

**2.4:** Increase participation in athletic programs by fostering a winning attitude that cultivates a strong desire for competitive and academic success, while cultivating leadership skills, character development, social responsibility, and a strong work ethic.

- **Success Measure 2.4A:** Increase student participation in athletic programs at all levels.
- **Success Measure 2.4B:** Increase evidence of a winning attitude through evaluation on a developed rubric.

**2.5:** Develop diverse offerings of extracurricular programs at all levels that encourage a continuation of student development and increase student participation.

- **Success Measure 2.5A:** Increase student participation in extracurricular activities at all levels.
- **Success Measure 2.5B:** Align extracurricular activities through multiple grade levels.



## Focus Area 3

# Support Learning through Equitable Facilities, Human Resources and Instructional Resources

**Goal 3:** Develop and maintain equitable facilities, staffing, and instructional resources that meet the diverse needs of all DVISD students.

### ***Progress Measures***

**3.1:** Maintain a culture that attracts and retains a high-quality staff who are student focused.

- **Success Measure 3.1A:** Maintain a professional development plan aligned with the district compass.
- **Success Measure 3.1B:** Monitor quality instruction through feedback and guidance provided by weekly principal walkthroughs.

**3.2:** Analyze and purchase land in locations that accommodate the needs of families with respect to projected growth-related issues and known variables (traffic, municipal utilities, population, etc.).

- **Success Measure 3.2A:** Develop a master plan for future land purchases.

**3.3:** Build facilities that are adaptable to meet future needs of students from all relevant lenses.

- **Success Measure 3.3A:** Develop a rubric to identify student needs specific to the usage of district facilities.

**3.4:** Establish and maintain standards for new and existing world-class educational facilities.

- **Success Measure 3.4A:** Create design guidelines to establish district standards for facility designs.

## **Support Learning through Equitable Facilities, Human Resources and Instructional Resources Progress Measures, Continued**

**3.5:** Identify the needs (facilities and services) of our community stakeholders through active and ongoing engagement.

- **Success Measure 3.5A:** Conduct community meetings and utilize surveys providing feedback on district facilities.

**3.6:** Maintain high quality of food service and transportation in line with district growth.

- **Success Measure 3.6A:** Ensure that Food Service and Transportation have adequate resources aligned with student and family needs.

**3.7:** Align fiscal policies to student needs, to ensure good stewardship of financial resources.

- **Success Measure 3.7A:** Budget priorities to reflect the updated district vision and mission.



## Focus Area 4

### Connect with Community and Parents

**Goal 4:** Create culturally responsive communication to engage our students, parents, staff, and community to build the district's brand through multimedia platforms with strategic storytelling and messaging.

#### ***Progress Measures***

**4.1:** Establish a unified district brand standards guide to ensure consistent visual, written, and spoken communication.

- **Success Measure 4.1A:** Develop a physical district branding guide available for all staff.
- **Success Measure 4.1B:** Utilize brochures, messaging, and updated website to communicate with the DVISD community.

**4.2:** Differentiate communication among all stakeholders such as Board, community, parents, and staff to promote the district's brand and story.

- **Success Measure 4.2A:** Differentiate the approach to effectively communicate with district stakeholders utilizing district listserv, social media, website, and other methods of communication available.

**4.3:** Increase annual district-wide events that focus on academics and learning to build connections between families, communities, and schools.

- **Success Measure 4.3A:** Expand the Annual Fine Arts Event.
- **Success Measure 4.3B:** Create and implement additional district-wide events, such as a STEM Fest, Community Sports Night and other community events.



## Connect with Community and Parents, Continued

**4.4:** Develop a business partner plan that includes support with funding, Education Partners, internships, and apprenticeships.

- **Success Measure 4.4A:** Create a standalone 501c3 Education Foundation independent of an outside fiscal agent.
- **Success Measure 4.4B:** Increase the number of industry partnerships resulting in greater Education Partners fund raising, internships and apprenticeships.