



# BULLARD ISD STRATEGIC PLAN 2021-2026

**EMPOWER TODAY • EMBRACE TOMORROW**

## OUR MISSION

### Bullard ISD:

Building Relationships  
Inspiring Learning  
Serving our Community  
Developing Character

## OUR VISION

Where every student is  
uniquely prepared  
for their future.

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# EXECUTIVE SUMMARY

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Strategic planning is a collaborative process designed to initiate change in a district by aligning and prioritizing key targets and clarifying for administration the vision and goals of its stakeholders. Visionary districts that embrace continuous improvement utilize strategic planning as a means for establishing a shared direction for guiding the district's priorities for the next 3 to 5 years.

In October 2020, Bullard ISD initiated its visioning work with thirty-four stakeholders representing teachers, administrators, parents, students, community members, and business partners. Prior to the initial meeting, the **Strategic Planning Design Team** responded to a questionnaire as a means for capturing the perspective and voice of each individual stakeholder. The responses collected from the survey were utilized throughout the strategic planning retreat to encourage discussion and support consensus-building. **Consensus** was used as the approach for decision-making over majority-rule to ensure unity by the membership.

Over three days, the Strategic Planning Design Team worked together to understand and address the following questions:

1. Where and who are we as a district?
2. Where do we want to be as a district in the next 3 to 5 years?
3. What must we focus on to get to where we want to be?
4. How will we know when we have achieved our goals?

The Strategic Planning Design Team began the planning process by evaluating the current state of the district through a comprehensive review of current data. The data reviewed included student performance data, stakeholder perceptions, financial influences, and demographic/enrollment trends. The committee members also reviewed the SWOT analysis collected from the prerequisite questionnaire to discuss the district's strengths, weaknesses, opportunities, and threats.

Through the review of data and SWOT analysis, the committee members, were able to begin developing the core statements for the district termed the "**MMVV**" or **Mission, Motto, Vision and Values**. The core statements provide the framework for the strategic plan and clarify the heart and hope of the district. In alignment with the core statements, a **Graduate Profile** was designed to define the competencies each graduate should demonstrate at the conclusion of their K-12 academic journey. The committee was intentional about each word in the MMVV and Graduate Profile to ensure an accurate and clear reflection of the district.

With the initial two questions answered, the committee worked to identify what would need to be prioritized to carry the district towards its intended vision in the next 3 to 5 years. There were five **strategic priorities** established as key areas of focus for the district:

- Challenge and Empower Every Student
- Dynamic Instruction and Engaged Learning
- Effective, Growth-minded Personnel
- Connected Community and Culture
- Innovative Learning Environments and Resources

In alignment with the priorities, the Strategic Design Team set the **objectives** or goals under each priority; and the **measures** to determine achievement of these objectives. The objectives were designed utilizing a SMART (specific, measurable, achievable, relevant, time bound) goal framework for the purpose of moving the vision from motive to action. The objectives must be approved by the Board in accordance with AE (Legal).

In December 2020, a second team of twenty-nine stakeholders was put together to further the work of the design team through the creation of action plans. The **Strategic Action Team** also included some members from the Strategic Design Team to ensure alignment and that the original intention carried forward. Each person on the Strategic Action Team was assigned to one of the five district priorities based on their interest, expertise, or experience. The committee members worked to create **annual strategies** to ensure achievement of the long-range objectives.

The action plans are living documents and should be consistently reviewed, revised, and updated to ensure the district's strategic objectives are fully achieved. Progress and revisions to the action plans should be reported to the Strategic Design Team each year as a means of accountability and ongoing focus.

For the strategic plan to become embedded in the culture of the district, the plan must be deployed in a manner that fosters support and commitment from all stakeholders. Under the leadership of the Board of Trustees and the Superintendent, the strategic plan for Bullard ISD provides the framework for transforming the district and making the vision a reality for BISD students today and in the future.

## PLANNING TIMELINE

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# SWOT ANALYSIS

STRENGTHS	WEAKNESSES
Teachers & staff love children at all levels & care for the whole child	Inconsistency between schools - lack of standardized processes
Communication	Safety of children due to violent or disruptive students
School Spirit and Community Pride	Lack of punishment for offenses & rewards given for compliance
Safety against outside threats	Only having kids on campus for 2 years
Family friendly atmosphere and close-knit community	Younger and older students together on buses
Parental Involvement	Lack of aides on buses
Leadership	Employee compensation and incentives
Good Kids	Lack of planning time for teachers
Community Involvement and Support	Professional development opportunities and incentives
Facilities (BISD is home to great facilities)	Limited staff for special programs (SpEd, Dyslexia, Speech)
Curriculum/teacher support from administration	First year teacher mentors/support
Student support for educational and emotional needs from staff	Public Relations and staff to support
Healthy financial status, Fiscally responsible district	Technology Innovation, implementation, and access
Academic Standards and Priorities	Size of classes and lack of 1 on 1 student support
Quality Teachers that go above and beyond for students	Support of teaching staff
Communication	Lack of consistency from year to year with teaching expectations
Technology-focused district	Expansion of academic offerings
Academic performance	Maintenance and operations
Superintendent that strives for excellence	School board unity and support
District campuses and departments work together	District Aesthetics/Facility Quality
Programs available for students (Extra and Co-curricular)	Need to integrate more project-based learning
Staff dedication, loyalty and tenure	Opportunities for students to learn a trade/skill - industry-based certs
Making sure students have same opportunities	Study skills need to be taught
Teachers engaged in activities	More process automation and going paperless
Making sure students treat one another equally	Meeting the needs of special populations
Organization	Social and emotional resources and training for staff
School Board	Advancement opportunities for district employees
Resilience	Involving more parents and help them to feel welcomed
Continuous improvement/growth mindset	Staff able to motivate students to reach higher - not just assign work
We create opportunities for people to be in more than just one thing.	Equal allocation of money and lack of funding
Excel in many areas, not just one	Getting student input and hearing their voice
Conservative community values are part of the school system	Recognizing the problems and struggles of students
Scott Callaway	Too many administrative positions and not enough teaching positions
Traditions	Better performance evals & employee accountability in admin roles
Great location for families to live	Accountability of parents for student academic success
Small school appeal	Celebrating & Recognizing Achievement
	Invest in all the different extracurricular areas more
	Be more inclusive to all students
	How the district and community members unprofessionally represent themselves on social media such as posting lower quality photos on the website and social media.
	Effective use of data
	Hire the best teachers to improve programs & develop departments

	Students fearful of some teachers, humiliated in front of peers & sarcasm
	Curriculum alignment throughout the district
	Traffic around schools
	District website is outdated
	MS athletic facilities, unused field house, tennis courts & track
	Dress code and no masks (eventually)
	Teachers respecting traditions
	Students need to understand and believe that they are a contributing factor in our society
	Partnerships with local businesses
	Building teacher leaders
	Transportation vehicles for extracurricular events
	Place staff in strength areas & do not overload teachers w/ work
	Diversity amongst teaching and administrative staff
	Cohesive grading system - students should be able to attend tutorials to correct mistakes
	Reaction to change
	Leadership
<b>OPPORTUNITIES</b>	<b>THREATS</b>
Bring schools together more - district pep rally	Student depression and social/emotional struggles
Power hour/clubs at all levels	Violent and aggressive students
Mentor program with community members	Extra duties & responsibilities placed on staff - uncompensated
Teacher training - especially new teachers	Class Sizes (too large)
Behavior health building/program instead of DAEP	Elected officials (local and state) overreach and policies.
Diversity and inclusion	Economic Growth/Decline
Peer Tutoring	Growth of District, including long range planning for facilities.
Any PR to highlight and promote the district (and support staff)	School board member agendas & division/micro-managing of decisions
Salary increases	Loss of great teachers/Teacher retention
Local certification and employment opportunities for students in local community (internships/apprentice opportunities)	Influence of other districts and how they teach
Partnerships with colleges for scholarships/continuing ed.	Facility upgrade negligence and routine maintenance
Future growth, facility updates (auditorium) - possible bond	Salaries
Split Maintenance/Operations/Technology Director job	People not working together and listening to each other
More community events and traditions	individuals who are not thinking of what is best for the whole district
Active in community and civic organizations to better understand the desires/culture of all areas of the community (Chamber of Commerce, Lions Club, Kiwanis, etc.)	Student attendance
Parent volunteer opportunities	Not planning for growth/overcrowding
Evaluating and purchasing systems that provide more resources and insight for teachers/administrators	Finance - Possible major funding changes (i.e. if the state cuts funding)
Social and Emotional Training for all staff	Social Media
Special Olympics for our special needs' students	Lack of academic urgency with parents
Suicide and mental health awareness and training	Students dropping out and not being a productive citizen but continues to live in the community.
Connecting students to a CTE program if they are not pursuing college	Online learning and the impact of students not completing assignments
Getting student IDs	Drugs/vaping
4 day school week for students (1 day for teachers without students)	Student failures and lack of monitoring
More focus of motivational or supportive programs for students to address the overwhelming challenges they face in today's society	Teacher/staff stress levels and burnout

Welcoming and engaging new families quickly	Lack of resources available for teachers
Host more competitions at the schools	If we feel like we are doing good enough already, we could start slipping and end up behind.
Annual Fall Festival, Holiday events	COVID
Create a reason for kids and coaches to be more excited and motivated to participate in UIL academics.	Bullying/Cyberbullying
Streetlights from the HS to MS	Lack of parent & community engagement
Get with the city about land purchasing and street re-rerouting to help with congestion.	Overall training and mindset reset for the school administration, teachers, and support staff
Reading Recovery Program at 1st grade level	Build the infrastructure needed for an elite school and athletics program. This will then flow throughout the community and parent population/parent led booster organizations.
More Foreign Languages	Open enrollment
Best of Bullard ISD - student managed newsletter	Socioeconomic diversity
Community services and supports for students during pandemic	Liberal textbooks
Education Foundation	Lack of internet and resources in low socioeconomic areas
Be open to organizations being part of our district's growth	Home life of some of the students
Promotion of district events, happenings. celebrate student success	Parent Complaints - Always having to be on the defensive
Grants	Lack of pride in our community
Engage in the community through service projects	Politics and election outcomes
	Letting our guard down - must be proactive
	Race relations and how to better handle situations in our schools
	Being transparent as we can with the individual or individuals that are involved when dealing with issues that could hurt our district
	Stagnant practices/ideals
	Inconsistency
	Not involving parents from different sub-populations

# STRATEGIC PLANNING DESIGN TEAM

COMMITTEE MEMBER	ROLE(S) SERVED
Stacey Odom (EC)	Teacher
Stephanie Allen (PS)	Teacher, Parent
Kristy O'Bannon (IS)	Teacher, Parent
Laurissa Ridgley (MS)	Teacher, Grandparent
Amy Burrow (ES)	Teacher
Amy McKeethan (HS)	Teacher, Parent
Monica Ventress (MS)	Teacher
Charlotte Main (HS)	Teacher, Parent, FFA Sponsor
Philip Brooks (HS)	Teacher
Charla Killian (IS)	Counselor, Parent
Jan Hill	Community Member, Former Asst. Superintendent, Grandparent
Chad Stanley	Parent, Community Member
Jamie Carson	Parent, Community Member
Scott Callaway	Parent, Athletic Director
Scott Brown	Pastor, Community Member
Pam Frederick	Mayor, Community Member, Educator
Cheryl Hendrix	Asst. Superintendent, Grandparent
Jessica Lee	Secondary Curriculum Director, Parent
Amy Bickerstaff	Elementary Curriculum Director
Jennifer Lane	Secondary Curriculum Specialist, Parent
Denise Jackson	Elementary Curriculum Specialist, Parent
John Dixon	PRIDE Coordinator
Kevin Blain	HS Principal, Parent
Jodie Albritton	IS Principal, Parent
Kenley Dover	PR Principal, Parent
Mark McDonald	MS Principal
Camryn Stringfield (10)	Student, Sophomore Class President
Ava Deffenbaugh (10)	Student, Sophomore Class Vice President
Clair Hunter (11)	Student, Junior Class President
Caleb Hanna (11)	Student, Junior Class Vice President
Stella Vaughan (12)	Student, Senior Class President
Kory Prince	Technology Coordinator
John Jones	Director of Safety, Parent
Lee Sleeper	Director of Operations & Technology



# STRATEGIC PLANNING ACTION TEAM

COMMITTEE MEMBER	ROLE(S) SERVED
Jenny Kasson	ES Principal, Parent
Cheryl Hendrix	Asst. Superintendent, Grandparent
Cheryl Connor	MS Counselor
CB Sutton	Community Member, Parent
Angela Brannen	Teacher, Parent
Jake Goode	MS Asst. Principal
Jessica Lee	Secondary Curriculum Director, Parent
Laurissa Ridgley	Teacher, Grandparent
Denise Jackson	Elementary Curriculum Specialist, Parent
Kristy O'Bannon	Teacher, Parent
Story Martin	Parent, Community Member
Kim Murphy	Director of HR and Student Services
Kenley Dover	PR Principal, Parent
Brandy Baker	Teacher, Parent
Carey Powell	Teacher, Parent
Monica Ventress	Teacher
Doug Morris	Parent, Community Member
Lisa Williams	Special Education Director
Amy Bickerstaff	Elementary Curriculum Director
Jennifer Dorsey	Teacher
Jennifer Carlile	Teacher
David Brasher	Parent, Community Member
John Jones	Director of Safety, Parent
Amanda Goode	EC Principal
Kory Prince	Technology Coordinator
Gary Jordan	Fine Arts Director, Band Director, Grandparent
Ramsey Starks	Chief Financial Officer, Parent
Lee Sleeper	Director of Operations & Technology
Scott Callaway	Athletic Director, Parent

# CORE DISTRICT STATEMENTS

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## MOTTO

**Empower Today • Embrace Tomorrow**

## MISSION

**Bullard ISD:**

- **B**uilding Relationships
- **I**nspiring Learning
- **S**erving our Community
- **D**eveloping Character



## VISION

**Where every student is uniquely prepared for their future**

## VALUES

- Building a strong & inclusive community
- Cultivating every student's unique potential
- Providing future-focused & growth-minded opportunities
- Developing meaningful relationships
- Achieving excellence through exceptional programs
- Modeling integrity, character, & servant leadership
- Fostering safe & caring learning environments

# GRADUATE PROFILE

**Bullard ISD  
Panthers are...**

**Purposeful**



**Prepared**



**Passionate**



**Graduate Profile**

# STRATEGIC PRIORITIES AND OBJECTIVES

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## Challenge and Empower Every Student

### OBJECTIVES:

- Offer learning opportunities based on student need and choice.
- Incorporate and align social-emotional strategies at all levels across the district.
- Equip students with the soft skills necessary for post-secondary success.
- Provide opportunities for all students to showcase their talents and learning.

## Dynamic Instruction and Engaged Learning

### OBJECTIVES:

- Implement instructional strategies to support individualized student learning.
- Provide a comprehensive aligned curriculum that incorporates dynamic and engaging learning techniques.
- Increase teacher capacity and ownership through embedded learning opportunities.

## Effective, Growth-minded Personnel

### OBJECTIVES:

- Increase professional growth and leadership opportunities.
- Increase employee compensation and incentives to be regionally competitive.
- Increase accountability of teacher growth and quality.
- Increase highly skilled applicant pool.

## Connected Community and Culture

### OBJECTIVES:

- Ensure all students serve and engage with community and careers.
- Build a collaborative culture through alignment efforts and shared practices.
- Modernize communications to provide information in multiple modalities.

## Innovative Learning Environments and Resources

### OBJECTIVES:

- Improve facility aesthetics and maintenance to foster a high level of stakeholder pride and satisfaction.
- Provide safe, clean, and healthy environments at all facilities.
- Design innovative learning spaces with integrated technology at each campus.
- Increase student access to current technologies and learning resources.

# STRATEGIC PLAN ON A PAGE



Where every student is uniquely prepared for their future

Bullard ISD: Building Relationships • Inspiring Learning • Serving our Community • Developing Character

We Value: Building a strong & inclusive community • Cultivating every student's unique potential • Providing future-focused & growth-minded opportunities • Developing meaningful relationships • Achieving excellence through exceptional programs • Modeling integrity, character, & servant leadership • Fostering safe & caring learning environments



EMPOWER TODAY, EMBRACE TOMORROW

### Challenge & Empower Every Student

Offer learning opportunities based on student need and choice	# of new opportunities offered % of students engaged in new programs # of student surveys offered % of student surveys returned
Incorporate and align social emotional strategies at all levels across the district	# of staff trained in SEL strategies # of SEL trainings offered % of SEL strategies incorporated into lesson plans and walkthroughs
Equip students with the soft skills necessary for post-secondary success	# of trainings offered related to soft-skills % of students demonstrating soft-skills per identified measure % of soft skills incorporated into lesson plans and walkthroughs
Provide opportunities for all students to showcase their talents and learning	# of opportunities offered on each campus % of students showcased on each campus

### Innovative Learning Environments & Resources

Improve facility aesthetics and maintenance to foster a high level of stakeholder pride and satisfaction	# of maintenance work orders closed in a timely manner % of stakeholder satisfaction in facilities
Provide safe, clean and healthy environments at all facilities	% satisfaction with safe, clean and healthy environments
Design innovative learning spaces with integrated technology at each campus	# of innovative learning spaces designed and implemented
Increase student access to current technologies and learning resources	% of students with access to current technology % of students with instructional/learning resources

### Dynamic Instruction & Engaged Learning

Implement instructional strategies to support individualized student learning	# of classroom observations and lesson plans demonstrating individualized student learning
Provide a comprehensive, aligned curriculum that incorporates dynamic and engaging learning techniques	% of aligned curriculum % of engaging learning techniques integrated in the curriculum
Increase teacher capacity and ownership through embedded learning opportunities	% growth per administrative evaluation % growth per teacher self-evaluation

### Effective, Growth-minded Personnel

Increase professional growth and leadership opportunities	# of leadership opportunities # of employees seeking higher education % increase in district professional development # of professional development hours
Increase employee compensation and incentives to be regionally competitive	\$ above average pay aligned with comparable districts
Increase accountability of teacher growth and quality	% increase in teachers performing at the accomplished or distinguished level on T-TESS
Increase highly skilled applicant pool	% increase in public relation efforts regarding employment opportunities

### Connected Community & Culture

Ensure all students serve and engage with community and careers	% increase in student participation in community service % increase in student engagement with careers
Build a collaborative culture through alignment efforts and shared practices	# of collaboration opportunities between campuses
Modernize communications to provide information in multiple modalities	% increase in stakeholder satisfaction with communication # of communications provided % increase in social media and web traffic

# STRATEGIC PLAN 2021-2026

## Challenge and Empower Every Student

Objective 1: Offer learning opportunities based on student need and choice				
# of new opportunities offered % of students engaged in new programs # of student surveys offered % of student surveys returned				
Strategies	Measures	Owner	Funding	Timeline
Develop and implement a student and parent survey at all campuses to measure student need/choice in courses and programs	98% of all students or parents will be surveyed annually and data communicated for program planning	Assistant Superintendent	\$4000 employee time	Year 1
Increase off campus field experiences	>=1 field experience/ trip opportunities will be developed based on student interest	Assistant Superintendent	\$20,000 personnel/ transportation	Year 2
Implement consistent opportunities at each level for students to explore interests and passions	>=3 new program/club opportunities will be developed based on student interest	Assistant Superintendent	\$10,000 personnel/ transportation	Year 3

Objective 2: Incorporate and align social emotional strategies at all levels across the district				
# of staff trained in SEL strategies # of SEL trainings offered % of SEL strategies incorporated into lesson plans and walkthroughs				
Strategies	Measures	Owner	Funding	Timeline
Define SEL district/campus expectations	95% of instructional employees committed to the expectations	Director of Student Services	\$10,000 in training fees	Year 1
Provide training and development on the SEL district/campus expectations	100% of instructional employees complete training	Director of Student Services	\$2000 for preparation time	Year 1
Develop a monitoring and tracking process to ensure implementation with fidelity	100% of the tracking process will be created with evidence of utilization	Director of Student Services	\$2000 and employee time	Year 2
Align and consistently use defined social emotional strategies at each campus	90% of instructional employees will implement the defined SEL strategies each month	Director of Student Services	\$10,000 - training and employee time	Year 2



**Objective 3: Equip students with the soft skills necessary for post-secondary success**

# of trainings offered related to soft-skills  
 % of students demonstrating soft-skills per identified measure  
 % of soft skills incorporated into lesson plans and walkthroughs

Strategies	Measures	Owner	Funding	Timeline
Create a mentorship program across the district for students with parents and community members	>25% of identified at-risk students will have a mentor	Director of Student Services	\$1000 planning time	Year 2
Explore soft skill programs and determine what should be emphasized at each level	>/=1 soft skill program will be identified and implemented at each campus	Director of Student Services	\$3000 and employee time	Year 2
Implement soft skills program on each campus	100% of campuses have implemented a soft skills program	Director of Student Services	\$30,000 and employee time	Year 3

**Objective 4: Provide opportunities for all students to showcase their talents and learning**

# of opportunities offered on each campus  
 % of students showcased on each campus

Strategies	Measures	Owner	Funding	Timeline
Evaluate, improve, and broaden the gifted and talented program and students impacted	>=1 opportunity per year	Elementary Curriculum Director	\$2000 preparation/ meeting time	Year 1
Implement career and talent demonstration lab programs to give students an opportunity to explore interests from real world experts	>=1 opportunity per year	Secondary Curriculum Director	\$4,000/campus (\$24,000) - preparation, employee time, and supplies	Year 2
Create district/campus opportunities for students to showcase learning and/or talent	>=1 opportunity per year	Assistant Superintendent/ Public Relations Coordinator	\$20,000 preparation time and supplies	Year 3

## Dynamic Instruction and Engaged Learning

Objective 1: Implement instructional strategies to support individualized student learning				
# of classroom observations and lesson plans demonstrating individualized student learning				
Strategies	Measures	Owner	Funding	Timeline
Define and clarify research-based instructional strategies and engaging learning techniques that are expected to be utilized in all classrooms.	1 set of strategies will be defined for each content area	Elementary & Secondary Curriculum Directors	\$2500 for professional development and supplies	Year 1
Train all teachers annually on Response to Intervention and PLC practices to support individualized student learning.	>90% of teachers will have been trained on Response to Intervention and PLC Practices	Assistant Superintendent	\$25,000 for professional development and supplies	Year 1
Develop professional development to support teachers with dynamic instructional strategies and engaging learning techniques.	>90% of teachers will have been trained on 100% of the identified strategies and techniques	Elementary & Secondary Curriculum Specialists	\$5000 for professional development and supplies	Year 2
Implement regularly scheduled PLCs at each campus with fidelity to share research-based instructional strategies and practices.	100% of campuses regularly hold PLC meetings	Assistant Superintendent	\$10,000 for substitutes and supplies	Year 2
Implement vertical departmental meetings to share instructional strategies across the district.	1 meeting scheduled each 9 weeks	Elementary & Secondary Curriculum Directors	Employee Time	Year 2

Objective 2: Provide a comprehensive, aligned curriculum that incorporates dynamic and engaging learning techniques				
% of aligned curriculum				
% of engaging learning techniques integrated in the curriculum				
Strategies	Measures	Owner	Funding	Timeline
Train central curriculum administrators on curriculum audit standards and effective practices.	100% of curriculum staff will be trained	Assistant Superintendent	\$5000 for training	Year 1
Establish a comprehensive curriculum management plan to outline the written, taught and tested curriculum	100% of the curriculum management plan will be developed	Elementary & Secondary Curriculum Directors	Employee Time	Year 2
Define and select instructional strategies in each content area to be written into the curriculum plan.	1 set of strategies will be defined for each content area	Elementary & Secondary Curriculum Specialists	\$2500 for professional development and supplies	Year 2



Implement and monitor an aligned curriculum and assessment plan for all content areas across the district.	100% of all content areas will have a comprehensive, aligned curriculum	Elementary & Secondary Curriculum Directors	Employee Time	Year 3
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**Objective 3: Increase teacher capacity and ownership through embedded learning opportunities**

% growth per administrative evaluation  
 % growth per teacher self-evaluation

<b>Strategies</b>	<b>Measures</b>	<b>Owner</b>	<b>Funding</b>	<b>Timeline</b>
Implement an annual professional development teacher needs assessment to plan professional development.	98% of staff complete and submit the needs assessment	Elementary & Secondary Curriculum Directors	Employee Time	Year 1
Train and deploy peer observations/instructional rounds in all classrooms.	90% of teachers will engage in peer observations/instructional rounds	Assistant Superintendent	\$7500 for substitutes	Year 1 & Year 2
Implement an annual instructional strategies showcase to highlight effective practices.	90% of instructional staff will attend the showcase with 80% of instructional staff implementing one or more strategies	Elementary & Secondary Curriculum Directors	\$5000 for professional development and supplies	Year 3
Create a teaching highlight library of effective, research-based teaching practices and lessons from BISD teachers.	1 teacher from each department and each campus will be highlighted	Elementary & Secondary Curriculum Directors	\$10,000 for recording devices and supplies	Year 4

## Effective, Growth-minded Personnel

Objective 1: Increase professional growth and leadership opportunities				
# of leadership opportunities # of employees seeking higher education % increase in district professional development # of professional development hours				
Strategies	Measures	Owner	Funding	Timeline
Train & develop mentors to support the growth of teachers new to BISD	100% of teachers new to BISD will have a trained mentor supporting them during year 1	Director of Human Resources	Region 7 training for mentor training; \$1000/mentor	Year 1
Create a leadership profile at the district/campus level	1 leadership profile will be written and communicated; 100% of the plan will be implemented	Director of Human Resources	Employee Time	Year 2
Promote & encourage employees to pursue higher education/certifications	25% of employees will be approached and encouraged during their year-end evaluation to seek higher education/certification opportunities	Director of Human Resources	Employee Time	Year 2
Create and implement a comprehensive professional development plan to define non-negotiable training expectations	1 comprehensive pd plan will be written and communicated; 100% of the plan will be implemented	Elementary & Secondary Curriculum Directors	\$65,000 for consulting	Year 3

Objective 2: Increase employee compensation and incentives to be regionally competitive				
\$ above average pay aligned with comparable districts				
Strategies	Measures	Owner	Funding	Timeline
Explore, propose, and consider improving employee retention bonuses	100% of the exploration process will be completed with a final proposal created	Superintendent	\$250,000 in potential costs	Year 1
Conduct a salary study to plan for and maintain long-term salary competitiveness	1 or more salary reviews will be completed to guide salary increases	Director of Human Resources	TASB fee	Year 1
Explore health insurance incentives	1 or more health insurance reviews will be completed	Director of Human Resources	\$50,000 in potential costs	Year 2
Explore stipend opportunities for mentor/leadership roles	1 or more stipend plans will be developed	Director of Human Resources	\$40,000 in potential costs	Year 2

### Objective 3: Increase accountability of teacher growth and quality

% increase in teachers performing at the accomplished or distinguished level on T-PESS

Strategies	Measures	Owner	Funding	Timeline
Encourage peer observations for instructional/behavioral learning opportunities	3 or more peer observations will be documented each school year	Elementary & Secondary Curriculum Directors; Campus Principals	Employee Time	Year 1
Provide professional development to promote a growth mindset and educate on TTESS	2 or more professional development opportunities will be developed to promote growth mindset and explain TTESS	Elementary & Secondary Curriculum Directors; Campus Principals	\$10,000 for outside consultant	Year 2
Create expectations through an employee profile to ensure quality personnel	1 employee profile will be created, communicated, and utilized in the hiring, evaluation, and contract renewal process	Assistant Superintendent; Director of Human Resources	Employee Time	Year 3

### Objective 4: Increase highly skilled applicant pool

% increase in public relation efforts regarding employment opportunities

Strategies	Measures	Owner	Funding	Timeline
Expand and increase advertising for job postings utilizing a variety of modalities	20% increase in applicants for open positions	Director of Human Resources	\$25,000 for advertising	Year 2
Develop & implement a strategic recruitment plan	1 or more strategic recruitment plans will be developed and implemented	Director of Human Resources	Employee Time	Year 2
Partner with community stakeholders to promote the strengths of BISD	5 or more community stakeholders will be organized to promote the strengths of BISD	Assistant Superintendent	Employee Time	Year 3

## Connected Community and Culture

Objective 1: Ensure all students serve and engage with community and careers				
% increase in student participation in community service % increase in student engagement with careers				
Strategies	Measures	Owner	Funding	Timeline
Form a team to coordinate and define community service and connection opportunities for students	1 complete team will be created with broad stakeholder representation	Superintendent	\$2000 for substitutes	Year 1
Identify, establish, and broaden community partnerships which afford internship opportunities and career experiences to students	25% increase in community partnerships	Assistant Superintendent	\$2000 for substitutes	Year 2

Objective 2: Build a collaborative culture through alignment efforts and shared practices				
# of collaboration opportunities between campuses				
Strategies	Measures	Owner	Funding	Timeline
Form a committee to vertically align the graduate profile at each campus level	100% of campuses vertically aligned to graduate profile	Assistant Superintendent	\$1000 for substitutes	Year 1
Evaluate and measure the connectedness of staff between campus levels through a staff survey	>75% of staff respond to survey	Director of Human Resources	\$2000 extra duty pay for survey development	Year 1
Schedule activities and events to build relationships among students at different levels throughout the district	>50% of students will have the opportunity to connect with students at other levels at least 1 time per year	Director of Student Services	\$6,000 in resources and transportation	Year 2
Schedule activities and events to build relationships among staff at different levels throughout the district	>50% of staff will have the opportunity to connect with staff at other levels at least 1 time per year	Assistant Superintendent; Campus Principals	\$6,000 in resources	Year 2

Objective 3: Modernize communications to provide information in multiple modalities				
% increase in stakeholder satisfaction with communication # of communications provided % increase in social media and web traffic				
Strategies	Measures	Owner	Funding	Timeline
Develop a public relations team to support modernizing communication efforts	1 or more personnel units will be allocated to oversee district PR	Superintendent	\$150,000 for salary, benefits, and startup costs	Year 1

Create an annual stakeholder satisfaction survey for communications	>=500 survey responses needed	Public Relations Coordinator	Employee Time	Year 1
Create a comprehensive communications plan for all modalities aligned for each campus	100% of campuses using identical communications modalities	Public Relations Coordinator	Employee Time	Year 2
Examine strategies to provide communication to all areas served by the district annually	1x per year review current and emerging communication modalities and report to the superintendent	Public Relations Coordinator; Technology Coordinator	\$2500 extra duty pay	Year 2

## Innovative Learning Environments and Resources

### Objective 1: Improve facility aesthetics and maintenance to foster a high level of stakeholder pride and satisfaction

# of maintenance work orders closed in a timely manner % of stakeholder satisfaction in facilities				
Strategies	Measures	Owner	Funding	Timeline
Establish defined standards for facility maintenance and grounds and track alignment to standards for accountability	1 set of standards will be created, communicated, and tracked weekly	Operations & Technology Director; Operations Coordinator	\$250 for time and materials	Year 1
Conduct an external facilities study to establish a maintenance and renovation cycle based on identified needs	1 external facilities study completed internally with contractor as needed. 1 maintenance plan created	Operations & Technology Director; Operations Coordinator	\$1,000 for time and contracted services	Year 1
Evaluate stakeholder satisfaction with facilities	1 time each quarter stakeholders will be surveyed	Operations & Technology Director	\$250 for time and materials	Year 1
Provide and implement a training program for all operations' personnel	New employees will receive training on equipment during the first week of employment. Monthly training sessions will be held for all employees.	Operations Coordinator; Operations & Technology Director	\$12,000/yr for time and materials	Year 1

### Objective 2: Provide safe, clean, and healthy environments at all facilities

% satisfaction with safe, clean, and healthy environments				
Strategies	Measures	Owner	Funding	Timeline
Establish defined standards for cleanliness and safety, and track alignment to standards for accountability	1 set of standards will be created, communicated, and tracked weekly	Operations & Technology Director; Operations Coordinator	\$250 for time and materials	Year 1
Conduct an internal facilities study to identify problems areas and create an action plan	1 internal facilities study completed with outside contractor based on APPA national standards	Operations & Technology Director; Operations Coordinator	\$1,000 for time and contracted services	Year 1
Evaluate stakeholder satisfaction with facilities	Survey administered quarterly to stakeholders	Operations & Technology Director	\$250 for time and materials	Year 1
Provide and implement a training program for custodial personnel	New employees will receive training during the first week of employment. Monthly training sessions will be held for all employees	Operations Coordinator	\$20,000/yr for time and materials	Year 1

**Objective 3: Design innovative learning spaces with integrated technology at each campus**

# of innovative learning spaces designed and implemented

Strategies	Measures	Owner	Funding	Timeline
Identify all areas, by campus, to determine what innovative learning spaces are in place	1 facilities study completed	Elementary & Secondary Curriculum Directors	\$500 for time and materials	Year 1
Establish committee to explore and evaluate innovative learning space ideas	1 committee established that meets quarterly	Asst. Superintendent; Operations & Technology Director	\$2,000/yr for time and materials	Year 1
Engage in a district-wide demographic study to inform future facility needs	1 demographic study completed and communicated	Superintendent; Operations & Technology Director	\$50,000 for contracted study	Year 1
Implement innovative learning spaces by transforming current instructional areas	An annual report of the innovative learning spaces areas added	Elementary & Secondary Curriculum Directors; Operations & Technology Director	\$10,000 for time and materials	Year 2

**Objective 4: Increase student access to current technologies and learning resources**

% of students with access to current technology  
 % of students with instructional/learning resources

Strategies	Measures	Owner	Funding	Timeline
Create an inventory that identifies the district's current technology available for student use	100% of available technology identified	Technology Coordinator; Operations & Technology Director	\$250 for time and materials	Year 1
Conduct a needs assessment that identifies the resources and instructional technology staff needed to implement curriculum goals and objectives	1 needs assessment completed	Elementary & Secondary Curriculum Directors; Operations & Technology Director	\$250 for time and materials	Year 1
Continually explore federal, state, and local programs to help all students have internet access at home	Annual evaluation of programs completed	Technology Coordinator; Operations & Technology Director	\$500 for resources and support	Year 1

Evaluate the effective use of technology in the classroom	Annual evaluation completed	Elementary & Secondary Curriculum Directors; Operations & Technology Director	\$250/yr for time and materials	Year 2
Acquire the necessary resources and instructional technology staff to meet curriculum goals and objectives	100% of resources identified by the needs assessment	Technology Coordinator; Operations & Technology Director	\$250,000 for resources	Year 2