

SANTA FE

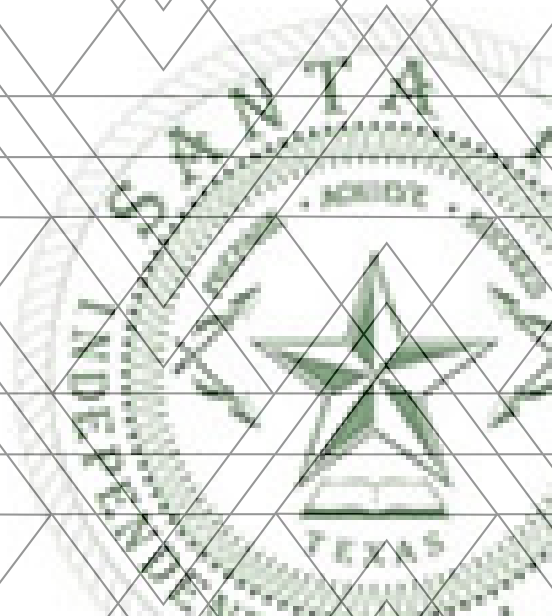
*Independent
School
District*

SFISD
VISION

Santa Fe ISD, in partnership with our community, is an innovative district building a legacy of excellence.

STRATEGIC LONG RANGE PLAN

2020-2025



OUR MISSION

OUR COMMITMENTS



Santa Fe ISD is an academic leader
committed to excellence
through continuous improvement by
instilling high standards, building strong
community partnerships, providing
innovative opportunities, and
empowering
students for lifelong success.

inspire

OUR DISTRICT BELIEFS

OUR LIVING AND BREATHING VALUES



Strive Towards Excellence through Continuous Improvement



Build Meaningful, Trusting Relationships



Create a Student-Centered Environment



Inspire Learning



Cultivate a "We" Culture

PROFILE

OF AN

SFISD LEARNER



Life-Ready Learners who...

- Are college and career-minded
- Pursue new ideas and learning opportunities
- Compete in a global market
- Are technologically innovative

Goal-Oriented Individuals who...

- Are intrinsically motivated
- Create short and long-term attainable goals
- Persevere in the face of adversity

Engaged Citizens who...

- Demonstrate honesty, trustworthiness, and integrity
- Commit to service for others
- Contribute to the community
- Are knowledgeable, compassionate, and empathetic to societal issues

Influential Leaders who...

- Exude confidence
- Take risks
- Display interdependence
- Demonstrate resiliency and adaptability

Innovative Thinkers who...

- Generate new ideas
- Solve problems and seek solutions through inquiry, analysis, and imagination
- Utilize knowledge in creative ways

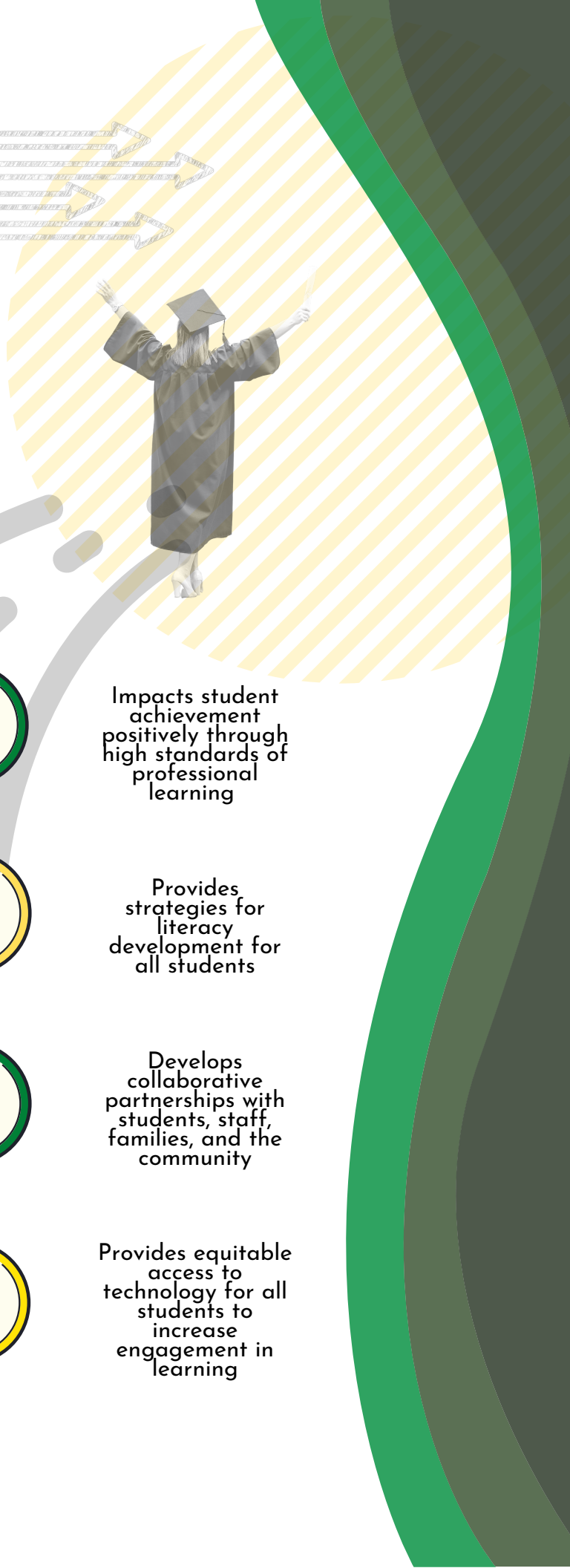
Effective Communicators who...

- Confidently and respectfully exchange ideas through multiple forms of expression
- Actively listen to seek understanding
- Recognize the power of words across various platforms, including social media
- Demonstrate positive social awareness
- Work collaboratively and honor diverse perspectives



SFISD

BOARD GOALS



1

Utilizes funds in a fiscally responsible manner to optimize student educational experiences

2

Raises awareness of how funds are maximized to enhance student learning

3

Provides effective modes of communication to disseminate information and obtain feedback both internally and externally

4

Ensures a positive culture of high expectations for all students, staff, families and the community

5

Impacts student achievement positively through high standards of professional learning

6

Provides strategies for literacy development for all students

7

Develops collaborative partnerships with students, staff, families, and the community

8

Provides equitable access to technology for all students to increase engagement in learning



STRATEGIC LONG RANGE TARGETS

Strategic Goals	Department	Action(s)	GOAL(s)	20-21	22-23	24-25
<ol style="list-style-type: none"> Utilize funds in a fiscally responsible manner to optimize student educational experiences Raise awareness of how funds are maximized to enhance student learning Provides effective modes of communication to disseminate information and obtain feedback both internally and externally Ensures a positive culture of high expectations for all students, staff, families and the community Impacts student achievement through high standards of professional learning Provides strategies for literacy development for all students Develops collaborative partnerships with students, staff, families, and the community Provides equitable access to technology for all students to increase engagement in learning 	Business/Finance	Review monthly budget to expenditure reports	1	X		
		Reduce printing costs	1	X		
		Accounting processes	1	X		
		Monthly close out	1	X		
		Tax office transition	1	X		
		Continue automation and manual tasks by combining automation deposits with software and bank in the Tax Office	1,2		X	
		Continual monitoring commodities and increase bid awards and communications to accommodate District growth	1,2,7		X	
		Continue automation with payroll approval automation process (Timekeeper system)	1,2		X	
		All business services staff members trained proficiently in EXCEL	5		X	
		Internal audit on effectiveness of processes	5		X	
		Transition to student program based budget	1		X	
		All district payments paid through payroll	1,2,3			X
		Fully automated bookkeeper training	3,4,5			X
		Completion of Junior High project	8			X
		Begin planning CTE High School and/or elementary demands	8			X
		Consider purchase of investment forecasting tools	1			X
		Integrate student programs into all budgets	1			X
	Curriculum and Instruction	<u>Advanced Academics-</u> Curriculum design and framework for Project-Based Learning	4,5,6		X	
		<u>Advanced Academics-</u> 5 th and 8 th grade Advanced Academics transition processes and plans in place	4,5,6		X	
		<u>Advanced Academics-</u> District Advanced Academics Showcase: STEM Invention Convention, Academic Decathlon	4,5,6,7,8			X
		<u>Advanced Academics-</u> Elementary STEM Academics	4,5,6,7,8			X
		<u>Career and Technical Education (CTE)-</u> All Industry-Based Certifications aligned to program of study to provide work-force ready students (In class practicums/ Community Partnership Practicums)	1,4,5,6,7		X	
		<u>Career and Technical Education (CTE)-</u> Increase and strengthen high wage, high growth Programs of Study	1,4,5,6,7		X	

STRATEGIC LONG RANGE TARGETS

Strategic Goals	Department	Action(s)	GOAL(s)	20-21	22-23	24-25
1. Utilize funds in a fiscally responsible manner to optimize student educational experiences	Curriculum and Instruction	<u>Curriculum Management-</u> Update systems, expectations, guidelines, and procedures for the design, delivery, monitoring, and evaluation of the curriculum.		X	X	X
		<u>Professional Learning-</u> Align District and campus professional learning to instructional practices based on current data, formal audit results, and resource selection.		X	X	X
2. Raise awareness of how funds are maximized to enhance student learning		<u>Instructional Leadership-</u> Utilize Effective School Framework to set campus goals and create campus action plans in the following levers: Strong School Leadership, Positive School Culture, and Effective Instruction.		X	X	X
		<u>Instructional Leadership-</u> Increase levels of instructional leadership efficacy through Accountability Coaching Leadership PLC.		X	X	X
3. Provides effective modes of communication to disseminate information and obtain feedback both internally and externally		<u>Instructional Leadership-</u> Increase levels of effective Principal instructional leadership through Senior Principal Model.		X	X	X
		<u>Instructional Leadership-</u> Increase levels of instructional leadership efficacy through Assistant Principal Leadership Network.		X	X	X
		<u>Instructional Leadership-</u> Increase levels of instructional leadership efficacy through Instructional Coaching Network PLC.		X	X	X
4. Ensures a positive culture of high expectations for all students, staff, families and the community		<u>Instructional Leadership-</u> Evaluate impact of professional learning through use of IC Maps, protocols, learning designs, lab sites, mini-audits to enhance instructional practice.		X	X	X
		<u>Instructional Leadership-</u> Utilize Cycle of Continuous Improvement in teaching and learning to maximize impact on student achievement.		X	X	X
		<u>English Language Arts-</u> Deepen literacy development, understanding, and instruction through K-12 SFISD readers’/writers’ workshop model.		X	X	X
5. Impacts student achievement through high standards of professional learning		<u>English Language Arts-</u> Add resources aligned to the standards to diversify selection of texts for students’ level of learning, level of interest, and genre focus.		X	X	X
		<u>English Language Arts-</u> District Literacy Audit				X
6. Provides strategies for literacy development for all students		<u>Mathematics-</u> Professional learning and curriculum alignment with Eureka Math grades K-5		X	X	X
		<u>Mathematics-</u> Professional learning and curriculum alignment with Carnegie Math grades 6-8 and Algebra		X	X	X
7. Develops collaborative partnerships with students, staff, families, and the community		<u>Mathematics-</u> Professional learning and curriculum alignment with Math manipulatives and other digital math resources		X	X	X
		<u>Mathematics-</u> Diversify curriculum with rigorous strategies and curriculum compacting in grades 6 and 7 to prepare students for advanced pathways to rigorous high school math courses.		X	X	X
8. Provides equitable access to technology for all students to increase engagement in learning		<u>Mathematics-</u> Align mathematics discourse strategies with instruction in grades K-12				
		<u>Mathematics-</u> Maximize the implementation and effectiveness of small group instruction and stations in K-12 math classrooms.				
		<u>Science-</u> Transition to inquiry-based learning and project-based learning instructional practices within the curriculum			X	X
		<u>History-</u> Secondary history using Document-Based Questioning (DBQ) strategies to teach priority standards within the curriculum and visible in instruction.		X	X	X
		<u>History-</u> Choose texts within the workshop model to align with priority standards to teach social studies within the K-5 curriculum.			X	X

STRATEGIC LONG RANGE TARGETS

		Department	Action(s)	GOAL(s)	20-21	22-23	24-25
1. Utilize funds in a fiscally responsible manner to optimize student educational experiences 2. Raise awareness of how funds are maximized to enhance student learning 3. Provides effective modes of communication to disseminate information and obtain feedback both internally and externally 4. Ensures a positive culture of high expectations for all students, staff, families and the community 5. Impacts student achievement through high standards of professional learning 6. Provides strategies for literacy development for all students 7. Develops collaborative partnerships with students, staff, families, and the community 8. Provides equitable access to technology for all students to increase engagement in learning		Curriculum and Instruction	<u>Counseling Program-</u> All Social Emotional Learning guidance curriculum embedded throughout school	4,5,7		X	
			<u>Counseling Program-</u> Student College and Career tracking software purchased and in use	1,2,3		X	
			<u>Counseling Program-</u> Counseling role and program fully developed through standards of Texas Comprehensive School Counseling Model	4,5			X
			<u>Counseling Program-</u> One specialized Wellness Counselor at each campus	4,7			X
			<u>Counseling Program-</u> Full integration of counselor role in professional learning communities	5			X
			<u>English Second Language-</u> All District English Language Arts teachers certified in ESL	1,3,4,6		X	
			<u>English Second Language-</u> Evidence of individualized ESL learning plans witnessed in every District and campus Professional Learning Community	4,5,6		X	
			<u>English Second Language-</u> Increased number of ESL students meeting program mastery	4,6,7			X
			<u>Instructional Coaching Model-</u> Additional Literacy Coach at each elementary campus to assist and strengthen literacy in all subjects	1,2,5,6		X	
			<u>Instructional Coaching Model-</u> Additional Literacy Coach at junior high to reinforce literacy skill transition from 5 th to 6 th grade and enhance literacy development of 7 th and 8 th grade	1,2,5,6		X	
			<u>Instructional Coaching Model-</u> Two additional coaches at high school to strengthen pathways and further develop instruction for student access to most current and innovative educational opportunities	1,2,4,5,6,7,8		X	
			<u>Instructional Coaching Model-</u> District led lead teacher instructional coaching co-hort	4,5,6		X	
			<u>Instructional Coaching Model-</u> Expansion of District-Based Administrator Model to supervise instructional coaching model, develop and enhance curriculum, and grow and develop campus based instructional leaders (principals, asst. principals, lead teachers, counselors)	1,2,4,5,6,7,8			X
			<u>Instructional Technology-</u> Embedded Instructional Technology plans within the written curriculum using the ISTE Learning Standards and SAMR Model (Substitution Augmentation Modification Redefinition)	4,5,6,8		X	
			<u>Instructional Technology-</u> Elementary and Secondary Instructional Technology Coach to enhance implementation of ISTE Learning Standards through SAMR Model	1,2,5,8	X		
			<u>Instructional Technology-</u> Clearly aligned embedded STEM pathways in grades K-8	1,2,3,4,5,6,7,8			X
			<u>Instructional Technology-</u> Elementary STEM School within a School or STEM focus campus (depending on new construction)	1,2,3,4,5,6,7,8			X
			<u>Library Program-</u> Libraries utilize International Society for Technology Education (ISTE) to reach phase on of development in transitioning to Campus Media Centers	1,2,3,4,5,6,7,8		X	

STRATEGIC LONG RANGE TARGETS

1. Utilize funds in a fiscally responsible manner to optimize student educational experiences	Maintenance	Department	Action(s)	GOAL(s)	20-21	22-23	24-25
2. Raise awareness of how funds are maximized to enhance student learning		Warehouse inventory program to track receivables and outgoing supplies	1	x			
3. Provides effective modes of communication to disseminate information and obtain feedback both internally and externally		New HS addition	2	x			
4. Ensures a positive culture of high expectations for all students, staff, families and the community		Improve communications with campuses, staff, administration, and the School Board about projects	3	x			
5. Impacts student achievement through high standards of professional learning		Maximize efficiency opportunities	7	x			
6. Provides strategies for literacy development for all students		Comprehensive technology refresh plan for equipment	8	x			
7. Develops collaborative partnerships with students, staff, families, and the community		New cafeteria, kitchen, band hall, and gym (dep. on bond)	6,7		x		
8. Provides equitable access to technology for all students to increase engagement in learning		Kubacak and HS roofs, chiller and BAS at Kubacak, HVAC at HS field house and Kubacak, lighting controller for BAS at Cowan, replace BAS controls district-wide, HS scoreboard, boom lift, HS marquee, vestibule at Kubacak and JH, track at Barnett, Kubacak, JH doors, playground equipment at RJW and Kubacak, new white fleet	6,7		x		
	Transportation	New M&O facility (dept. on bond), replace chiller at Cowan and JH, replace N and W wall windows at Cowan, wall panel system in hallways at RJ and Kubacak, RJ and Kubacak elem. Marquees, district marquee, CTE wing at HS (dept. on bond), resurface tennis courts, warehouse forklift	6,7			x	
		Pursue grants, reduce substitute costs, reduce costly accidents and minimize losses	1	x			
		Use Armor Software	1	x			
		Reduce overall suspensions and referrals, communicate with parents of any changes that may impact transportation and increase communication using Zonar/Way Finder	3	x			
		Cross training on routing	4	x			
		Arrangement to address student management, respect, tolerance, and bullying	7	x			
		Follow bus replacement plan	1,2		x		
		Redesign routes	2		x		
		Automate registration, communication, and feedback	3		x		
		Align student management with campus discipline themes	4		x		
		Establish risk-free driving training	1,5		x		
		Cross training in shop area	5		x		
		Review all training and safety protocols	5		x		
		Evaluate needs of routes/road conditions and growth and adjust daily operations	7			x	
	Evaluate mechanic training and bus maintenance	5			x		

STRATEGIC LONG RANGE TARGETS

1. Utilize funds in a fiscally responsible manner to optimize student educational experiences	YUM! Nutrition	Review menu items and meal price	1	x		
2. Raise awareness of how funds are maximized to enhance student learning		Increase usage of social media to share information	3	x		
3. Provides effective modes of communication to disseminate information and obtain feedback both internally and externally		Digital version of newsletter, create and share video about how to sign up for free and reduced lunches	3	x		
		Increase meal participation	6	x		
4. Ensures a positive culture of high expectations for all students, staff, families and the community		Student tasting groups, utilize School Café app to rate and promote	7	x		
		Procure more bids	1,2		x	
5. Impacts student achievement through high standards of professional learning		Source more clean label entrees	4,7		x	
		Evaluate if summer feeding or Community Eligible Meals is warranted	7		x	
6. Provides strategies for literacy development for all students		Evaluate the age of equipment and replacement schedule	6,7		x	
		Seek and evaluate new technology to improve program operations	7			x
7. Develops collaborative partnerships with students, staff, families, and the community		Source affordable green options for serving meals, work with schools to compost waste	1,4,7			x
		Review and revise processes and systems to improve program operations	3,4			x
8. Provides equitable access to technology for all students to increase engagement in learning		Operational Technology	Seek out grant opportunities to maintain/upgrade network infrastructure and end user devices	1	x	
	Submit surveys to staff, teachers, and students, and community to obtain feedback		2	x		
	Provide training to staff and students		2	x		
	Department and staff goal setting		4	x		
	Develop district-wide plan for IT integration – embedded into curriculum		6	x		
	Replace/update wireless access points at JH and HS, develop needs list for adaptive/assistive technology, 5-10 year plans developed for update/replacement of devices		8	x		

STRATEGIC LONG RANGE TARGETS

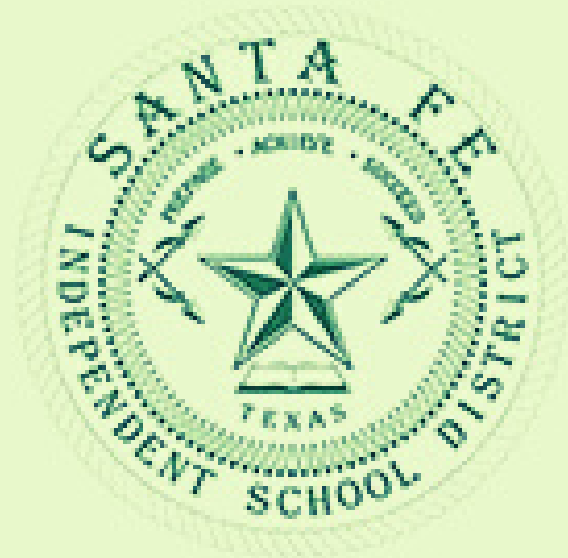
		Department	Action(s)	GOAL(s)	20-21	22-23	24-25
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			Technology focus groups	1-8		x	
			Technology newsletters	1-8		x	
			Plan and facilitate training and informational events for entire community	1-8		x	
			Update auditorium, replace outdated projectors and Starboards, replace a minimum of 1,500 laptops by end of year 3	1-8		x	
			Build robust computer program within CTE program	1-8		x	
			Phase out Zebra badging and incorporate Zonar systems	1-8		x	
			Implement automated phone and website help desk system	1-8		x	
			Replace a minimum of 1500 laptops by year 5	1-8			x
			Replace teacher laptops	1-8			x
			95% cloud based storage	1-8			x
		Police	Fund the Milestone Video Management System and the JH Audio Enhancement Project	1	x		
			Increase the use of social media to share information	3	x		
			Highly visible and vigilant	4	x		
			CRASE, STB, SFISD Emergency Procedures	5	x		
			Parents on patrol, DARE	7	x		
			Security Audits	1,3,4,5,7		x	
			Update emergency procedure training	3,4,5,7		x	

STRATEGIC LONG RANGE TARGETS

Strategic Goals	Department	Action(s)	GOAL(s)	20-21	22-23	24-25
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		Onboarding survey created for feedback from new hires	3,4,7	X		
		Recruitment- Research and identify professional staff recruiting platforms to market the district	1,2,4	X		
		Recruitment- Host and participate in annual district and college job fairs in spring and summer	1,2,4	X		
		Retention- Request funding allocation for TASB Employee Engagement Survey on bi-annual basis	1,2,4	X		
		Retention- Strategies for hiring and retaining supervisors	1,2,4	X		
		Retention- Ongoing Stay Interviews	1,2,4	X		
		Budget for ongoing cycle for TASB Salary audit and maintenance for all job families including stipends	1,2	X		
		Onboarding- Procedures established in Microsoft Planner to incorporate relevant district departments	3,4,7		X	X
		Recruitment- Implement recruitment platform to market the district	1,2,4		X	X
		Retention- Evaluate retention rates to ensure systems are effective	1,2,4		X	X
		Budget for ongoing TASB Policy Audit	1,2		X	X
		Recruitment- Increase highly qualified candidate pool for hiring supervisors	1,2,4		X	X
		Establish communication surrounding student honors and achievements	3,4,7	X	X	X
		Inform parents about news regarding student achievement	3,4,7	X	X	X
6. Provides strategies for literacy development for all students 7. Develops collaborative partnerships with students, staff, families, and the community 8. Provides equitable access to technology for all students to increase engagement in learning	Public Relations	Promote marketing videos and publications	3,4,7	X	X	X
		Encourage two-way communication with parents, community, and district	3,7	X	X	X
		Establish protocols for communication in all areas according to the SFISD Public Relations Manual and Communications Plan	3,7	X	X	X
		Provide immediate notification to parents and guardians in circumstances involving a significant threat to the health or safety of staff and students	3,7	X	X	X
		Update the SFISD comprehensive communication plan to maintain a culture of preparedness	3	X	X	X
		Conduct crisis communications roundtable exercise with all SFISD administrators for feedback	3,7	X	X	X
		Increase communication surrounding student honors and achievements	3,4,7		X	X

STRATEGIC LONG RANGE TARGETS

Strategic Goals	Department	Action(s)	GOAL(s)	20-21	22-23	24-25
1. Utilize funds in a fiscally responsible manner to optimize student educational experiences	Athletics	Increase participation in athletics	2	x		
		Increase parent meetings and discuss the importance of competing in multiple sports	3,6		x	
		Decrease failure rates of athletes and coaches to provide tutorials	2	x		
		Recognize athletic and academic accomplishments	6	x		
		Compete at high level	1-7		x	
		Increase participation in pre-athletics at JH	2,3,6		x	
		Increase in fundraising and ticket sales	1,3,2,6		x	
		Upgrade facilities and sports equipment	1			x
		Develop off season programs to promote healthy lifestyles and personal growth	6			x
4. Ensures a positive culture of high expectations for all students, staff, families and the community	Fine Arts	Improve communications with department and campuses	1,4	x	x	x
		Conduct fundraisers and apply for grants	2,6	x	X	x
		Adhere to the budget guidelines created by zero based budgeting	1	X	X	x
		Increase community awareness of Fine Arts programs	3,4,7	X	X	x
		Quality professional development for all fine arts	1,5	X	X	x
5. Impacts student achievement through high standards of professional learning						
6. Provides strategies for literacy development for all students						
7. Develops collaborative partnerships with students, staff, families, and the community						
8. Provides equitable access to technology for all students to increase engagement in learning						



CULTURE ^{OF} COLLABORATION

My daughter's teacher goes above and beyond to help her. She takes time out of her day and evening to come up with a plan to help her.

Our teaching team is stronger together. I have been so blessed to work with a team in which every staff member is generous and collaborates with their strategies.

INPUT
is Essential
**TO
SUCCESS**

MY STUDENT'S 6TH GRADE MATH TEACHER IS AN OUTSTANDING EXAMPLE OF A TEACHER WHO IS BOTH CHALLENGING IN HER TEACHING AND ADVANCED IN HER ABILITY TO COMMUNICATE WITH PARENTS.

3

Culture and Climate surveys taken per school year soliciting input from students, parents, and employees. District and campus committees use results to create goals and actions for improvement.

CULTURE ^{OF} COMMUNICATION

Provides effective modes of communication to disseminate information and obtain feedback both internally and externally



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Kimberly Ross, Chief
Academic Officer
Patti Hanssard, Asst. Supt.
HR/PR
Lee Townsend, Asst. Supt.
Operations
Bob Atkins, Exec. Dir. Of
M&O
Sara Ryan, Exec. Dir. Of
Fed & State Programs
Kip Robins, Dir. Of Tech
Mark McKinney, Dir. Of
Trans.
Matt Bentley, Ath. Dir.
Chrissy Healy, Elem. Coord.
Donna Brown, Sec. Coord.
Destini Martin, Elem.
Principal
Ande Hull, Elem. Principal
Michelle Pourchot, Elem.
Principal
Ryan Kopp, JH Principal
Rachel Harris, HS Principal

Community, Business,
and Parents
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Gina Bouvier
Tim Gregory
Gina Welsh
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Kim Hillman
Fidencio Leija
Campus
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Stephanie Lyssy, Elem.
Shannon Davidson,
Elem.
Brooke Carroll, JH
Jared Faust, HS
Student Representatives
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SFISD Board of Trustees
Rusty Norman, Pres.
Wayne Logan, VP
Eric Davenport, Sec.
Patrick Kelly
John Snider
Clay Hertenberger
James Grassmuck

Committee Process
Sept. -Oct. 2019
Sub-Committee
Process Nov. 2019-
Nov. 2020

**4,343
STUDENTS**

Limited English Proficient (LEP)	5.18%
Career & Technology Education	27.10%
Economically Disadvantaged	49.57%
Gifted & Talented	4.21%
Special Education	12.57%
At Risk	45.57%
African American	1.01%
Hispanic	24.36%
White/Anglo	71.93%
Asian	0.44%
Native American	0.44%
Hawaiian/Pacific Islander	0.14%
Two or More Races	1.68%
Number of Languages Spoken	7

SFISD SUPERINTENDENT AND SFISD BOARD OF TRUSTEES

Dr. Leigh Wall, Superintendent

2020 SFISD Board of Trustees

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Angie Lambert



Our Community. Our Legacy.
OUR FUTURE.