

2024-2029

South Texas ISD

# Strategic Plan

In partnership with The Center for Model Schools



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# Superintendent's Message

Marco Antonio Lara, Jr., Ed.D.

STISD Community:

It is with great excitement that I share with you our South Texas ISD Strategic Plan for 2024-2029.

Through hard work and dedication our plan was developed by our STISD Strategic Planning Leadership Team, a group made up of over 30 dedicated individuals from throughout our district who worked together to build a road map for STISD to follow over the next five years.

Understanding the importance of giving everyone a voice and a chance to contribute, STISD provided multiple opportunities for stakeholders to be involved, ranging from serving on the planning committee itself to participating in focus groups and surveys.

Guided by a team of experts from The Center for Model Schools, and equipped with data from classroom visits, focus groups and a largescale community survey, the team identified areas of need, which were then translated into goals and objectives. Alongside the development of these components, the team also carefully crafted a new Vision and Mission statement for the district, as well as a set of core beliefs that represent what STISD is all about.

Working with a diverse representation of all our stakeholders, these individuals were able to find common ground focused on what is best for our students. Ultimately, all discussions and decisions led back to that very important question.

Planning for the future is no simple task. So, on behalf of the STISD Board of Directors and Administration, I would like to commend our Strategic Planning Leadership Team for its work in developing a plan to help us prioritize and focus our efforts over the next five years.

Thank you, too, to all members of our district community who provided feedback and perspective to ensure this road map leads us in the direction of success. I look forward to our collaboration in achieving these goals, as we continue our work for the students and families of the RGV.

Sincerely,

Marco Antonio Lara, Jr., Ed.D.  
Superintendent of Schools

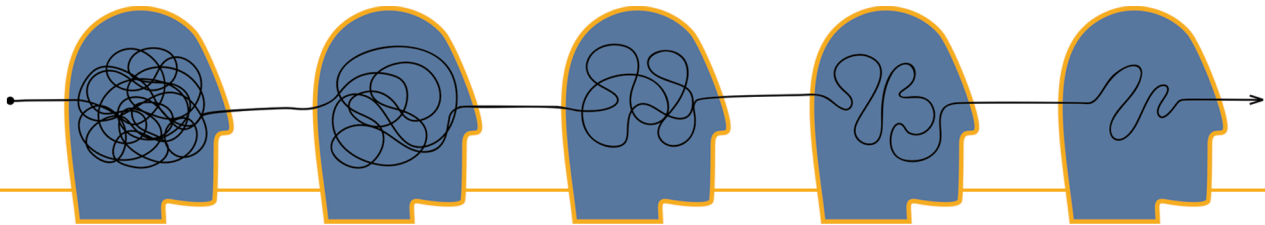
# Strategic Planning Leadership Team

Name	Title	Dept./Campus
Viviana Alvarez	Community Member	Science Academy
Esmeralda Fonseca	Community Member	World Scholars
Norma Olivarez	Community Member	Preparatory Academy
Ava C De La Garza	Student	Health Professions
Ivan Saucedo	Student	Science Academy
Blanca Balli	Librarian	Health Professions
Alicia Rios	RN	Health Professions
Arely Gonzalez	Teacher	Health Professions
Diego Leal	Teacher	Health Professions
Elizabeth Arredondo	Teacher	Medical Professions
Rene Lerma	Teacher	Medical Professions
Cillianna Cisneros	Teacher	Preparatory Academy
Jesse Palomo	Teacher	Preparatory Academy
Megan Berryman	Teacher	Rising Scholars
James Galvan	Teacher	Rising Scholars
Janie Sanchez	Teacher	Rising Scholars
Claudia Carranza	Teacher	Science Academy
Aldo Cavazos	Teacher	Science Academy
Hector Martinez	Teacher	Science Academy
Yvette Delgado	Teacher	Virtual Academy
Ann Garza	Teacher	Virtual Academy
Thomas Sanchez	Teacher	World Scholars
Dr. Ana Villarreal	Teacher	World Scholars
Marco Zamora	Principal	Preparatory Academy
Eric Gutierrez	Principal	Science Academy
Anerey Yerena	Assistant Principal	Science Academy
Victoria Marin	Assistant Principal	World Scholars
Dr. Brenda De La Garza	Special Programs Director	Central Office
Jaime Faz	Finance Director	Central Office
Marcos Flores	Executive Director for Student Support	Central Office
Jessica Garcia	CCMR Specialist	Central Office
Celica Pena	Assessment & Accountability Coordinator	Central Office
Vanessa Rivera	Career & Technical Education Director	Central Office
Sandra Torres	Data Analytics Director	Central Office



# Strategic Plan Purpose

**The South Texas Independent School District (STISD) Strategic Plan** is a comprehensive process by which all stakeholder representation is at the table to discuss the strengths, weaknesses, opportunities, and challenges that exist for the district. The purpose of the process is to ensure that a strategic plan for STISD is created and aligned to a set of achievable goals. Without a strategic plan, everyone may have his/her own set of goals creating misalignment and confusion. Through the strategic planning process, the district is unified with one voice that moves the organization forward with clarity around all systems and structures designed to support the goals.



# Strategic Plan Process

Step 1:	Step 2:	Step 3:
Meet with the Superintendent & leadership team to discuss and make decisions around the needs, desires, process steps, timeline, lead team, Focus Groups, Instructional Review Process, and other key information that will assist in the creation of the strategic plan.	Develop an overview of the work including purpose and key benchmarks for the strategic plan development.	Create a diverse stakeholder lead team for the project.
Step 4: Phase One: Collective Learning	Step 5: Phase Two: Creation of Strategic Plan	Step 6: Phase Three: Implement the Plan
<ol style="list-style-type: none"> <li>1) Conduct <b>Instructional Review Process</b> related to rigorous, relevant and engaging learning environments.</li> <li>2) Conduct <b>Focus Groups</b> with identified groups regarding input on role of school, district and community for student learning.</li> <li>3) Conduct a stakeholder survey to collect feedback from faculty, staff, parents and students.</li> <li>4) Analyze other pertinent data (ie. academic, behavioral, attendance, perceptual).</li> </ol>	<ol style="list-style-type: none"> <li>1) Develop emerging themes based on data collection.</li> <li>2) Set priorities, goals and action steps based on themes.</li> <li>3) Make modifications along the way based on continued learning, input, and/or recommendations.</li> <li>4) STISD Board of Directors approves Strategic Plan.</li> </ol>	<ol style="list-style-type: none"> <li>1) Align annual Campus Improvement Plans and District Improvement Plan to the strategic plan.</li> <li>2) Support, monitor and adjust implementation of plan with advisory sessions for campus and district leaders and the STISD Educational Improvement Council.</li> </ol>

# Vision & Mission

## Mission:

**The Mission of South Texas ISD** is to provide students with diverse and meaningful learning experiences that will empower them with the knowledge, skills, and character to become leaders and innovators in a global society.

## Vision:

Through a spirit of continuous innovation, South Texas ISD will pioneer unique and relevant opportunities to develop and encourage students to be the leaders of tomorrow; equipped and empowered to take on the challenges of an ever-changing world.



## Core Beliefs

**South Texas Independent School District Students will be prepared for life after high school because we hold these beliefs:**

**D**iversity: Embracing diverse learning styles for all students

**R**elevance: Learning must be relevant and applicable to the real-world

**I**nnovation: Encouraging creative thinking, adaptability, and the use of cutting-edge educational practices

**V**alue: Students prioritize and recognize the significance of education

**E**xcellence: Commitment to reaching the highest standards of academic excellence

**R**elationships: Positive relationships are at the heart of all teaching and learning



# I. Teaching & Learning

**Goal 1: STISD will implement a comprehensive and sustainable initiative to enhance student global readiness, ensuring that our students graduate with the knowledge, skills, and perspectives necessary to thrive in an interconnected world.**

**Objective 1:**

The district will develop and execute teaching methods that promote heightened student involvement through the integration of challenging and applicable material to enrich the educational journey of learners.

**Action Steps:**

1. Review data to design and modify teaching methods to meet the needs of a varied student population and ensure personalized learning experiences.
2. Develop and implement curriculum that prioritize student-centered lessons to promote engagement and relevance in the learning process.
3. Adjust teaching methods based on ongoing assessment data and student feedback to ensure that the curriculum remains responsive to students' academic needs and interests.

**Goal 2: STISD will enrich our formative assessment practices to increase student engagement and achievement in all grade levels by implementing and refining a comprehensive formative assessment system through Professional Learning Communities (PLCs).**

**Objective 1:**

The district will develop and implement a process to facilitate collaboration and encourage ongoing development in teaching and learning.

**Action Steps:**

1. Teachers engage in PLCs focused on sharing best practices, discussing instructional strategies, and analyzing student data.
2. Provide training and resources to help teachers effectively collaborate within PLCs, including protocols for productive discussions and tools for data analysis.
3. Foster a culture of trust and openness within PLCs to encourage meaningful collaboration and the exchange of ideas among educators.
4. Monitor and assess the effectiveness of PLCs through feedback mechanisms and ongoing evaluation to ensure continuous improvement.



# I. Teaching & Learning

**Goal 3: STISD will enhance our comprehensive Social-Emotional Learning (SEL) program that addresses the needs of students in all grade levels and results in a measurable improvement in students' SEL competencies.**

**Objective 1:**

The district will integrate SEL strategies into the district curriculum across all subjects and courses.

**Action Steps:**

1. Develop and embed grade-level appropriate SEL strategies through teaching and learning professional development.
2. Incorporate SEL strategies into lesson planning documents to support the development of emotional intelligence and interpersonal skills for students. These strategies can include activities, videos, or discussions that promote emotional well-being and resilience.

**Objective 2:**

The district will crosswalk SEL strategies with T-TESS standards to assess the successful execution of the SEL strategies in the curriculum.

**Action Steps:**

1. Create a systematic procedure for administrators to assess the implementation of instructional strategies by teachers during their classroom observations.
2. Align the Texas Teacher Evaluation and Support System (T-TESS) with the SEL curriculum, specifically focusing on:
  - Dimension 3.1 (Classroom Environment Routines and Procedures)
  - Dimension 3.3 (Classroom Culture).





# II. Professional Development

**Goal 1: STISD will elevate instructional excellence and student learning outcomes through a comprehensive, dynamic, and sustainable professional development program.**

**Objective 1:**

The district will provide professional development for teachers that focuses on increasing academic challenges and complexity for students.

**Objective 2:**

Instructional staff will actively participate in ongoing and targeted professional development opportunities centered around the implementation of formative assessment strategies, fostering the growth of inclusive and supportive learning environments, ultimately improving collaboration and teacher effectiveness.

**Objective 3:**

Instructional staff will receive professional development that integrates SEL strategies within instructional practices to support the holistic growth and development of students.

**Action Steps:**

1. STISD Curriculum and Instruction will collaborate with district and campus stakeholders to identify and coordinate experts who specialize in delivering rigorous and relevant content.
2. Design professional development opportunities for teachers that are focused on delivering rigorous instruction to diverse student populations.
3. The district will use T-TESS Dimension 1 (Planning) and Dimension 4 (Professional Practices and Responsibilities) to evaluate the implementation of professional development strategies for lesson planning.
4. Implement flexible grouping strategies to allow students to work with peers who have similar academic strengths and challenges, promoting collaborative learning and peer support.
5. Offer ongoing coaching and mentoring for teachers to help them effectively implement inclusive strategies for increasing academic challenges in their lessons for students.

**Action Steps:**

1. The district will include formative assessment strategies in the professional development plan.
2. Teachers will demonstrate the ability to model and practice various forms of formative assessment during PLC.
3. Teachers will receive professional development to incorporate formative assessments into their lesson planning documents.

**Action Steps:**

1. Conduct research to identify and implement evidence-based SEL strategies to enhance overall well-being and academic success at appropriate grade levels.
2. Create an implementation schedule for SEL strategies starting with core teachers and extending to CTE and elective teachers.

# II. Professional Development

**Goal 2: STISD will provide training for the operation-specific disciplines to enhance and improve service and productivity in support of student success.**

**Objective 1:**

The district will demonstrate proficiency in operation-specific disciplines related to safety and security.

**Action Steps:**

1. Classified staff will attend mandatory safety and security training sessions.
2. Classified staff will demonstrate understanding of safety protocols by participating in drills and exercises.
3. Supervisors will actively engage in discussions with classified staff about safety and security.

**Objective 2:**

The district will demonstrate proficiency in operation-specific disciplines related to customer service.

**Action Steps:**

1. Collaborate with the Human Resources Department to develop trainings in customer service.
2. Provide customer service PD to all Operations staff.
3. Operations supervisors will monitor the implementation of customer service strategies in everyday Operations activities.

**Objective 3:**

The district will demonstrate proficiency in operation-specific disciplines related to SEL.

**Action Steps:**

1. Collaborate with the Student Support Department to develop trainings in SEL components.
2. Provide SEL PD to all Operations staff.
3. Operations supervisors will monitor the implementation of SEL strategies in everyday Operations activities.



# III. Growth & Expansion

**Goal 1: STISD will develop plans to grow and expand our organizational infrastructure and programs to better serve the students and community of the tri-county area.**

**Objective 1:**

The district will enhance the facilities to meet the current and future areas of need.

**Action Steps:**

1. Assess the current facilities of the district to determine the areas of need.
2. Analyze demographic trends, enrollment projections, and educational program needs to forecast future facility requirements and identify potential areas of growth or decline.
3. Develop and implement a plan to address the facility needs.

**Objective 2:**

The district will use local, state and national metrics to determine the direction of the district's academic and Career and Technical Education (CTE) programs.

**Action Steps:**

1. Analyze higher education and workforce trends to determine the district's areas of focus.
2. Use data analysis to develop and implement a plan of action to determine the district's direction.

**Objective 3:**

The district will seek partnerships with industries and higher education to provide students with innovative opportunities.

**Action Steps:**

1. Compile a list of all current partnerships, and conduct a comprehensive analysis to identify industries and higher education institutions that align with the district's academic and career goals.
2. Engage with community stakeholders, including business leaders, industry associations, chambers of commerce, and representatives from higher education institutions, to explore potential partnership opportunities and assess mutual interests and priorities.
3. Evaluate the effectiveness and impact of collaborative programs through ongoing assessment, feedback mechanisms, and data analysis, making adjustments as needed to optimize student outcomes and partnership engagement.



# IV. Leadership Development

**Goal 1: STISD will cultivate strong leadership at all levels within STISD, fostering a culture of continuous growth, innovation, and excellence.**

## **Objective 1:**

The district will develop a comprehensive leadership development program to cultivate and support the next generation of district leaders.

## **Action Steps:**

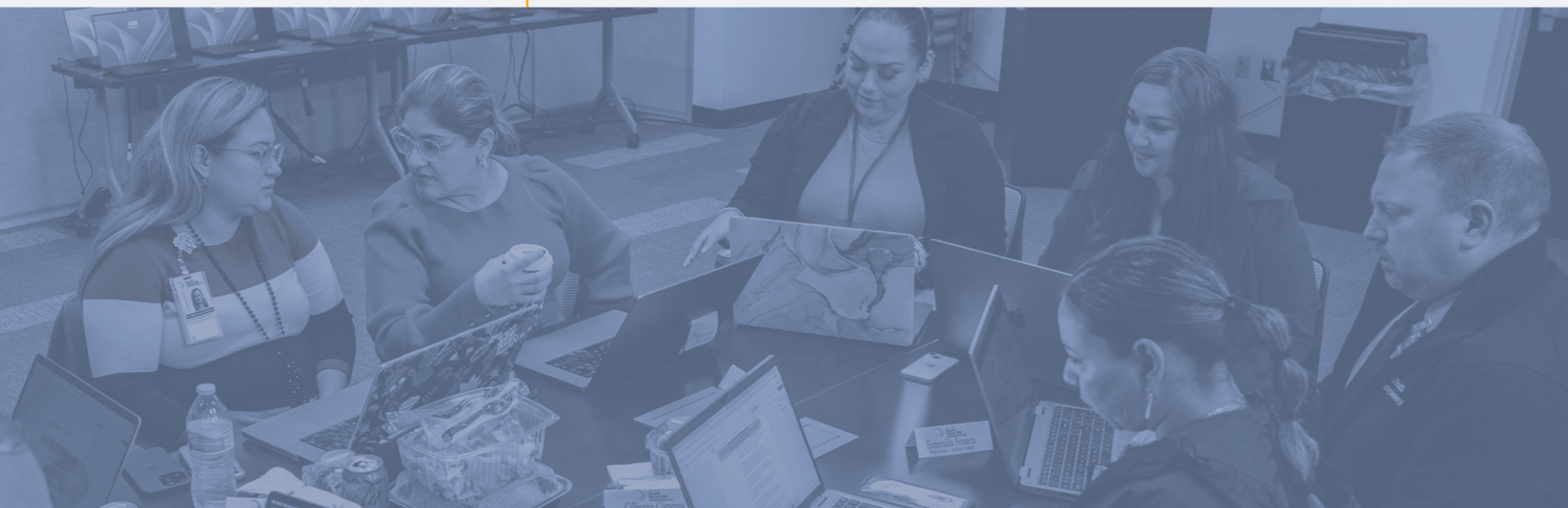
1. Conduct a comprehensive needs assessment to identify leadership development gaps and determine the specific skills and competencies required at various levels within the district.
2. Establish clear criteria and selection processes for identifying participants at different leadership levels, including aspiring leaders, mid-level managers, and senior administrators.
3. Launch the leadership academy with a structured training program tailored to address identified needs and competencies.

## **Objective 2:**

The district will establish an alliance of learning communities to foster and promote a culture of peer collaboration among educators and leaders.

## **Action Steps:**

1. Leaders will establish a plan for data-driven instruction cycles giving students access to diverse, differentiated, and rigorous learning.
2. Leaders will create a common definition and understanding for rigorous and relevant instruction.
3. Leaders will participate in PLC meetings for the purpose of informing instructional decisions and providing coaching feedback to staff.
4. Leaders will demonstrate evidence of PLC implementation and effectiveness of aligned T-TESS Dimensions and coaching feedback.





# V. Communication

**Goal 1: STISD will develop and implement an effective communication process to engage and inform all relevant parties involved in the education and well-being of students, ensuring clear and consistent flow of information.**

**Objective 1:**

The district will standardize communications to better inform staff and community.

**Action Steps:**

1. The STISD Public Relations & Marketing Department will develop a streamlined process for campuses to share information across the campus and district.
2. Align and tailor district communication plan to cultivate meaningful and positive relationships within the community.
3. Streamline district & campus processes for submitting content.
4. Leaders will audit their communications and use data to increase effectiveness.

**Objective 2:**

The district and campuses will increase community presence and involvement in the tri-county area to promote organizational existence.

**Action Steps:**

1. Partner with community organizations such as Chambers of Commerce and Economic Development Councils (EDCs).
2. Promote programs and services through participation in civic and community events.
3. Identify the needs of the communities to partner and develop externship opportunities.
4. Strengthen relationships with media to increase quantity and quality of news stories.
5. Campuses will develop a comprehensive plan of civic and community engagement activities throughout the year.

**Objective 3:**

The district and campuses will expand digital presence with more access to content.

**Action Steps:**

1. Audit the campus websites and social media for consistency.
2. Refine guidelines to improve social media and website content.
3. Improve online presence by updating and maintaining dedicated digital platforms.
4. Monitor analytics to measure growth and/or areas for improvement and make data-driven adjustments.
5. The district will continue with trainings and more frequent communications with webmasters and social media specialists to share best practices and promote consistency.

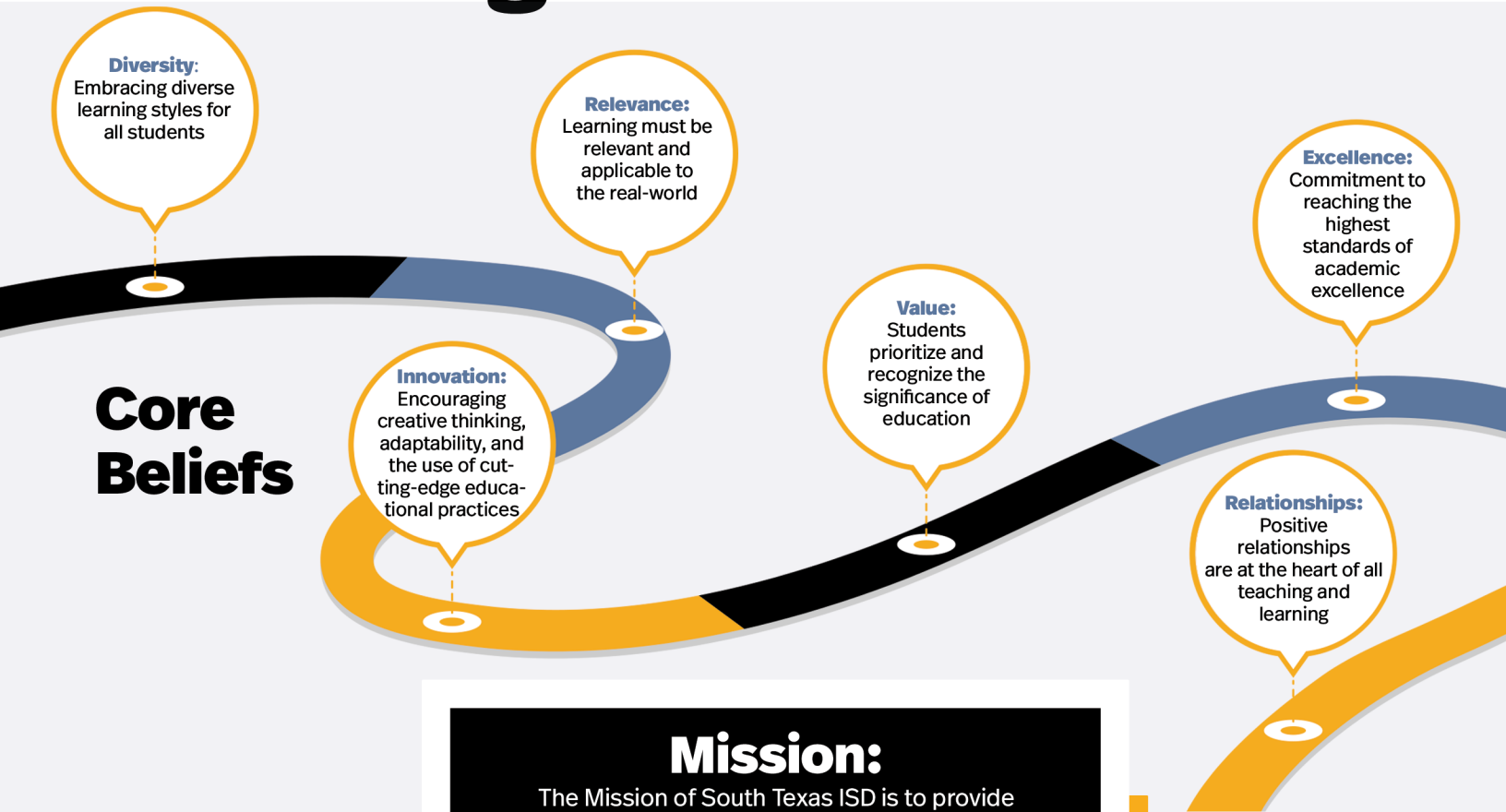
**Objective 4:**

The district and campuses will create and implement a comprehensive student recruitment plan to attract, enroll, and retain a diverse student body.

**Action Steps:**

1. Assess enrollment trends.
2. Evaluate campus recruitment plans.
3. Develop a district framework for the recruitment and retention of students.
4. Train campus personnel on effective recruitment strategies.

# Strategic Plan Priorities



## Mission:

The Mission of South Texas ISD is to provide students with diverse and meaningful learning experiences that will empower them with the knowledge, skills, and character to become leaders and innovators in a global society.

## Vision:

Through a spirit of continuous innovation, South Texas ISD will pioneer unique and relevant opportunities to develop and encourage students to be the leaders of tomorrow; equipped and empowered to take on the challenges of an ever-changing world.

## Goals

