



**SHERMAN ISD**  
**STRATEGIC PLAN**  
2024-2027



**TEXAS**  
**STRATEGIC**  
**LEADERSHIP**



The Sherman ISD district leadership team, teachers, parents, and board members participated in a steering committee to engage in the strategic planning process. As part of this committee, participants met monthly to review and discuss current systems across the district. Sherman ISD prioritized alignment of district goals with Texas Strategic Leadership objectives to develop a purposeful and cohesive partnership with the TSL Education Service Center Region 10 team.

The TSL ESC 10 team facilitated a comprehensive landscape analysis to identify potential growth opportunities. Data from this landscape analysis included classroom observations, artifact reviews, and stakeholder surveys. With this analysis, steering committee members were able to determine strategic priorities and initiatives to support implementation. The steering committee remained focused on the overarching goal of expanding the experiences and opportunities for students throughout Sherman ISD. Through continued learning, reference to the Effective District Framework, and thoughtful discussions, three key priorities emerged to guide Sherman ISD. The Sherman ISD Steering Committee and leadership team are eager to share the strategic plan with you.

“

"THE TSL PROCESS WAS A GREAT OPPORTUNITY FOR STAKEHOLDERS TO COME TOGETHER AND REFLECT ON WHERE WE ARE AS A DISTRICT AND HOW WE CAN ENHANCE OUR SYSTEMS TO BENEFIT STUDENT LEARNING. IT IS INSPIRING TO WORK ALONGSIDE SO MANY INDIVIDUALS DEDICATED TO IMPROVING THE EDUCATIONAL EXPERIENCE FOR ALL OUR STUDENTS."

DR. THOMAS O'NEAL, INTERIM SUPERINTENDENT



# BOARD OF TRUSTEES



**DR. THOMAS O'NEAL**  
Interim Superintendent



**WENDY VELLOTTI**  
President, Place 7

"We had a lot of thoughtful conversations throughout the TSL committee process that provided a deeper perspective of our strengths and opportunities for growth in SISD. I'm thankful to everyone involved who helped narrow our focus and set meaningful goals for the success of our students."

WENDY VELLOTTI,  
SISD BOARD PRESIDENT



**SEAN VANDERVEER**  
Vice President, Place 5



**JENNIFER JOHNSTONE SHELBY**  
Secretary, Place 3



**NATHAN CAIN**  
Member, Place 1



**BRAD MORGAN**  
Member, Place 2



**ANNA WYLIE**  
Member, Place 4



**DAVID TARVIN**  
Member, Place 6

# SHERMAN ISD BOARD GOALS

## Board Goal I

Sherman ISD will hire, train and retain high-quality personnel in a supportive working environment.



## Board Goal II

Sherman ISD will demonstrate positive and proactive leadership that inspires teamwork and collaboration.



## Board Goal III

Sherman ISD will provide a high-quality curriculum, research-based instructional practices and resources to ensure progress in student achievement.

## Board Goal IV

Sherman ISD will continue to integrate instructional technology in classrooms at all campuses and grade levels.



## Board Goal V

Sherman ISD will address the diverse needs of students to maximize their academic achievements.



## Board Goal VI

Sherman ISD will empower, engage and equip students for success in a diverse and complex world.

## Board Goal VII

Sherman ISD will develop a balanced annual budget and maximize resources that are needed to achieve district priorities.

## Board Goal VIII

Sherman ISD will continue to monitor and plan for district facility needs.

## Board Goal IX

Sherman ISD will engage all community stakeholder groups to enhance educational experiences for students.



# DISTRICT BELIEFS

## MOTTO



Building Bearcats!

## VISION



Building a legacy of learners and leaders.

## MISSION



The mission of Sherman ISD is to inspire and challenge all students to reach their full potential.

## VALUES



- We value the support and involvement of family and community in student success.
- We value high-quality teachers and staff who nurture the growth and development of each individual.
- We value student-centered learning that is innovative, creative, and engaging.
- We value well-equipped and maintained facilities that enhance student experiences and community pride.





# ABOUT US

Sherman Independent School District is the largest and fastest-growing public school district serving Grayson County, Texas. With approximately 7,850 students across 16 campuses, Sherman ISD is able to offer a wide variety of classes and programs to meet students' unique needs and interests. Whether a student is bound for college, the workforce or the military, there are numerous opportunities in Sherman ISD to prepare them for lifelong success.

The public school district, which serves students in preschool through 12th grade, is located in the heart of Texoma, 65 miles north of Dallas. With several major employers and numerous companies expanding or moving to Sherman, student enrollment is expected to increase to 9,300 students by 2028. With growth comes tremendous opportunity to build on a strong foundation of academics, community support and Bearcat pride.

## Sherman ISD Student Experience:



### **Courageous**

Every day, each student will be encouraged while being given the opportunity to boldly take risks.

### **Problem Solver**

Every day, each student will be given the opportunity to struggle productively and collaborate with others to solve problems.

### **Resilient**

Every day, each student will learn how to overcome obstacles by growing from their mistakes.

### **Self Motivated**

Every day, each student will recognize their significance, value their learning, and strive to reach their full potential.

### **Engaged**

Every day, each student will be authentically engaged in a meaningful learning experience in their classroom, school, and community.

### **Empathetic**

Every day, each student will demonstrate respect and understanding of others' feelings.

# DISTRICT PROFILE



## ENROLLMENT

Total Students: 7,847

- Early Childhood Education: 376
- Elementary: 3,460
- Middle School: 1,685
- High School: 2,326



## STUDENT DIVERSITY

- Hispanic: 46.88%
- White: 30.87%
- African American: 11.56%
- Two or more races: 6.87%
- Asian: 2.92%
- American Indian/Alaskan: 0.84%
- Hawaiian/Pacific Islander: 0.06%



## OTHER DEMOGRAPHICS

- Attendance Rate: 90.8%
- Four Year Graduation Rate: 93.7%
- Economically Disadvantaged: 73.60%



## SPECIAL PROGRAMS

- Emergent Bilingual: 28.84%
- Gifted and Talented: 9.14%
- Special Education: 19.59%
- Career and Technical Education: 26.0%



## ASSESSMENTS & EXAMS

- Average ACT Score: 24.0
- Average SAT Score: 956



## CLASSROOMS

- Student/Teacher Ratio: 12.5
- K-4 Class Size Average: 18.3:1
- 5-12 Class Size Average: 20-23:1



## STAFF

- All Employees: 1,215
- Teachers: 632
- Average Teaching Experience: 10.2 years
- Average Teaching Experience in SISD: 5.6 years
- Teachers with 6+ Years of Experience: 57.6%
- Staff with Advanced Degrees: 28.2%
- Beginning Teacher Salary: \$56,900







## CREATING OUR PLAN

The Sherman ISD Strategic Plan is the result of a community-designed, collaborative effort among many internal and external stakeholders. While the extent of input exceeded the lists below, these individuals played a critical role in translating the Sherman ISD's ideal vision for learning into an actionable plan for bringing that vision to life. The design team is composed of various stakeholders including district and campus staff, community partners, parents, and teachers.

### Design Team Members:

- Dr. Thomas O'Neal, Interim Superintendent
- Amy Pesina, Chief Academic Officer
- Blake Hays, Executive Director of HR
- Meghan Cone, Chief Communications Officer
- Mandi Lewis, Chief Financial Officer
- Ruth Pena, Elementary Teacher
- Doretta Kinnison, Middle School Teacher
- Steve Schutts, High School Teacher
- Mindy Schoen, Elementary Principal
- Jeff Chancellor, Middle School Principal
- Scott Johnston, High School Principal
- Rebecca Riley, Middle School Counselor
- Jennifer Pruiett, College, Career, and Dual Credit Coordinator
- Shawna Easton, Instructional Coach
- Kevin Spurgin, Instructional Coach
- Rebecca Gauthier, Elementary Parent
- Alma Pearce, Elementary Parent
- Keith Burgos, Secondary Parent
- Shannon Cain, Athletics Parent
- Jennifer Shelby, Board Member
- David Tarvin, Board Member
- Wendy Vellotti, Board Member



# LANDSCAPE ANALYSIS

As part of the TSL process, the district worked with their ESC TSL teams to conduct a landscape analysis. This process helped to identify the current state of the district, strengths and areas with opportunities for improvement.

The following themes were identified during a landscape analysis process.

## Theme 1: Academic Experience

Based on the data collected from the landscape analysis, the Sherman ISD Steering Committee identified a need to clarify the roles of teachers and staff in implementing the vision, framework, and instructional support.

## Theme 2: Instructional Capacity Building

Based on the data collected from the landscape analysis, the Sherman ISD Steering Committee identified a need for more clarity in implementing the instructional framework to improve lesson planning, feedback, and coaching.

## Theme 3: Talent

Based on the data collected from the landscape analysis, the Sherman ISD Steering Committee identified a need for a talent scope and sequence that includes recruitment surveys, staffing allocations, projected openings, and/or non-renewal periods.

## CAMPUS VISITS



**6 Total Campuses**

**50 Total Classrooms**

29 Reading/Language Arts observations

21 Math observations

292 Submitted observations

**6 Professional Learning Communities**

## STAKEHOLDER SURVEYS



**613 Family Survey Responses**

44% Pre-K - 5th Grade

56% 6th - 12th Grade

**312 Teacher Survey Responses**

**1,864 Student Survey Responses**

25% grade 5

74% grades 6-12

**34 Inst. Leader Survey Responses**

## TSL ARTIFACT ANALYSIS



**39 Talent**

**5 Coaching**

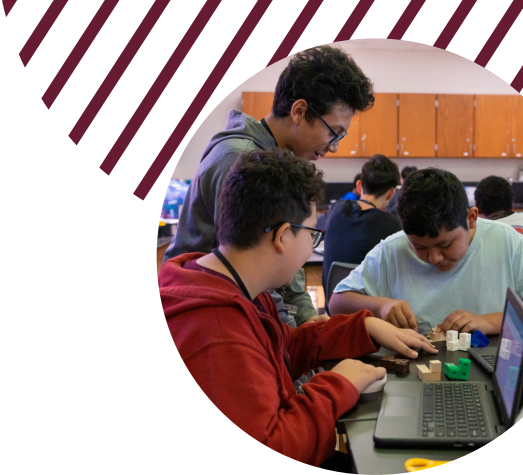
**11 Lesson Plans**

**200+ Instructional**

**10 College Career Readiness**

**1 District Improvement Plan**





## STUDENT OUTCOME GOALS 2024-2027

STUDENT OUTCOME GOAL	BASELINE	INTERIM TARGETS		
		YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27
The percentage of 3rd grade students that meet grade level or above on STAAR RLA will increase from 36% (June 2023) to 75% by June 2027.	<b>36%</b>	<b>45%</b>	<b>60%</b>	<b>75%</b>
The percentage of 3rd grade students that meet grade level or above on STAAR Math will increase from 30% (June 2023) to 75% by June 2027.	<b>30%</b>	<b>40%</b>	<b>55%</b>	<b>75%</b>
The percentage of graduates that meet the criteria for CCMR (student achievement) will increase from 56.6% (June 2022) to 88% by August 2027.	<b>56.6%</b>	<b>70%</b>	<b>80%</b>	<b>88%</b>
The percentage of SPED students in 3rd Grade RLA that meet grade level or above will increase from 22% (June 2023) to 32% by June 2027.	<b>22%</b>	<b>25%</b>	<b>28%</b>	<b>32%</b>
The percentage of SPED students in 3rd Grade Math that meet grade level or above will increase from 18% (June 2023) to 28% by June 2027.	<b>18%</b>	<b>22%</b>	<b>25%</b>	<b>28%</b>
The percentage of students (grades 9-12) completing dual credit courses in any subject will increase from 30.8% (June 2023) to 45.8% by August 2027.	<b>30.8%</b>	<b>36%</b>	<b>40%</b>	<b>45.8%</b>
The percentage of students that meet grade level or above on the Algebra 1 EOC will increase from 26% (June 2023) to 70% by June 2027.	<b>26%</b>	<b>40%</b>	<b>55%</b>	<b>70%</b>
The percentage of students that meet grade level or above on the English 1 EOC will increase from 45% (June 2023) to 72% by June 2027.	<b>45%</b>	<b>55%</b>	<b>65%</b>	<b>72%</b>

## HOW WE WILL ACCOMPLISH OUR STUDENT OUTCOME GOALS

AREA OF GROWTH	STRATEGIC PRIORITY	ALIGNED INITIATIVE
Limited evidence of research-based instructional strategies.	Academic Experience Research-based Instructional Strategies (RBIS)	<b>Aligned Initiative 1:</b> Review instructional framework to ensure inclusion of research-based instructional strategies.
		<b>Aligned Initiative 2:</b> Deliver ongoing PD and coaching to support the implementation of research-based instructional strategies.
		<b>Aligned Initiative 3:</b> Monitor implementation of research-based instructional strategies and track progress over time.
Limited evidence of coaching (teachers and leaders).	Instructional Capacity Building (Coaching)	<b>Aligned Initiative 1:</b> Design sustainable roles across the organization that have clear responsibilities and performance expectations.
		<b>Aligned Initiative 2:</b> Develop and communicate a plan for coaching and development of instructional leaders.
		<b>Aligned Initiative 3:</b> Build instructional leadership capacity through job-embedded support and professional development.
Limited evidence of recruitment, development, and retention.	Talent (Recruitment, Development, and Retention)	<b>Aligned Initiative 1:</b> Design sustainable roles across the organization that have clear responsibilities and performance expectations.
		<b>Aligned Initiative 2:</b> District implements ongoing and proactive recruitment systems incentivizing student teachers for employment at Sherman ISD.
		<b>Aligned Initiative 3:</b> Establish a system for recognizing professional growth and retention strategies informed by effectiveness outcomes by participating in the Teacher Incentive Allotment.





# SHERMAN ISD

2701 N. Loy Lake Road, Sherman, TX 75090 | 903.891.6400 | [www.shermanisd.net](http://www.shermanisd.net)