

2024-2027 Strategic Instructional Plan

Dr. Juan I. Martinez, Superintendent



CLINT INDEPENDENT SCHOOL DISTRICT
THE DISTRICT OF INNOVATION

TOGETHER... WE BUILD TOMORROW



2024-2027 STRATEGIC PLAN

In 2022, Clint ISD began the process of implementing the Effective Schools Framework for identified schools where data showed that school improvement was needed.

During the Spring of 2022, Clint ISD partnered with the New Teacher Center (NTC) to audit the curriculum that we implemented in district classrooms. NTC reviewed our vision, mission, core values and district processes to assist administration with developing a strategic plan to improve instruction and align the Effective District Framework (EDF) uniformly at all campuses. The district began the process to implement high quality instructional materials in all math and reading classrooms.

During the Fall of 2023, the district also partnered with the Texas Strategic Leadership (TSL) program to continue our work with identifying the EDF Levers that we would target district wide. Our liaisons from ESC Region 19 assisted us with planning and creating our overall strategic plan.

HIGH QUALITY INSTRUCTION WITH HIGH QUALITY INSTRUCTORS

Clint ISD has a Learner Centered focus that we created as part of our Core Values. Learner Centered in Clint ISD means that all students receive quality teaching and engaging instruction. Over the last three years, Clint ISD's administration and teachers have focused our energy on ensuring that quality instruction is occurring in each classroom and to live up to this Core Value. Simply, to have quality instruction, you must begin with a quality teacher.

In partnership with the University of Texas El Paso, we have implemented the Miner Residency Program in which residents have a yearlong residency in our schools to develop strong teachers. This program allows us to train our residents, to learn best practices of the teaching profession.

Once teachers join Clint ISD, we provide them opportunities to grow and develop professionally. The district strives to be the "Employer of Choice" by providing compensation plans that allow our teachers to be amongst the highest paid in the area. With the support of our Board of Trustees, we continue to fund our teachers at the highest levels to attract the very best!

Partnerships with other entities also assist us with having high quality teachers. Our partnership with the Three Rivers Education Foundation, through a \$16 Million grant, has allowed us to compensate teachers and administrators who go above and beyond to grow their students academically. Furthermore, Clint ISD is a Teacher Incentive Allotment District in which over one hundred-fifty teachers earn additional compensation from TEA after completing the local and state designated process. These teachers can earn on average of anywhere from \$5,000 to \$20,000 annually based on their designations. Designations are earned through a rigorous process of growing students academically as well as teachers growing professionally.

To ensure our teachers grow and have the resources that they need, the district has funded curriculum programs that are aligned with the state's High Quality Instructional Materials (HQIM) program. Over the last three years, we have implemented HQIM in both math and English Language Arts to ensure that our students are taught with on grade level, and rigorous materials. Coaching and professional development have been aligned with the curriculum initiatives to support our teachers in the use of the HQIM. In the upcoming years, Clint ISD will continue to add HQIM curriculum to science and social studies.

By guaranteeing our students received a rigorous instructional program with the best paid, highest quality teachers, we can ensure that our students are college ready and prepared for the world of work that they may chose after they leave Clint ISD. Clint ISD's record of providing supports for our students is evident in our Graduation and College Career Military Readiness (CCMR) rates that are in the 90's annually.

Our duty is to provide innovative ways to support our teachers and students to provide them the rigorous supports they need to be successful. We truly believe that our students deserve the best; they are our future, and their success will be our community's future success.

Our Vision of Together...We Build Tomorrow starts today in each and every classroom in Clint ISD.



DR. JUAN I. MARTINEZ
SUPERINTENDENT OF SCHOOLS



CLINT ISD AT A GLANCE



10,300 STUDENTS

- 95% Hispanic
- 0.4% African-American
- 3.6% White
- 0.5% Two or More Races
- 84.9% Economically Disadvantaged
- 66.1% At-Risk
- 36.4% Bilingual/Emergent Bilingual
- 12.9% Special Education

14 CAMPUSES

- 6 Elementary Schools
- 4 Middle Schools
- 3 Comprehensive High Schools
- 1 Early College High School

400 SQUARE MILES

Clint ISD is a diverse, geographically large area (379.9 square miles) within the Upper Rio Grande border Region, 25 miles east of El Paso. Because of the district's size, Clint ISD transports our students more than 1 million miles annually to and from school.

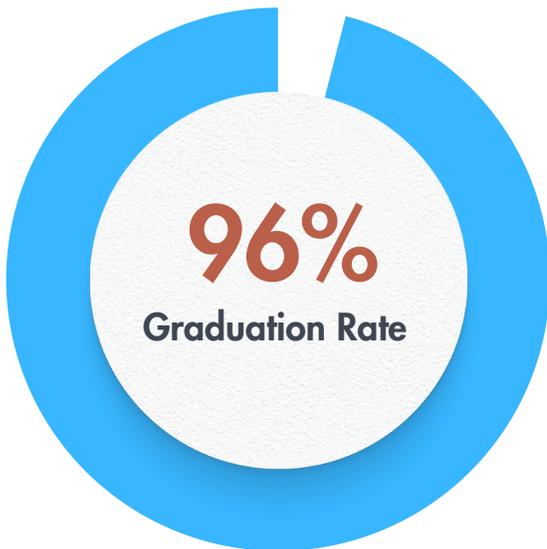
2,000 EMPLOYEES

- 700 Classroom Teachers
- 46 Campus Administrators
- 30 Counselors
- 225 Bus Drivers, Custodians, and Child Nutrition Staff
- 197 Campus and District Professional Staff

2023-2024 BUDGET

\$122,138,355

Clint ISD works diligently to place our students on the road to graduation, but has many obstacles. Despite the barriers, Clint ISD has a proven record of accomplishment of helping our students successfully graduate and be career and college ready.





MISSION STATEMENT & DISTRICT GOALS

MISSION STATEMENT

The mission of the Clint Independent School District is to prepare all students to be successful citizens. The District will work in partnership with the community and the family to create opportunities for the student to maximize personal potential.

CLINT ISD GOALS

- The District will be a model of high standards for student academic excellence.
- The District will ensure a safe, well-disciplined, positive learning environment for all students.
- The District will operate efficiently being fiscally responsible.
- The District will become the employer of choice in order to seek and retain effective personnel.
- The District will include parents, community, and business members in the education of all students.



DISTRICT CORE VALUES

WE ARE

CLINT

COMMITTED

to student success as a shared responsibility among students, parents, educators the School Board and the community.

LEARNER-CENTERED

by ensuring that all students receive quality teaching and engaging instruction.

INNOVATIVE

in using global thinking and technology to empower students to become lifelong learners.

NURTURING

by always creating an educational environment where all students are socially and emotionally supported, safe and valued.

TRANSPARENT

through open communication, leadership, accountability and integrity.

PROFILE OF A CLINT ISD LEARNER

CLINT ISD STUDENTS WILL BE:



ACHIEVERS

- Passionate about rigorous instruction where all students are on or above grade level
- Readers and writers across all content areas while communicating effectively and actively listening
- Embracing quality teaching and engaging activities that are learner centered

ADVOCATES

- Owners of their educational experience by pursuing knowledge
- Justifiers and defenders of their positions through intentional, constructed discourse
- Change agents who are aware of opportunities and challenges in surmounting obstacles for the betterment of their community and the world

INNOVATORS

- Global thinkers who embrace challenges, opportunities, and differences while taking strategic actions
- Empowered to be critical thinkers who seek a deeper understanding of the world around them
- Leveraging technology as a tool to enhance learning

RESILIENT

- Displaying strong character and the ability to do the right thing, regardless of circumstances
- Accountable by taking responsibility of one's actions
- Demonstrate integrity, compassion, and ethical responsibility
- Display grit and steadfastness in the face of challenges



TSL STRATEGIC PRIORITY 1

EDF LEVER 4

EDF LEVER 4 - ACADEMIC EXPERIENCE

ESSENTIAL ACTION 4.1: FRAMEWORK FOR A RIGOROUS MULTI-TIERED ACADEMIC EXPERIENCE

2024-2025

Essential Action 4.1 - Tier I Instructional strategies and supports for all learners.

Objective: Framework for a Rigorous Multi-tiered Academic Experience

Aligned Initiatives:

1. Effective School's Framework will be implemented at all campuses with all administration and focus on the leadership development pieces under Level 4.
2. Campuses will review and align their PLC Frameworks.
3. Campus teams will develop a deeper understanding of the HQIM Internalization process.
4. The district will adopt the T-TESS rubric with the new *Lesson Internalization Dimension*.



TSL STRATEGIC PRIORITY 2

EDF LEVER 5

EDF LEVER 5 - INSTRUCTIONAL CAPACITY BUILDING

ESSENTIAL ACTION 5.2: INSTRUCTIONAL PLANNING AND DELIVERING INSTRUCTION.

2024-2025

Essential Action 5.2 - Instructional planning and delivery establishing role-aligned job-embedded capacity building supports to strengthen instructional leaders and teachers effectively internalizing, preparing for, and delivering instruction.

Objective: Instructional Leadership & Development Enabling Conditions

Aligned Initiatives:

1. Texas Instructional Leadership (TIL) *Observation and Feedback* for the *Instructional Leadership Team* supports.
2. Instructional rounds and ongoing job-embedded supports.
3. District calibration for instructional leaders and instructional teams.
4. Lesson internalization professional development and guided practice.

THE PLAN FOR TOMORROW

CAMPUS IMPROVEMENT PLANS AND THE EFFECTIVE SCHOOLS FRAMEWORK

During the 2021-2022 school year, Clint ISD district and campus administration adopted the Effective Schools Framework (ESF) to support our campuses with targeted improvement. The ESF program's core is effective instruction: interactions between students, teachers, and content determine learning outcomes. This instructional core is strengthened and supported by strategic staffing, high-quality instructional materials and assessments, and positive school culture.

Strong school leadership and careful planning encompass and ensure each of these levers are aligned across the district. During that academic year, five district campuses implemented the Effective School Framework (ESF). This improvement model targeted campuses where student achievement was a focus. The staff and supports from the ESF grant targeted the Essential Actions.

DESIGNING THE CLINT ISD EFFECTIVE DISTRICT FRAMEWORK

The campuses were involved in targeted activities to ensure academic growth. These actions are steps that enable campuses to focus on core actions and improve overall systems and structures. The District's Instructional Services Department and campus administration decided that all of the ESF Actions would benefit the entire district and so began on an audit of all campuses and instructional programs to develop an aligned instruction framework.

Planning Steps included:

- Spring 2022 – Curriculum Audit on Math and Language Arts/Reading
- Fall 2022 – Implementation of HQIM in Math/Language Arts
 - *Lesson Internalization Process* implemented
 - Instructional Practice Guide (IPG) Implementation – Lesson reviews
 - Research Based Instructional Strategies
- Fall 2023 – Implementation of the *Literacy Framework*, implementation of *School Culture Expectations and Alignment*, implementation of *Strategic Staffing*
- Landscape Analysis of Clint ISD
 - Lesson artifacts submission to ensure alignment with HQIM for reading/math
 - Focus groups with teachers, instructional coaches and administrators to review lesson planning, data collection/analysis, and overall PLC structures
 - Instructional Rounds at all levels to see the implementation of HQIM and lesson internalization
- Spring 2024 – Continuing to implement the EDF/TSL Levers across the district and align instruction to expand student experiences.
 - Adoption of *New Science Curriculum*
 - Creation of the *Strong Foundations Math Framework*
 - Embedding the *Research Based Instructional Strategies* (RBIS) into the instructional frameworks
 - Principal meetings with discussions of targets and overall priorities

CLINT ISD STRATEGIC PRIORITIES

Clint ISD has developed these priorities to ensure that our overall vision of high-quality instruction with high quality instructors is implemented districtwide to assist us over the next few years. From the ESF implementation and the use of HQIM, the district has developed the following strategic priorities which align to our vision. To ensure alignment throughout the district, the ESF Levers will be implemented at all campuses. The main emphasis for all staff is to focus on student outcomes.

2024-2025 SCHOOL YEAR

Main Priorities:

- Implement TSL Lever 4 and Lever 5
- Ensure the learning profile for students is fostered at all campuses
- Develop a deeper understanding of lesson internalization and ensuring that RBIS are being utilized in all classrooms.
- Implement of new Science Curriculum
- Focus on improving 3rd and 6th Grade Math and Reading skills
- Focus on Improving English I and English II scores and lowering the number of End of Course re-testers
- Improve the number of Emergent Bilingual Students showing growth on the TELPAS
- Ensure SEL programs are continuing with the counseling program

2025-2026 SCHOOL YEAR

Main Priorities:

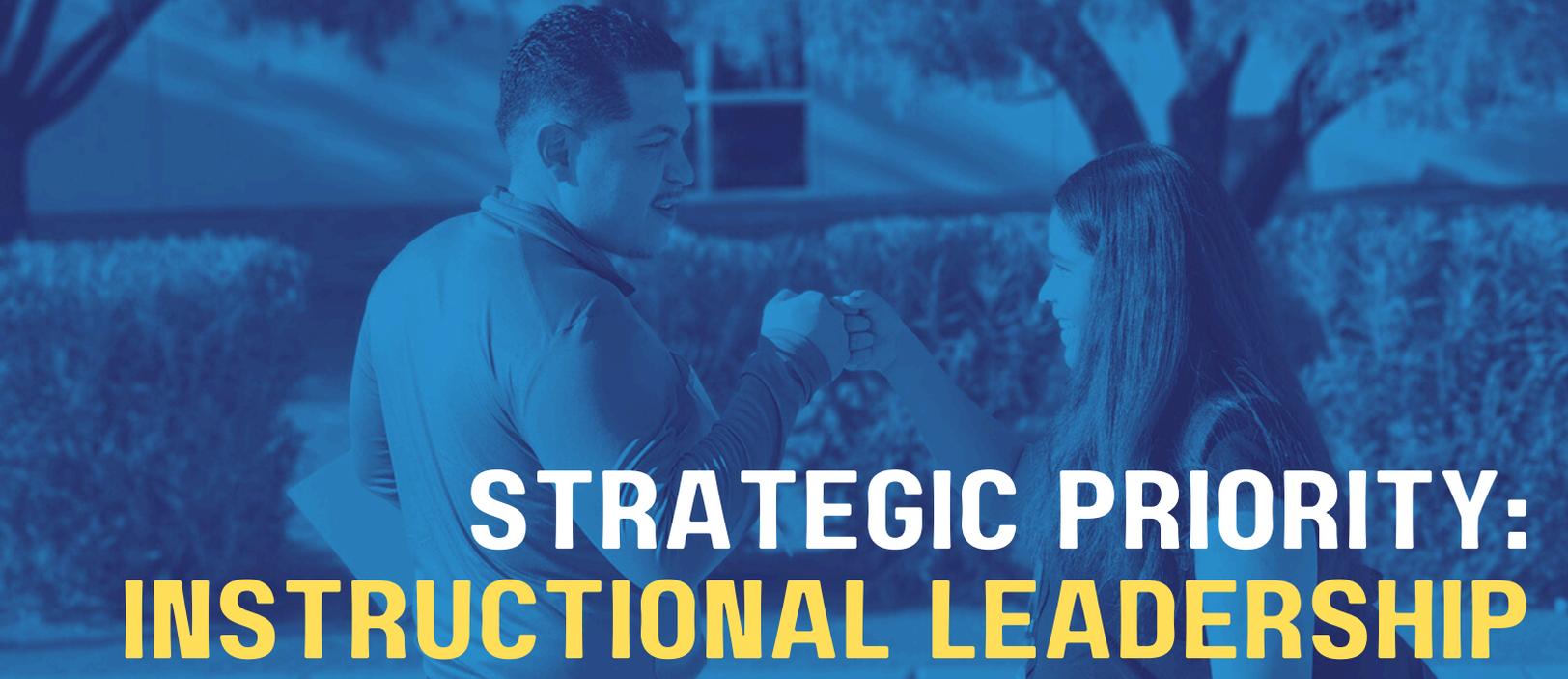
- Set the expectation that lesson internalization and RBIS are standard operating procedures in all classrooms.
- Continue to expand the use of HQIM into *Science* and *Social Studies*
- Continue to narrow the performance gap between general education students and their *Special Education* counterparts
- Continue to narrow the performance gap between general education students and *Emergent Bilingual Students*
- Improve the number of college ready students at all levels and increase the number of students completing dual credit courses
- Maintain a highly qualified teaching staff at all campuses

2026-2027 SCHOOL YEAR

Main Priorities:

- Continue to ensure the quality of instruction is occurring in all classrooms to increase students who are college ready
- Maintain the highest rating on CCMR
- Maintain the standard that HQIM will be used in all core content classrooms
- Maintain that the RBIS are standard operating procedures in all classrooms





STRATEGIC PRIORITY: INSTRUCTIONAL LEADERSHIP

PERFORMANCE OBJECTIVE: BY MAY 2027, CLINT ISD WILL ANNUALLY COACH INSTRUCTIONAL LEADERS AND SEE AN OVERALL INCREASE ON THEIR T-PESS IN DOMAINS 2 AND 3.

Lever 1: Planning and Performance Management

Effective campus instructional leaders with clear roles and responsibilities develop, implement, and monitor campus systems and structures that are aligned to a compelling school mission, vision, values, and goals rooted in student achievement.

Aligned Initiatives:

1. Effective Schools Framework will be implemented at all campuses with all administration and focus on the leadership development pieces under Lever 1.
2. Principal Academies and Instructional Rounds will be conducted to build leadership around the Levers.
3. Principal Coaching will be conducted for all administrators. A Coaching culture will be ingrained in all administrators.



STRATEGIC PRIORITY: STRATEGIC STAFFING – EMPLOYER OF CHOICE

PERFORMANCE OBJECTIVE: BY MAY 2027, CLINT ISD WILL CONTINUE TO HAVE LESS THAN 2% TEACHER VACANCIES ON AVERAGE FOR THE YEAR.

Lever 2: Talent

Clint ISD will strive to have highly qualified teachers in all classrooms on Day 1 of the instructional year. Campus administration works to identify teacher vacancies and ensure that campuses are fully staffed. The district pipeline programs, mentoring, compensation plans, and incentive programs are promoted to attract the best teachers. At the cornerstone of this plan, is ensuring that we have high quality teachers to meet the needs of our student population. The Board of Trustees and Cabinet ensure that our teachers are among the highest paid in the region. The district was one of the first in Texas to implement the *Teacher Incentive Allotment* and has more than one-hundred fifty teachers who are designated or pending designation approval.

Aligned Initiatives:

1. Continued participation in the Teacher Pipeline program and the Miner Residency Program to develop and coach resident teachers to be Day 1 ready for school.
2. Continued implementation of the Teacher Incentive Allotment program for teachers who show high growth in student achievement.
 - Provide coaching on the T-TESS rubric
 - Ensure quality SLO's are created
 - Monitor student achievement through yearlong growth measures.



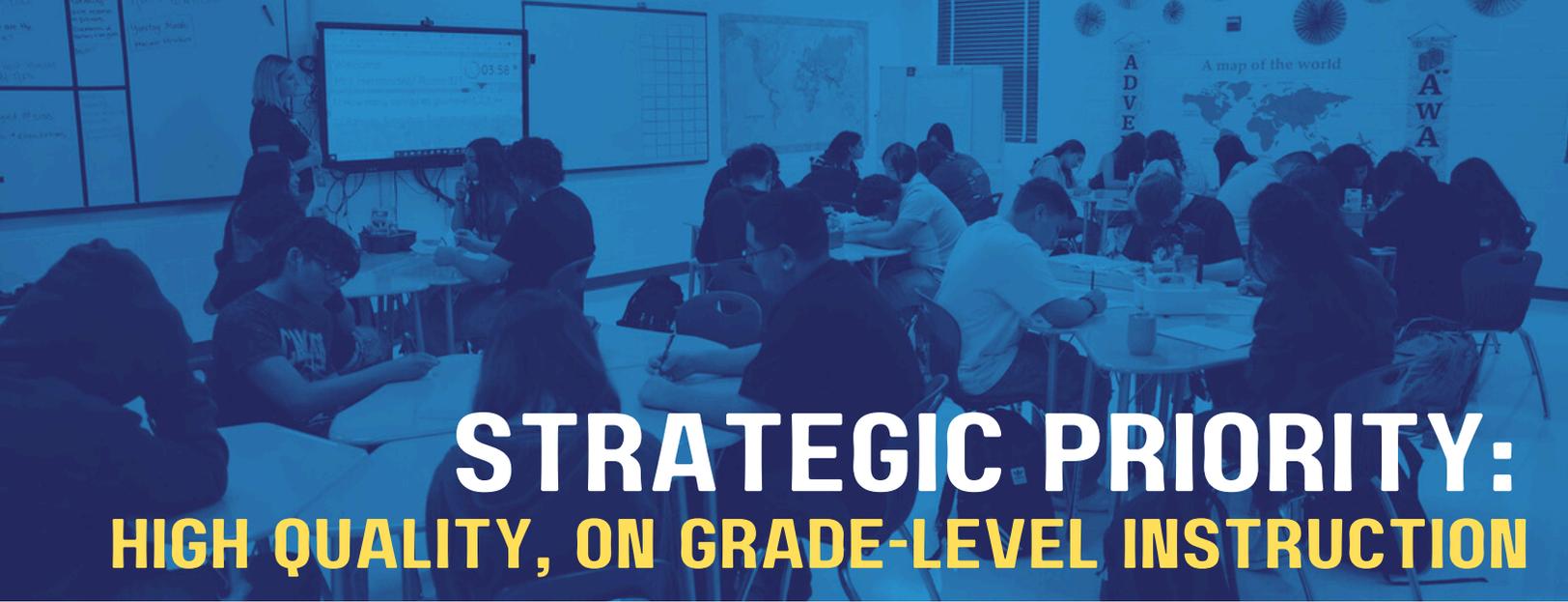
STRATEGIC PRIORITY: **SAFE ENVIRONMENT AND BEHAVIORAL EXPECTATIONS**

**PERFORMANCE OBJECTIVE: BY MAY 2027, CLINT ISD WILL
LOWER STUDENTS IN NEED OF MTSS SUPPORT BY 5%
ANNUALLY.**

Lever 3: Integrated Student Supports

Aligned Initiatives:

1. Provide quality counseling programs that enable students to be supported.
2. Implement Social Emotional Learning (SEL) activities aligned to student needs.
3. Ensure campuses implement Multi-Tiered Student Supports (MTSS) supports that look at discipline, attendance, instruction, and social and emotional needs.



STRATEGIC PRIORITY:

HIGH QUALITY, ON GRADE-LEVEL INSTRUCTION

PERFORMANCE OBJECTIVE: BY MAY 2027, 100% OF CLINT ISD CORE CONTENT CLASSES WILL HAVE ON GRADE LEVEL INSTRUCTION WITH HQIM MATERIALS.

Lever 4: Academic Experience

As the model of high standards for academic excellence, our students will value their rigorous academic experience and social engagements with students, teachers, and communities understanding their responsibilities to respect and serve others. Clint ISD instruction makes these student strengths possible by teaching students to be excellent readers, writers, speakers, thinkers, artists, and problem solvers in a complex and ever-changing world.

Aligned Initiatives:

1. All Clint ISD core content classrooms will use district approved HQIM resources.
2. Campuses will ensure that RBIS are used by teachers in daily lessons with all HQIM materials.

Math RBIS

- Balance Conceptual & Procedural
- Depth of Key Concepts
- Coherence of Key Concepts
- Productive Struggle

Reading RBIS

- Foundational Skills
- Text Complexity
- Knowledge Coherence
- Text-Based Responses

3. Lesson Internalization will be implemented across the district. During 2024-2025 the district will use the T-TESS rubric with the Lesson Internalization revisions to Dimension 1.



STRATEGIC PRIORITY:

BUILDING TEACHER CAPACITY - HIGHLY QUALIFIED TEACHERS

PERFORMANCE OBJECTIVE: BY MAY 2027, CLINT ISD TEACHERS OVERALL RATINGS WILL INCREASE 2% ANNUALLY ON T-TESS DIMENSIONS 2 AND 3.

Lever 5: Instructional Capacity Building

Campus leaders provide teachers with job-embedded professional development, including observation and feedback cycles, and access to time and data needed to reflect, adjust, and deliver instruction that meets the needs of all students. Furthermore, campus leadership retains effective, well-supported teachers by strategically recruiting, selecting, assigning and inducting teachers so that all students have access to high-quality educators.

Aligned Initiatives:

1. Build teacher capacity through observation and feedback cycles.
2. Provide professional development and coaching for teachers to implement district instructional expectations and provide the appropriate rigor in the classroom.
3. Ensure that data-driven instruction drives all decisions for Tier I instruction as well as differentiated instruction to eliminate learning gaps.
4. Ensure *Professional Learning Communities* (PLC's) support teachers in lesson internalization and understanding the curriculum.

IMPLEMENTING THE PLAN

Clint ISD will ensure that all activities are entered into the district and campus improvement plans to align with our *Strategic Plan*. The district has a structure where all plans are approved by the Board of Trustees annually. At that time, the district administration highlights the strategic priorities and overall plan for the academic year. The plans are robust and include a full *Comprehensive Needs Assessment, Goals and Performance Objectives*. Data from our plans has been used to outline our strategic plan.

To monitor implementation, the district conducts quarterly reviews of all activities and reports to the Board of Trustees at the end of each semester for the *Early Math/Literacy Goal* progress and the College Career Readiness targets. Strategies and planning are also reviewed with the *District Site Based Committee*. The campuses and the district also conduct summative reviews of all goals to ensure the district is working towards meeting our priorities or improving on their implementation. *Leadership and Principal Academies* are also held throughout the year to review the implementation of the essential actions that are aligned with the *Effective District Framework (EDF)* and the Levers that align to district operations. Adjustments to the plan are made with the Cabinet to continue the alignment of the EDF Levers across all departments and district organizations.

STRATEGIC PLAN TARGETS

- **INSTRUCTIONAL LEADERSHIP**
- **STRATEGIC STAFFING – EMPLOYER OF CHOICE**
- **SAFE ENVIRONMENT AND BEHAVIORAL EXPECTATIONS**
- **HIGH QUALITY, ON GRADE-LEVEL INSTRUCTION**
- **BUILDING TEACHER CAPACITY TO BE HIGHLY QUALIFIED TEACHERS**



STRATEGIC PLAN PROGRESS UPDATES

UPDATE TYPE	WHEN	ACTIVITY
District Leadership	June (annually)	Strategic Plan Presentation
Oversight of Strategic Plan which is embedded in the District/Campus Improvement Plans	August (annually)	Board Meeting Website Updates
Board Goal Update for Early Math/Literacy and College Career Readiness	End of Each Semester	Board Meeting
Plan Updates to Coincide with District/Campus Improvement Plans	Quarterly	Formative Reviews of DIP/CIP
Principal and Assistant Principal Academies	Monthly	Professional development for implementation of the Levers
Official End of Year Progress Update	May/June (annually)	Final Site Based Meeting



CLINT INDEPENDENT SCHOOL DISTRICT

THE DISTRICT OF INNOVATION

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Isela Torres, Trustee

Ivonne Shay, Trustee

Claudia A. Marquez, Trustee

Clint ISD Superintendent

Dr. Juan I. Martinez