



**2025-2026**

**District Improvement Plan**

September 8, 2025

# REQUIREMENTS

- TEC 11.251(a): The Board of Trustees shall annually ensure development of and approve both the district and campus performance objectives.
- TEC 11.252(a): The superintendent must annually develop, evaluate, and revise the district plan with the assistance of the district-level planning and decision making committee.



# REQUIREMENTS

- TEC 11.252: The District Improvement Plan must include:
  - Needs Assessment
  - Performance Objectives
  - Staff responsible, timelines for monitoring, and resources
  - Specific items



# STRATEGIC PLANNING FLOWCHART



# 2023-2028 Northwest ISD Strategic Goals and Priorities



### Our Core Beliefs

- 1 Kids come first.
- 2 Continuous learning is essential to prepare for college and career opportunities.
- 3 Each student's success is the shared responsibility of students, families, schools, and communities.
- 4 Learning is influenced by environment.

### Our Vision

Northwest ISD empowers learners and leaders to positively impact the world.

### Our Mission

Northwest ISD, in collaboration with students, families, communities, and global partners, will engage in a culture of learning that prepares all students to confidently navigate their future.

### Strategic Goals

Strategic Goal 1	Strategic Goal 2	Strategic Goal 3
<p>Northwest ISD will provide personalized learning experiences and cultivate the growth and achievement of every student.</p> <p><b>NISD PRIORITIES:</b></p> <p><u>Literacy</u></p> <p>1.1 Our students will annually increase literacy proficiency to reach or exceed grade-level standards.</p> <p><u>Academic Progress</u></p> <p>1.2 Our students will achieve individualized academic goals to reach a year's growth or more in all content areas.</p> <p><u>College, Career, Military &amp; Life Readiness</u></p> <p>1.3 Our students will graduate life ready and prepared for success in career, college, or military service.</p>	<p>Northwest ISD will recruit, value, and retain highly effective staff prepared to meet the individual needs of our students and learning community.</p> <p><b>NISD PRIORITIES:</b></p> <p><u>Recruit</u></p> <p>2.1 Northwest ISD will have an unwavering commitment to attract and welcome high-quality staff.</p> <p><u>Value</u></p> <p>2.2 Northwest ISD will invest in all staff through a culture of support, development, and empowerment to make a positive impact on the learning community.</p> <p><u>Retain</u></p> <p>2.3 Northwest ISD will retain highly effective staff through meaningful relationships, ongoing support, and professional growth opportunities.</p>	<p>Northwest ISD will foster a safe environment and a culture of engagement that values the voices of all students, staff, families, and community members.</p> <p><b>NISD PRIORITIES:</b></p> <p><u>Engagement</u></p> <p>3.1 Northwest ISD will foster an environment of engagement with every member of our community through collaborative dialogue and partnership opportunities.</p> <p><u>Culture</u></p> <p>3.2 Northwest ISD will model and instill a culture of belonging where all students, staff, families, and community voices are heard and valued.</p> <p><u>Safety</u></p> <p>3.3 Northwest ISD will continuously improve, maintain and communicate systems of support to strengthen the physical and emotional well-being of our students, staff, and community.</p>

# Beliefs, Vision, Mission

## Our Core Beliefs

- 1 Kids come first.
- 2 Continuous learning is essential to prepare for college and career opportunities.
- 3 Each student's success is the shared responsibility of students, families, schools, and communities.
- 4 Learning is influenced by environment.

## Our Vision

Northwest ISD empowers learners and leaders to positively impact the world.

## Our Mission

Northwest ISD, in collaboration with students, families, communities, and global partners, will engage in a culture of learning that prepares all students to confidently navigate their future.



# Strategic Goals

## Strategic Goals

### Strategic Goal 1

Northwest ISD will provide personalized learning experiences and cultivate the growth and achievement of every student.

### Strategic Goal 2

Northwest ISD will recruit, value, and retain highly effective staff prepared to meet the individual needs of our students and learning community.

### Strategic Goal 3

Northwest ISD will foster a safe environment and a culture of engagement that values the voices of all students, staff, families, and community members.



# Priorities

## Strategic Goal 1

Northwest ISD will provide personalized learning experiences and cultivate the growth and achievement of every student.

### **NISD PRIORITIES:**

#### Literacy

**1.1** Our students will annually increase literacy proficiency to reach or exceed grade-level standards.

#### Academic Progress

**1.2** Our students will achieve individualized academic goals to reach a year's growth or more in all content areas.

#### College, Career, Military & Life Readiness

**1.3** Our students will graduate life ready and prepared for success in career, college, or military service.

## Strategic Goal 2

Northwest ISD will recruit, value, and retain highly effective staff prepared to meet the individual needs of our students and learning community.

### **NISD PRIORITIES:**

#### Recruit

**2.1** Northwest ISD will have an unwavering commitment to attract and welcome high-quality staff.

#### Value

**2.2** Northwest ISD will invest in all staff through a culture of support, development, and empowerment to make a positive impact on the learning community.

#### Retain

**2.3** Northwest ISD will retain highly effective staff through meaningful relationships, ongoing support, and professional growth opportunities.

## Strategic Goal 3

Northwest ISD will foster a safe environment and a culture of engagement that values the voices of all students, staff, families, and community members.

### **NISD PRIORITIES:**

#### Engagement

**3.1** Northwest ISD will foster an environment of engagement with every member of our community through collaborative dialogue and partnership opportunities.

#### Culture

**3.2** Northwest ISD will model and instill a culture of belonging where all students, staff, families, and community voices are heard and valued.

#### Safety

**3.3** Northwest ISD will continuously improve, maintain and communicate systems of support to strengthen the physical and emotional well-being of our students, staff, and community.



# Strategic Goal 1 Strategies

**NISD Strategic Goal 1:** Northwest ISD will provide personalized learning experiences and cultivate the growth and achievement of every student.

## **Priority 1.1: Literacy**

Our students will annually increase literacy proficiency to reach or exceed grade-level standards.

**DIP Strategy 1:** Increase the practice of **responsive teaching through differentiation and small group instruction**, as well as targeted support, to meet the diverse needs of students and provide personalized learning opportunities. *(C&I - Teaching & Learning)*

**DIP Strategy 2:** Provide strategic support for teachers and campuses to deepen their knowledge of the **hierarchy of foundational literacy skills to make strategic instructional decisions**, utilizing literacy data, reading levels, and progress monitoring. *(C&I - Teaching & Learning)*

**DIP Strategy 3:** Intentional focus on **strengthening student writing and the writing process** by supporting teachers with the use of aligned instructional practices along with resources embedded in the curriculum. *(C&I - Teaching & Learning)*

**DIP Strategy 4:** Strengthen writing as a fundamental component of instruction across all content areas with **common academic vocabulary** to support and develop reading and writing skills that **strengthen students' ability to think critically, communicate effectively, and demonstrate mastery** of subject-specific content. *(C&I - Teaching & Learning)*



# Strategic Goal 1 Strategies

**NISD Strategic Goal 1:** Northwest ISD will provide personalized learning experiences and cultivate the growth and achievement of every student.

## **Priority 1.2: Academic Progress**

Our students will achieve individualized academic goals to reach a year's growth or more in all content areas.

**DIP Strategy 1:** Strengthen the design and implementation of lessons that maintain **high cognitive demand**, foster student-initiated **dialogue**, and promote the **application of meaningful academic content**. Instruction will engage and improve student mastery through analysis, synthesis, and evaluation of new knowledge. *(C&I - Teaching & Learning)*

**DIP Strategy 2:** Strengthen the use of high-quality **formative assessment tools** and processes to **monitor student progress**, inform instructional practices, and actively involve students in their own learning journey, leading to personalized learning experiences and a **year's growth or more** in all content areas. *(C&I - Teaching & Learning)*

**DIP Strategy 3:** Promote the consistent use of **clear Learning Targets** and aligned **formative assessments** to guide students and teachers throughout the learning process with a clear, shared understanding of the **learning goals**, tools to **monitor progress**, and insight for **making adjustments to improve learning**. *(C&I - Teaching & Learning)*

**DIP Strategy 4:** Students will engage in **productive struggle** and **intentional problem solving**. Multiple opportunities for practice, discussion, representation and writing that requires them to explain and revise their thinking will be provided with the use of rich tasks that are embedded in district math curriculum documents. *(C&I - Teaching & Learning)*



# Strategic Goal 1 Strategies

**NISD Strategic Goal 1:** Northwest ISD will provide personalized learning experiences and cultivate the growth and achievement of every student.

**Priority 1.3: College, Career, Military & Life Readiness**

Our students will graduate life-ready and prepared for success in career, college, or military service.

**DIP Strategy 1:** Implement methods and **quarterly communication touchpoints** with stakeholders to utilize student CCMR completion data to **increase CCMR readiness** on every secondary campus. (C&I - CCR)

**DIP Strategy 2:** Expand **student access to testing opportunities** and targeted preparation resources to **improve performance on the TSI-Met Indicator**. (C&I - CCR)

**DIP Strategy 3:** Develop a **military awareness program** for NISD students to **celebrate student enlistment** and increase understanding of military opportunities. (C&I - CCR)

**DIP Strategy 4:** Conduct a needs-assessment for each CTE program to **identify barriers to CTE program completion** and **certification attainment** in order to increase career readiness. (C&I - CCR)



# Strategic Goal 2 Strategies

**NISD Strategic Goal 2:** Northwest ISD will recruit, value, and retain highly effective staff prepared to meet the individual needs of our students and learning community.

**Priority 2.1: Recruit**

Northwest ISD will have an unwavering commitment to attract and welcome high-quality staff.

**DIP Strategy 1:** Strengthen and develop **collaborative partnerships** with universities, alternative certification providers, and other state-approved **educator preparation programs** to **expand the number of candidates** completing student teaching, residency, or certification experiences with the district. *(HR)*

**DIP Strategy 2:** Implement, administer, and analyze an **annual Staff Employment Satisfaction Survey** to **measure workplace culture, communication effectiveness, leadership support, and professional growth opportunities**. *(HR)*

**DIP Strategy 3:** Enhance the district's **hiring practices** to ensure compliance with recent legislation and to strengthen the **integrity, safety, and efficiency of employee recruitment, screening, hiring, and onboarding**. *(HR)*



# Strategic Goal 2 Strategies

**NISD Strategic Goal 2:** Northwest ISD will recruit, value, and retain highly effective staff prepared to meet the individual needs of our students and learning community.

## **Priority 2.2: Value**

Northwest ISD will invest in all staff through a culture of support, development, and empowerment to make a positive impact on the learning community.

**DIP Strategy 1:** Continue to analyze and provide a **competitive total compensation package** for all employees. *(HR)*

**DIP Strategy 2:** Design and implement opportunities for **campus principals to lead their own learning, enhance their own leadership capacity, and collaborate** together. *(C&I - Elementary & Secondary Ed)*

**DIP Strategy 3:** Support **teacher classroom needs** through the Northwest ISD Education Foundation **resource store and "Neffie"** by increasing awareness of foundation programs and activities. *(NEF, Communications)*

**DIP Strategy 4:** Continue teacher and staff **listening sessions** across campuses and departments to **strengthen meaningful relationships, foster trust, and gather actionable feedback** that informs decision-making and continuous improvement. *(Communications, Cabinet)*



# Strategic Goal 2 Strategies

**NISD Strategic Goal 2:** Northwest ISD will recruit, value, and retain highly effective staff prepared to meet the individual needs of our students and learning community.

## **Priority 2.3: Retain**

Northwest ISD will retain highly effective staff through meaningful relationships, ongoing support, and professional growth opportunities.

**DIP Strategy 1:** Enhance meaningful relationships and continue to grow teachers by offering **professional learning that balances choice with targeted opportunities** based on teacher input, student data, and district alignment, while leveraging **instructional coaches to provide job-embedded learning**. *(C&I - Teaching & Learning)*

**DIP Strategy 2:** Design and implement a **Principal Pathway** for any current assistant principals who are interested in building their **leadership capacity to become a campus principal**. *(C&I Assistant Superintendent and Superintendent)*

**DIP Strategy 3:** Promote **employee well-being, reduce stress, and foster a supportive work environment** by providing all full-time employees with 1 day of **Employee Wellness Leave** and continue to seek additional opportunities to support staff. *(Finance/HR)*

**DIP Strategy 4:** Implement the new **Red Rover software for timekeeping** for hourly employees for a simpler and more efficient employee experience and begin the process of using Red Rover for all temporary and extra duty work to allow NISD to go completely digital instead of the use of paper timesheets. *(Finance/HR)*

**DIP Strategy 5:** Manage **financial efficiency** and maintain a **balanced budget** by aligning resources with district priorities and adapting to legislative and funding changes. The district will pursue a VATRE to **increase funding** that would provide for local control of those dollars while continuing to be strategic with class size ratios, program staffing and funding while providing maximum compensation for staff recruitment and retention. *(Finance)*



# Strategic Goal 3 Strategies

## **NISD Strategic Goal 3:**

Northwest ISD will foster a safe environment and a culture of engagement that values the voices of all students, staff, families, and community members.

### **Priority 3.1: Engagement**

Northwest ISD will foster an environment of engagement with every member of our community through collaborative dialogue and partnership opportunities.

**DIP Strategy 1:** Increase **CCMR educational awareness opportunities for K-5th grade students, parents, elementary campuses, and community stakeholders.** *(C&I - CCR)*

**DIP Strategy 2:** Explore strategic opportunities for **interdistrict open enrollment** to attract and retain students and families, **strengthen enrollment stability, and generate potential additional revenue.** *(Cabinet)*

**DIP Strategy 3:** Generate actionable **suggestions from the Northwest ISD Council of PTAs** during regularly scheduled Superintendent Roundtable meetings with the inclusion of a Board of Trustees member. *(Communications/Cabinet)*

**DIP Strategy 4:** Implement a **"New to NISD" quarterly questionnaire** to gauge whether families who are new to the district are adequately finding information and if they **feel welcomed and integrated** into our schools. *(Communications)*



# Strategic Goal 3 Strategies

## NISD Strategic Goal 3:

Northwest ISD will foster a safe environment and a culture of engagement that values the voices of all students, staff, families, and community members.

### Priority 3.2: Culture

Northwest ISD will model and instill a culture of belonging where all students, staff, families, and community voices are heard and valued.

**DIP Strategy 1:** Fully implement a **Campus Behavior Support Framework** at each school focused on Tier 1 behavior supports for teachers and students, Tier 2 supports at all levels for students needing additional support, and Tier 3 supports for a small number of students with significant needs. *(C&I - Elementary & Secondary Ed./Student Support Services)*

**DIP Strategy 2:** Continue **monitoring student attendance**, specifically targeting chronic absenteeism, and work closely with campuses to develop strategies to support students. *(C&I - Elementary & Secondary Ed.)*

**DIP Strategy 3:** Revise and implement the **districtwide Code of Civility** to align with Emergent Tree practices and parental rights requirements (SB 12) and develop a **districtwide communication and signage plan** to reinforce expectations and **foster a collaborative and respectful environment**. *(Cabinet)*

**DIP Strategy 4:** Create a **standardized process** for the communication of initiatives related to **new schools as well as construction timelines** to keep families and community members apprised of progress on new schools. *(Communication)*



# Strategic Goal 3 Strategies

## NISD Strategic Goal 3:

Northwest ISD will foster a safe environment and a culture of engagement that values the voices of all students, staff, families, and community members.

### Priority 3.3: Safety

Northwest ISD will continuously improve, maintain and communicate systems of support to strengthen the physical and emotional well-being of our students, staff, and community.

**DIP Strategy 1:** Increase a **sense of belonging and connection** for students by **improving respectful behavior** from and between students. *(C&I - Elementary & Secondary Ed / Student Support Services)*

**DIP Strategy 2:** Continue training all employees who regularly interact with students in an evidence-based mental health training program, **Youth Mental Health First Aid**. *(C&I - Student Support Services)*

**DIP Strategy 3:** Implementation of **NISD Student Wellness Center** to provide **evening counseling services** twice a week to support the emotional and physical well-being of students. *(C&I - Student Support Services)*

**DIP Strategy 4:** Design and implement an **Elementary Discipline Alternative Education Program (DAEP)**. *(Cabinet)*

**DIP Strategy 5:** Update the **Northwest ISD Crisis Communication Plan** to meet the new state-mandated template, aligning with required sections and formatting. *(Communication)*

**DIP Strategy 6:** Inform families of Northwest ISD's **Standard Response Protocol**, or SRP, through a **communications campaign** including written and visual messages, to increase awareness of actions taken in emergency events. *(Communication)*

**DIP Strategy 7:** Develop and implement a **large-scale reunification process** and training to strengthen safety procedures and ensure effective emergency response. *(Safety & Security)*



# STRATEGIC PLANNING SCHEDULE

Date	Description	Responsibility	Complete
May 12	DEIC - End of Year DIP Review and Needs Assessment	DEIC	√
June 10	2024-2025 DIP Summative Review	Executive Cabinet	√
June 23	2024-2025 DIP Summary Report to the Board	Dr. Griffin	√
August 4	Team of 8 Training	Dr. Foust	√
September 8	2025-2026 DIP Board Review	School Board	
September 9	DEIC Meeting – DIP Overview and Formal Vote	DEIC	
September 10	Deadline to Submit CIPs and Department Action Plans	Staff	
September 22	2025-2026 DIP Board Action	School Board	
September 22	2025-2026 CIPs Board Review	School Board	
October 6	2025-2026 CIPs Board Action	School Board	
November 17	DIP Formative Review	Executive Cabinet	
January 29	DIP Formative Review	Executive Cabinet	
February 9	2025-2026 DIP Mid-Year Summary Report to the Board	Dr. Griffin	
March 9	DIP Formative Review	Executive Cabinet	
May 12	DEIC - End of Year DIP Review and Needs Assessment	DEIC	
June 8	2025-2026 DIP Summative Review	Executive Cabinet	
June 22	2025-2026 DIP Summary Report to the Board	Dr. Griffin	
June 22	Strategic Framework (Beliefs, Vision, Mission, Goals, Priorities) - Board Discussion / Action	School Board	



**Questions?**