



2022-2027

# STRATEGIC PLAN



## MISSION

We will prepare our students to reach their full potential and excel in their chosen paths.

## TCISD WILL CREATE A SUPPORTIVE EDUCATIONAL ENVIRONMENT AND BUILD POSITIVE RELATIONSHIPS WITH ALL STAKEHOLDERS.

### STRATEGIES AND ACTION STEPS

#### Develop a customer service driven climate district-wide

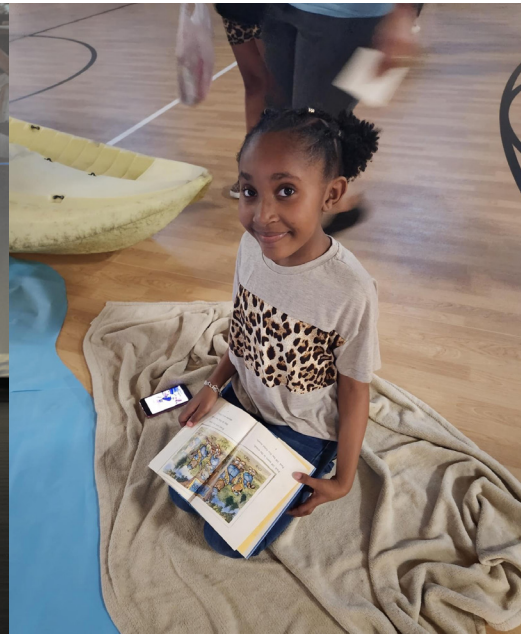
- Have ongoing training programs for all employees that focus on how to provide quality and timely assistance to students, parents, co-workers, and community
- Abide by the expectation of responding to phone calls and emails within 24 hours
- Develop publications such as “who does what” so that people know who to access for help
- Develop a FAQ section on the website to assist stakeholders

#### Promote a welcoming, nurturing, safe environment for all

- Make sure visitors feel welcome by having dedicated visitor parking at every building; have instruction for how to use the intercom system at school front doors; have signage in both English and Spanish; greet everyone with a smile
- Prioritize people by building relationships with students, their families, and co-workers
- Engage students in interactive learning activities where they can demonstrate success
- Establish a culture of inclusion and respect for all
- Provide SEL counselors who will meet regularly with all students
- Explore ways to build pride and sense of belonging for both Stingarees and Cougars across the community and businesses
- Establish a school-based health clinic
- Explore opportunities for providing mental health activities for employees (yoga, morning walk challenges, healing hands for teachers, utilizing workout rooms when vacant, etc.)
- Develop more district-wide social opportunities (family reunion style barbecue, district holiday open house, district back-to-school bash, etc.)

#### Celebrate student/staff success

- Utilize board meetings, faculty meetings, campus awards assemblies, the newspaper, the website, social media, and district and campus newsletters to promote student/staff success
- Implement a “Shoutout” series for students, staff alumni, and community to highlight success
- Make good news calls and emails to parents weekly
- Create opportunities such as Culture Fairs to celebrate diversity in the district
- Launch STEM/Science Fair contests



## TCISD WILL PROVIDE DIVERSE ACADEMIC PROGRAMS TO ALL STUDENTS THAT FOSTERS PREPAREDNESS TO MEET THE NEEDS OF A GLOBAL WORKFORCE.

### STRATEGIES AND ACTION STEPS

#### **Develop partnerships with workforce to ascertain and monitor current and developing needs**

- Create round-table of business, industry, Economic Development Council (EDC), and academic partners that serve as an advisory resource
- Reorganize current Career and Technical Education (CTE) Advisory Council to include multiple partners that represent each program in subcommittees
- Explore partnership with EDC including adding a workforce development liaison with possible funding through EDC
- Partner with Chamber of Commerce to identify contacts that align with our current programs in career and technical education
- Identify student career goals by end of 8th grade including exposing students through course selection and industry presentations
- Offer career days at all campuses that include community partners

#### **Develop job seeking skills**

- Offer and expand AVID program for 7th – 12th graders across the district
- Host job fairs that will include mock interviews, dress for success, social media presence, etc.
- Partner with neighboring banks/credit unions to provide financial literacy fair including credit, living expenses, legal aspects (wills, power of attorney) etc.

#### **Develop communication avenues to expose all students and families to academic and career programs through K-12 education**

- Build awareness of programs through countdown vignettes highlighting selected programs at parent/family events (concerts, stadium games, open house, etc.)
- Create spotlight videos through social media venues (LinkedIn, Instagram, etc.)
- Host student showcases of programs being offered at the secondary level for both middle schools and elementary schools
- Host Realtor open house events to highlight the state-of-the-art facilities, program offerings, and student success
- Ensure timely communication of events and programs across campuses and district
- Develop the website with a special programs tab to facilitate parent ability to obtain communication regarding all special programs

#### **Ensure all students belong to a program, club, or organization to build a connection to the campus**

- Implement UIL programs at elementary level
- Provide elementary athletic opportunities (i.e. Little Olympics) across all elementary campuses
- Create and send survey to determine student interests to develop campus clubs
- Develop budget to support activities through sponsor stipends and resources
- Establish benchmark data to determine student involvement and establish yearly measures to reach 100% in five years
- Host weekly Club Days (during the day) so students are engaged and will not want to miss that day of school
- Investigate mentorship programs for elementary and intermediate students
- Develop classes to support social development

#### **Ensure TCISD provides programs that meet the needs of the district's diverse student population**

- Utilize trauma informed teaching to remove barriers for student learning
- Establish expectations for relationship building to support our students
- Expand gifted and talented program to be inclusive of student demographics across the district as well as program opportunities
- Develop a robust English Learner (EL) program that addresses the needs of all Second Language Learners
- Explore options to improve graduation rates including a flexible school day schedule, starting a continuing education center, providing alternative initial credit opportunities, etc.
- Explore integrating Art classes at the elementary level
- Investigate options for creating Magnet campuses in TCISD

**TCISD WILL FOSTER CLASSROOM ENVIRONMENTS THAT ARE ENGAGING, MOTIVATING, NURTURING, AND HOLD ALL STAKEHOLDERS ACCOUNTABLE FOR LEARNING AT HIGH LEVELS.**

## **STRATEGIES AND ACTION STEPS**

### **Create and implement an attendance improvement plan**

- Establish district attendance committee
- Develop specific district attendance and tardy guidelines
- Build community awareness and promotion of attendance

### **Create a plan for ensuring we have aligned curriculum documents and vetted resources that ensure student engagement and high levels of learning**

- Develop curriculum committees, timeline and secure consultants
- Develop a Curriculum Management Framework
- Audit documents and vet resources
- Revise documents based upon audit results and framework
- Enhance curriculum documents with embedded instructional technology aligned with the core content standards

### **Create a robust, long-term professional development plan that promotes student engagement and high expectations for learning**

- Establish district committee and timeline in order to develop a long-range professional learning plan
- Determine needs and establish required trainings aligned to the vision of the district (Engagement, PLC's Visible Learning, intentional plan for coaching teachers on embedded technology)
- Provide professional development that addresses the needs of our students based on demographics (i.e. poverty training, trauma informed training)
- Establish resources, consultants and logistical requirements based on curriculum audit
- Utilize staff development days withing the district calendar to provide opportunities for horizontal and vertical collaboration

### **Develop a plan for calibrating and aligning leadership expectations for T-TESS evaluations**

- Establish district committee and timeline to develop an aligned understanding of the T-TESS rubric
- Determine needs and establish required trainings

### **Develop a district wide literacy plan for all grade levels to ensure that students have access to instruction that promotes fluency in reading, writing, speaking, listening and critical thinking**

- Establish district literacy committee
- Create and implement a 5-year literacy plan

### **Develop intervention systems (MTSS/RTI) and identify strategies to meet academic and behavioral needs of students**

- Establish district MTSS/RTI committee
- Develop a handbook to provide campus guidance with MTSS/RTI
- Determine needs and establish required trainings
- Implement PBIS at district and campus levels to support behavior in MTSS
- Investigate various master schedules at the secondary level

### **Create a plan for improving classroom management and discipline**

- Establish a district-wide behavior committee
- Review district behavior data (campus and district) and determine trends and concerns (including cell phone usage) to be addressed
- Develop a systematic district-wide behavior management plan which addresses ISS/OSS/DAEP, the hierarchy for removals and consistency across the district
- Research and identify resources that can be used to train and build teacher capacity in classroom management

## TCISD WILL FOSTER CLASSROOM ENVIRONMENTS THAT ARE ENGAGING, MOTIVATING, NURTURING, AND HOLD ALL STAKEHOLDERS ACCOUNTABLE FOR LEARNING AT HIGH LEVELS.

- Provide Intervention Team training in academic and behavioral interventions
- Establish and train a PBIS team on each campus
- Retrain on the MDR process and Special Education students placed at DAEP
- Identify training resources for staff on de-escalation techniques, conflict resolution, vaping, alternatives to DAEP, increasing family engagement, etc.



**TCISD WILL RECRUIT, DEVELOP, AND RETAIN EFFECTIVE STAFF WHO ARE WILLING TO TAKE RISKS, BUILD RELATIONSHIPS, AND CREATE A POSITIVE LEARNING ENVIRONMENT FOR STUDENT SUCCESS.**

## **STRATEGIES AND ACTION STEPS**

### **Recruit teachers using non-traditional methods**

- “Grow your own teachers” from current para/substitute program
- Hire through District of Innovation and alternative certification
- Recruit from areas where pay is less (example: Arkansas, Louisiana)
- Capitalize on District of Innovation status
- Anticipate vacancies and hire early
- Hire from substitute pool
- Develop a marketing plan for teacher recruitment
- Investigate providing daycare for employees and students
- Determine the feasibility of a 4-day school week
- Explore providing internship opportunities, including partnering with local universities for teachers, counselors, special services, etc.

### **Develop state-of-the-art instructional facilities and programs**

- Explore expansion to STEM/STEAM (include Art) programs at the elementary level
- Build inclusive playgrounds through community partnerships
- Beautify all campuses creating a warm and inviting environment
- Convert the “old” Guajardo gym to a state-of-the-art training center
- Explore ways to create science labs on elementary campuses

### **Retain staff by ensuring all voices are heard and opinions are valued**

- Utilize the QuEST Committee to address topics such as: dress code, behavior, scaled back lesson plans, and housing ideas for teachers
- Form Superintendent Teacher Advisory Committee to meet monthly

### **Retain staff by providing competitive compensation and benefits**

- Develop a salary structure that is comparable or higher than surrounding districts
- Increase district contribution to employee medical insurance
- Explore school districts outside our surrounding areas and innovative ways the district can compensate teachers and staff
- Explore opportunities to provide childcare and PreK opportunities for employees
- Develop a mentorship program for district teachers and administrators
- Offer sign-on bonuses and retention incentives

### **Improve teacher and staff attendance**

- Provide quarterly incentives (by campus/department) for employees in appreciation for faithful attendance
- Build relational capacity among leaders and staff to improve campus culture
- Share research behind the importance and value of employees being present
- Focus on wellness by emphasizing nutrition, sleep and exercise
- Make staff aware of benefits such as 5 free counseling sessions with the employee assistance program

### **Build leadership capacity among all staff**

- Offer Aspiring Administrator and Aspiring Principal Academy for teachers and assistant principals
- Implement Solution Tree PLC model to develop campus teacher leaders across content and grade levels
- Apply to participate in Holdsworth Partnership to build leadership pipeline and develop leadership skills
- Offer monthly principal learning time to build leadership credibility across all campuses and the district

## TCISD WILL ACTIVELY ENGAGE PARENTS IN THEIR CHILD'S LEARNING PROCESS, THROUGH SUPPORT, TRAINING, AND NECESSARY TOOLS.

### STRATEGIES AND ACTION STEPS

#### **Create a district framework for effectively communicating with parents in multiple ways**

- Utilize the district-created branding documents when communicating
- Establish procedures for campus and district communication (crisis, internal, community, parent)
- Determine the accessibility of information shared with parents and community members (languages, method of communications, folders, etc.)
- Develop a parent communication committee to determine how to send out communication and best ways to reach our families
- Create and disseminate a flow chart for identifying the best person to contact to resolve concerns, issues, or questions

#### **Establish a district parent support center that provides training opportunities and information to parents**

- Research other districts that provide a parent support center
- Identify a facility that could serve as a district parent support center
- Establish goals and objectives for a parent support center; design a menu of offerings, resources, and materials to share with parents
- Investigate funding options for a parent support center
- Provide information that is valuable to parents new to the district in multiple languages

#### **Offer meaningful parent engagement opportunities throughout the school year at all campuses**

- Identify and schedule district required campus events before the school year starts (Open House, Academic Nights)
- Create a district parent events master calendar
- Provide campuses with district and city event dates that may impact planning
- Develop a plan on each campus to enhance and increase family engagement opportunities
- Promote and highlight events at the beginning of each month (grade level newsletter, Facebook, shout-outs, and save the dates)
- Schedule student events and parent engagement opportunities together

#### **Promote community/school partnerships within and outside of the school**

- Conduct parent learning nights including outside organizations
- Utilize city resources to create community/school connections (library, youth in government)
- Schedule district wide focus days (literacy awareness, kindness month, community service day)
- Partner with businesses to obtain incentives for faithful attendance (95% for students and staff)
- Establish "Alumni Give Back" days at the campuses
- Host Community Platicas

#### **Actively recruit and engage parents in volunteer opportunities based on interest/skill sets**

- Create a skill survey for parents to share specific skills, knowledge, and interests that they would be willing to share with other parents or campuses
- Share information with campus administrators so they can collaborate with parents to provide training sessions and/or informational meetings
- Utilize the list at the district level to allow parents the opportunity to serve on district committees that would benefit from parent input and participation
- Notify parents of district wide events and opportunities for volunteering and participation
- Develop parent organizations on campuses such as PTOs, Watch D.O.G.S, etc.