



# Alignment & A Cadence of Accountability

## Mansfield Independent School District



**Mission** To inspire and educate students to be productive citizens.

A destination district committed to excellence. **Vision**

### Values

- Students First
- Continuous Improvement
- Integrity
- Communication
- Positive Relationships
- Resiliency

**Motto** MISD: A great place to live, learn, and teach.

### Guiding Statements

1. Students will read on level or higher by the beginning of third grade and will remain on level or higher as a MISD student.
2. Students will demonstrate mastery of Algebra I by the end of ninth grade.
3. Students will graduate college, career, and/or military ready (CCMR).
4. Students will participate in an extra or co-curricular activity.
5. Our parents and students will have choices with educational opportunities.



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### Values

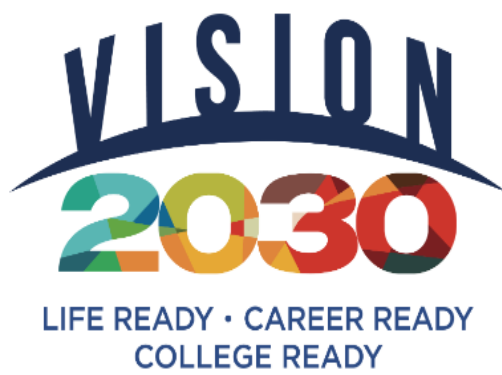
- Students First
- Continuous Improvement
- Integrity
- Communication
- Positive Relationships
- Resiliency



**Motto** MISD: A great place to live, learn, and teach.

### Guiding Statements

1. Students will read on level or higher by the beginning of third grade and will remain on level or higher as an MISD student.
2. Students will demonstrate mastery of Algebra II by the end of eleventh grade.
3. Students will graduate life ready.
4. Students will graduate college and/or career ready.



## GUIDING STATEMENTS

1. Students will read on level or higher by the beginning of the third grade and will remain on level or higher as an MISD student.
2. Students will demonstrate mastery of Algebra II by the end of 11<sup>th</sup> grade.
3. Students will graduate life ready.
4. Students will graduate college and/or career ready.

**Mission** To inspire and educate students to be productive citizens.

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A destination district committed to excellence. **Vision**

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## Values

- Students First
- Continuous Improvement
- Integrity
- Communication
- Positive Relationships
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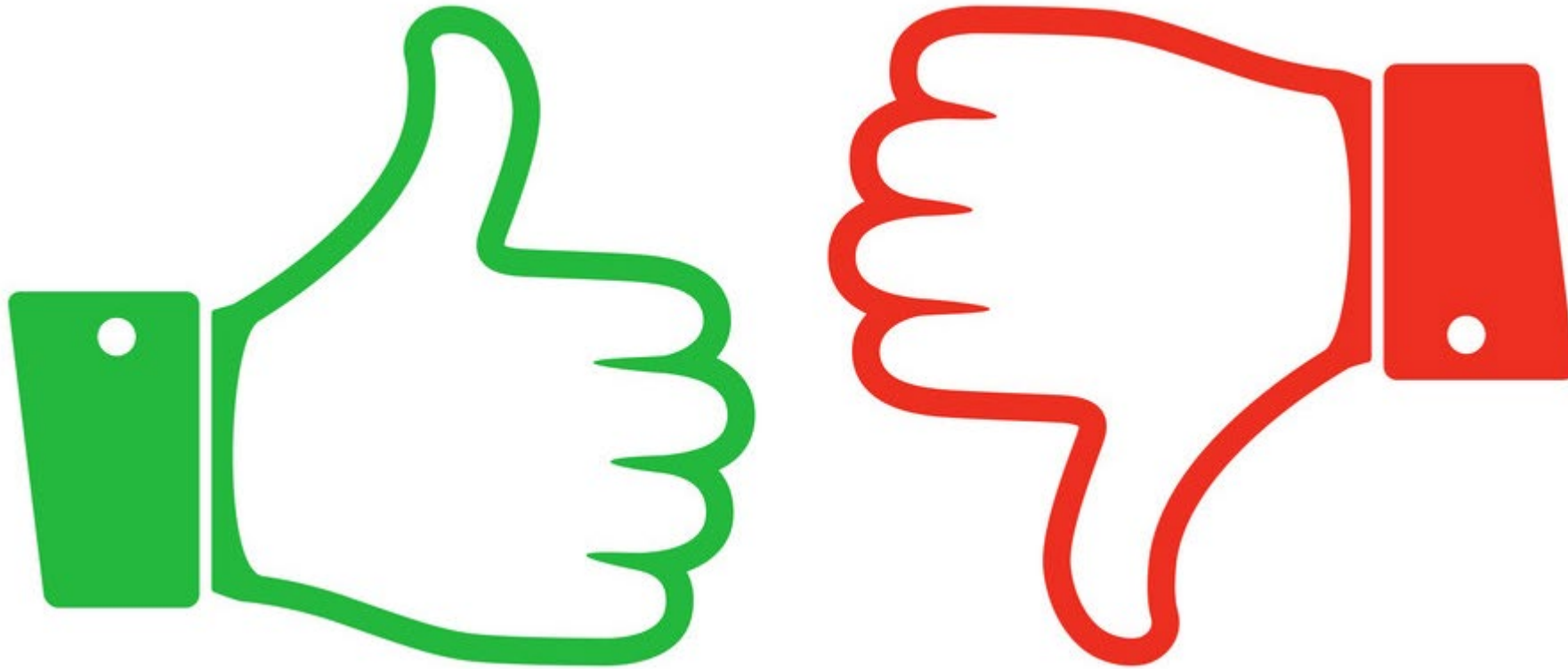


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**Motto** MISD: A great place to live, learn, and teach.

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# Board of Trustees



**Strategic Plan**

**Board of Trustees**



**District Scorecard**

# District Scorecard

## 1<sup>st</sup> 5 Years

# 2021 – 2026

## 2<sup>nd</sup> 5 Years

# 2027 – 2031

# Guiding Statements

## 1. Vision 2030 Guiding Statements

#	Key Strategic Measure	5 Year Goal	Base Line 20-21	Actual Data					Status
				21-22	22-23	23-24	24-25	25-26	
1.1	% Reading on level by start of 3 <sup>rd</sup> grade	82%		73%	72%	74%	76%		
1.2	% of students mastering Algebra 2	80%	69%	76%	77%	74%	74%		
1.3	% of students graduating Life Ready	80%		58%	76%	63%*	84%		
1.4	% of students graduating College and/or Career Ready	88%		66%	78%	97%	98%		

\*Availability of 23-24 Life Ready data due to cybersecurity incident impacts overall %.

1.1		≥ 82%
		72% - 81.9%
		65% – 71.9%
		< 65%

1.2		≥ 80%
		70% - 79.9%
		65% – 69.9%
		< 65%

1.3		≥ 80%
		70% - 79.9%
		65% – 69.9%
		< 65%

1.4		≥ 88%
		78% - 87.9%
		65% – 77.9%
		< 65%

\*Final 25-26 Measure Brackets

# Curriculum, Instruction & Accountability

2. Curriculum, Instruction & Accountability									
#	Key Strategic Measure	5 Year Goal	Base Line 20-21	Actual Data					
				21-22	22-23	23-24	24-25	25-26	Status
2.1	% of students on/above grade level per STAAR ELA Meets	65%	56%	59%	60%	62%	62%		
2.2	% of students on/above grade level per STAAR Math Meets	60%	48%	51%	55%	54%	55%		
2.3	% Completing Student Scorecard	80%		74%	*	58%*	85%		
*Availability of 23-24 Life Ready data due to cybersecurity incident impacts overall %.									

2.1		≥ 65%
		60% - 64.9%
		55% – 59.9%
		< 55%

2.2		≥ 60%
		55% - 59.9%
		50% – 59.9%
		< 50%

2.3		≥ 80%
		70% - 79.9%
		60% – 69.9%
		< 60%

\*Final 25-26 Measure Brackets



# Student Services

3. Student Services									
#	Key Strategic Measure	5 Year Goal	Base Line 20-21	Actual Data					
				21-22	22-23	23-24	24-25	25-26	Status
3.1	% Students in Extra/Co-curricular Activities	90%	77%	68%	68%	85%	81%		
3.2	Student Survey-% Satisfied	70%	60%	50%	59%	62%	64%		
3.3	% Out of Placement (ISS/OSS/DAEP)	15%		11%	11%	12%	11%		

3.1		≥ 90%
		80% - 89.9%
		70% – 79.9%
		< 70%

3.2		≥ 70%
		60% - 69.9%
		55% – 59.9%
		< 60%

3.3		≤ 15%
		15.1% - 20%
		20.1% – 25%
		> 25%

\*Final 25-26 Measure Brackets

# Technology

4. Technology									
#	Key Strategic Measure	5 Year Goal	Base Line 20-21	Actual Data					Status
				21-22	22-23	23-24	24-25	25-26	
4.1	% Critical Systems Scheduled Uptime	98%	99%	99.8%	95.6%	99.6%	99.8%		
4.2	% Work Orders Completed within 7 Business Days	80%	63%	81.5%	80.5%	86.9%	89.9%		
4.3	Cybersecurity: Uncompromised End-Points	99%	99%	99.8%	99.78%	99.99%	99.97%		

4.1		≥ 98%
		93% - 97.9%
		90% – 92.9%
		< 90%

4.2		≥ 80%
		65% - 79.9%
		55% – 64.9%
		< 55%

4.3		≥ 99%
		94% - 98.9%
		90% – 93.9%
		< 90%

\*Final 25-26 Measure Brackets

# Human Resources

5. Human Resources									
#	Key Strategic Measure	5 Year Goal	Base Line 20-21	Actual Data					
				21-22	22-23	23-24	24-25	25-26	Status
5.1	% Teacher Retention Rate	90%	89.6%	86.7%	82.9%	84%	TAPR		
5.2	Teaching staff reflects diversity of student population - % Gap	≤ 10%	14.9%	14.1%	13.7%	13.6%	TAPR		
5.3	Staff Survey - % Satisfied	85%	80%	75%	79%	82%	76%		

5.1		≥ 90%
		80% - 89.9%
		70% – 79.9%
		< 70%

5.2		≤ 10%
		10.1% - 15%
		15.1% – 20%
		> 20%

5.3		≥ 85%
		75% - 84.9%
		65% – 74.9%
		< 65%

\*Final 25-26 Measure Brackets

# Communications & Marketing

6. Communications & Marketing									
#	Key Strategic Measure	5 Year Goal	Base Line 20-21	Actual Data					Status
				21-22	22-23	23-24	24-25	25-26	
6.1	# MISD Positive Publicity Media Hits	1464	970	1,276	2,063	1,522	1,529		
6.2	ACE Summer Rd & Math Progress %	90%		85%/95%	80%/93%	76%/91%	86%/87%		
6.3	Revenue Generated	\$4,000,000	\$3,126,571	\$3,466,915	\$3,692,885	\$3,807,605	\$4,752,615		

6.1		≥ 1464
		1200 – 1463
		970 – 1200
		< 970

6.2		≥ 90%
		80% - 89.9%
		70% – 79.9%
		< 70%

6.3		≥ \$4,000,000
		\$3 mil - \$3.9 mil
		\$2 mil - \$2.9 mil
		< \$2,000,000

\*Final 25-26 Measure Brackets

# Facilities & Operations

7. Facilities & Operations									
#	Key Strategic Measure	5 Year Goal	Base Line 20-21	Actual Data					Status
				21-22	22-23	23-24	24-25	25-26	
7.1	% of Work Orders Completed within 5 Business Days	81%	78%	80%	79%	78%	80%		
7.2	% of Workers Compensation Claims Filed	6.75%	8%	5.8%	8.1%	7.4%	5.8%		
7.3	% of Student Meal Participation	65%	60%	74%	69%	72%	72%		

7.1		≥ 81%
		76% - 80.9%
		71% – 75.9%
		< 71%

7.2		≤ 6.75%
		6.74% - 10%
		10.9% – 14.9%
		> 15%

7.3		≥ 65%
		60% - 64.9%
		55% – 59.9%
		< 55%

\*Final 25-26 Measure Brackets

# Business & Finance

8. Business & Finance									
#	Key Strategic Measure	5 Year Goal	Base Line 20-21	Actual Data					Status
				21-22	22-23	23-24	24-25	25-26	
8.1	Highest rating on FIRST	Superior	Superior	Superior	Superior	Superior	Superior		
8.2	Clean Financial Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit		
8.3	Trainings Provided to District Personnel	15	8	8	19	22	21		

8.1		Superior
		Above Standard
		Meets Standard
		Substandard

8.2		Clean Audit
		Qualified Opinion
		Disclaimer of Opinion
		Adverse Option

8.3		$\geq 15$
		12 - 14
		9 – 11
		$< 9$

*\*Final 25-26 Measure Brackets*

# Safety & Security

9. Safety & Security									
#	Key Strategic Measure	5 Year Goal	Base Line 20-21	Actual Data					Status
				21-22	22-23	23-24	24-25	25-26	
9.1	% Police Presentations Per Month	95%	63%	112%	109%	135%	138%		
9.2	% District Physical Security Audit	94%			90%	90%	91%		
9.3	% Police Force Meeting TCOLE Standards	100%	100%	100%	100%	100%	100%		

9.1		≥ 95%
		85% - 94.9%
		80% – 84.9%
		< 80%

9.2		≥ 94%
		87% - 93.9%
		83% – 86.9%
		< 83%

9.3		≥ 100%
		90% - 99.9%
		80% – 89.9%
		< 80%

\*Final 25-26 Measure Brackets

# Scorecard Alignment

## Mansfield ISD District Scorecard 2021-2026

1. Vision 2030 Guiding Statements									
#	Key Strategic Measure	5 Year Goal	Base Line 20-21	Actual Data					Status
				21-22	22-23	23-24	24-25	25-26	
1.1	% Reading on level by start of 3 <sup>rd</sup> grade	82%		73%	72%	74%	76%		
1.2	% of students mastering Algebra 2	80%	69%	76%	77%	74%	74%		
1.3	% of students graduating Life Ready	80%		58%	76%	63%*	84%		
1.4	% of students graduating College and/or Career Ready	88%		66%	78%	97%	96%**		

\*Availability of 23-24 Life Ready data due to cybersecurity incident impacts overall %.

## MANSFIELD ISD BOARD OF TRUSTEES / SUPERINTENDENT KEY STRATEGIC MEASURES

- Goal 1:** Remain focused on the Board's goals and priorities, annually evaluating its performance as a team, with attention given to the district's vision and goals; fulfilling the board's duties, responsibilities, and commitments; and the board's working relationship with the superintendent.
- Goal 2:** Ensure the equitable distribution of resources, opportunities, and experiences based on the diverse needs of students and schools

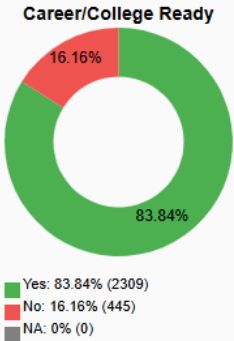
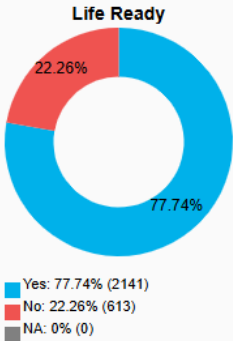
1. Guiding Statements									
#	Key Strategic Measure	5 Year Goal	Baseline 2021-22	Actual Data					Status
				2022-23	2023-24	2024-25	2025-26	2026-27	
1.1	% Reading on level by start of 3 <sup>rd</sup> grade	TBD							
1.2	% of students mastering Algebra 2	80%							
1.3	% of students Life Ready	TBD							
1.4	% of students graduating College and/or Career Ready	TBD							

7. Facilities & Operations									
#	Key Strategic Measure	5 Year Goal	Base Line 20-21	Actual Data					Status
				21-22	22-23	23-24	24-25	25-26	
7.1	% of Work Orders Completed within 5 Business Days	81%	78%	80%	79%	78%	80%		
7.2	% of Workers Compensation Claims Filed	6.75%							
7.3	% of Student Meal Participation	65%							

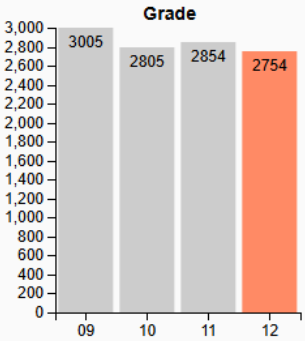
## Analysis Life, Career or College Ready

Reset All 2026

## Student Scorecard



2,754  
Students





Facilities and Operations Scorecard 2021-2026									
7.1 Maintenance									
#	Key Strategic Measure	5 Year Goal	Base Line 2019-2020	Actual Data					Status
				21-22	22-23	23-24	24-25	25-26	
7.1.1	Percentage Total Work Orders Completed within 5 Business Days	≥83%	78%	80%	79.3%	77.8%	79.80%		Green
7.1.2	Percentage of Labor Hours dedicated to Preventative Maintenance	≥25.5%	23%	23.8%	21.1%	22.5%	23.10%		Green
7.1.3	Percentage of Worker's Compensation Claims per total Employees	≤6.75%	8.0%	1.25%	3.75%	5.0%	3.75%		Blue
7.2 Custodial									
#	Key Strategic Measure	5 Year Goal	Base Line 2019-2020	Actual Data					Status
				21-22	22-23	23-24	24-25	25-26	
7.2.1	Worker's Compensation Paid Claims	≤6.75%	8.0%	5.81%	8.06%	7.4%	5.81%		Blue
7.2.2	Percentage of Total Work Orders Completed within 10 Business Days	80%	75.0%	NG	NG	86.0%	90%		Blue
7.2.3	Leadership Training Program Hours	600	500	509	519	516	516		Green
7.3 Student Nutrition									
#	Key Strategic Measure	5 Year Goal	Base Line 2019-2020	Actual Data					Status
				21-22	22-23	23-24	24-25	25-26	
7.3.1	Meal Participation	70%	60%	74%	69%	72%	72%		Blue
7.3.2	Food cost margin	≤41%	43.0%	32%	37%	42%	43%		Green
7.3.3	Workers Compensation Claims	≤6.0%	8.6%	7.37%	4.55%	6.65%	7.40%		Yellow
7.3.4	Kitchen Staff Retention	>83%	70.0%	NG	NG	78%	80%		Yellow
7.4 Bond Management									
#	Key Strategic Measure	5 Year Goal	Base Line 2019-2020	Actual Data					Status
				21-22	22-23	23-24	24-25	25-26	
7.4.1	Bond 2017 Percentage Under Budget	≥1.0%	2.0%	1%	1%	1%	1%		Green
7.5 Energy Management									
#	Key Strategic Measure	5 Year Goal	Base Line 2019-2020	Actual Data					Status
				21-22	22-23	23-24	24-25	25-26	
7.5.1	Energy Management Cost Avoidance	≥20%	18.9%	22.1%	19.1%	17.8%	22%		Blue
7.6 Risk Management									
#	Key Strategic Measure	5 Year Goal	Base Line 2019-2020	Actual Data					Status
				21-22	22-23	23-24	24-25	25-26	
7.6.1	Total Paid Worker's Comp claims	<\$900,000	\$220,589	\$613,325	\$832,078	\$484,038	\$855,969		Blue
7.6.2	Annual Safety Visits	110	128	123	DNA	DNA	DNA		
7.7 The Center for the Performing Arts									
#	Key Strategic Measure	5 Year Goal	Base Line 2019-2020	Actual Data					Status
				21-22	22-23	23-24	24-25	25-26	
7.7.1	Percentage of overall events dedicated to the MISD Fine Arts	25%	24.64%	51%	67%	65%	64%		Blue
7.7.2	Number of events students participate in that are hosted by the Center Arts Program	10	10	18	36	38	30		Blue
7.7.3	Number of community events students participate in that are hosted by the Center Arts Program	5	5	39	80	90	84		Blue
7.8 Transportation									
#	Key Strategic Measure	5 Year Goal	Base Line 2019-2020	Actual Data					Status
				21-22	22-23	23-24	24-25	25-26	
7.8.1	Reduce the number of buses that are out of service daily	<12%	16.25	22.1%	18.6%	13.4%	13.30%		Green
7.8.2	Reduce the number of at-fault bus accidents	<24	DNA	69	61	43	69		Red
7.8.3	Reduce the number of daily hours that non-route staff are required to drive routes	<30	65.24	77	DNA	5	63		Red



LIFE READY • CAREER READY  
COLLEGE READY

# Department Scorecard Facilities & Operations

## PLAN ON A PAGE

<b>2024-2025</b>		<b>Department: Maintenance</b>
<b>District Mission</b>		
To inspire and educate students to be productive citizens.		
<b>District Vision</b>		
A destination district committed to excellence.		
<b>District Motto</b>		<b>Department Motto</b>
MISD: A great place to live, learn, and teach.		Provide all students, staff, and visitors with a clean, safe, and comfortable environment that is conducive to the educational process.
<b>District Vision</b>		
<ul style="list-style-type: none"> <li>- Students First</li> <li>- Continuous Improvement</li> <li>- Integrity</li> <li>- Communication</li> <li>- Positive Relations</li> <li>- Resiliency</li> </ul>		
<b>MISD Guiding Statements</b>		
<ol style="list-style-type: none"> <li>1. Students will read on level or higher by the beginning of third grade and will remain on level or higher as a MISD student.</li> <li>2. Students will demonstrate mastery of Algebra II by the end of eleventh grade.</li> <li>3. Students will graduate life ready.</li> <li>4. Students will graduate college and/or career ready.</li> </ol>		
<b>Vision Goals</b>		<b>Supporting Goals</b>
Facilitate the process of students learning to read on grade level and mastering Algebra II by the end of eleventh grade by providing a safe, comfortable, clean, and high-functioning facility- free of defects.		1. Complete at least 80% of work orders within 5 business days. 2. Dedicate at least 23% of labor hours to preventative maintenance. 3. Limit the number of workers compensation claims to less than 8% of maintenance staff.

## 2024-2025 MISD Action Plan using PDSA

<b>Campus/Department</b>  <b>RISK MANAGEMENT</b>	<b>Vision 2030</b>  <b>Strategic Guiding Statement</b>	<b>Type(s) of Plan</b> <input checked="" type="checkbox"/> Vision 2030 <input type="checkbox"/> Additional Targeted (TEA) <input type="checkbox"/> Supporting
<b>P PLAN: Identify the need, the goal and the approach</b>		
<p><b>What do you hope to accomplish?</b>          8.1.1 Workers Compensation TOTAL PAID medical claims for year will be less than \$600k.</p> <p><b>Our goal Identify your "One Thing" (strategy):</b>          We will increase safety awareness, training, and support for all employees in order to decrease paid workers' compensation claims.</p> <p><b>Why did you choose this goal (strategy)? Include the process you used to establish the root cause.</b>          5-Whys Quality Tool was used to determine why the MISD Workers' Comp claims are high. It was determined that there is no evidence of common safety practices being utilized across the district.</p>		

**Baseline Data & Rationale:** What data or evidence supports the need for this goal? *(Insert data with levels, trends & comparable(s))*  
*Additional Targeted schools must include Closing the Gaps report data.*

Below are #'s from our carrier showing the TOTAL PAID MEDICAL from 2019-2020 through the 2023-2024 school year.

2019-2020 \$175,820  
 2020-2021 \$274,211  
 2021-2022 \$613,325  
 2022-2023 \$857,819  
 2023-2024 \$484,038

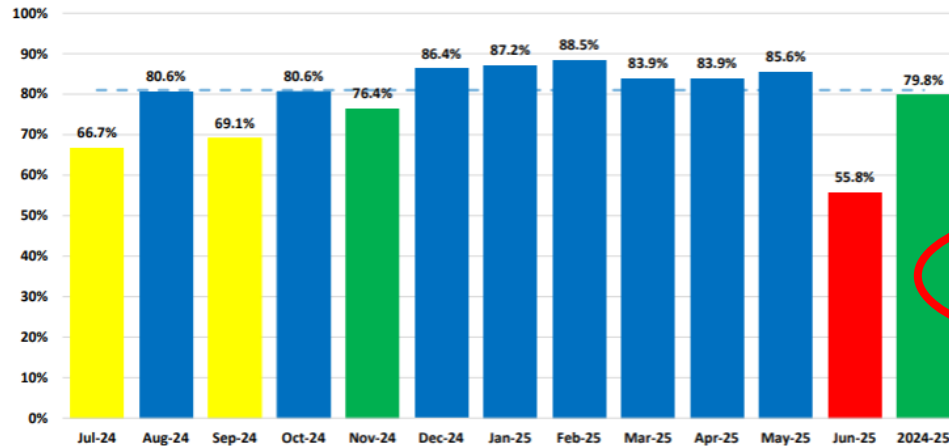
**Approach & Evidence Sources:** How will you measure goal implementation with lead fidelity and lead performance measures? What will you use as a lag measure to know you've accomplished your "One Thing"?

# EC Accountability - Dashboard

Department	Key Strategic Measures										Data Collected, Managed, and Reported by		
Facilities and Operations – Focus on Operational Excellence	7.1.1 % of Total Maintenance Work Orders Completed within 5 Business Days 7.2.1 % of Custodial Workers Compensation Claims Filed 7.3.1 % of Student Meal Participation										Jeff Brogden Rita Denton		
Leading Indicator Measure	Reported By	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.
7.1.1 % of Total Maintenance Work Orders Completed within 5 Business Days	Mr. Brogden	X		X		X		X		X		X	X
7.1.2 % of Maintenance Labor Hours Dedicated to Preventative Work Orders	Mr. Brogden	X		X		X		X		X		X	X
7.2.1 % of Custodial Workers Compensation Claims Filed	Mr. Brogden	X				X				X			X
7.2.2 % of Total Custodial Work Orders Completed within 10 Business Days	Mr. Brogden	X		X		X		X		X		X	X
7.3.1 % of Student Meal Participation	Mr. Brogden	X		X		X		X		X		X	X
7.3.2 Decrease Food Cost Margin	Mr. Brogden	X				X				X			X
7.4.1 2024 Bond Program % Under Budget	Mr. Brogden	X		X		X		X		X		X	X
7.5.1 Energy Management Cost Avoidance	Mr. Brogden	X		X		X		X		X		X	X
7.6.1 District Total Paid Worker's Compensation Claims	Mr. Brogden	X				X				X			X
7.7.1 % of Overall Events Dedicated to the MISD Fine Arts Programs and Activities	Mr. Brogden	X		X		X		X		X		X	X
7.8.1 Reduce the Number of Buses That Are Out of Service Daily	Mr. Brogden	X		X		X		X		X		X	X

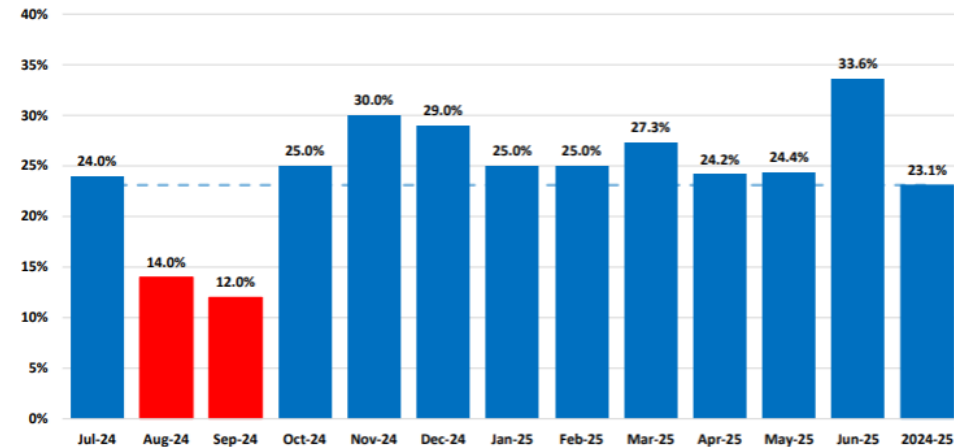
# EC Accountability - COA

## 7.1.1 % of Total Maintenance Work Orders Completed within 5 Business Days



Goal:  $\geq 80\%$  Annually

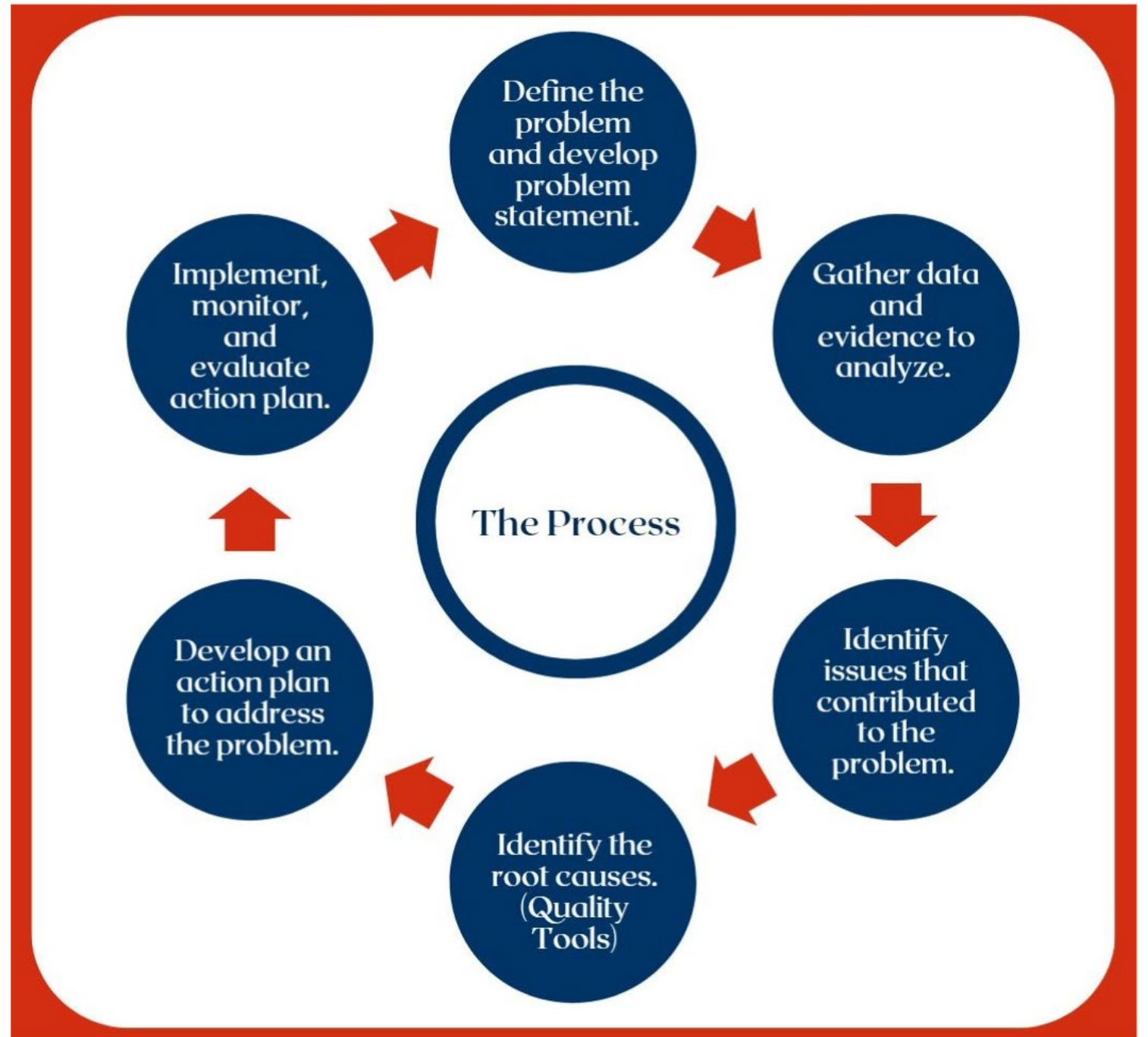
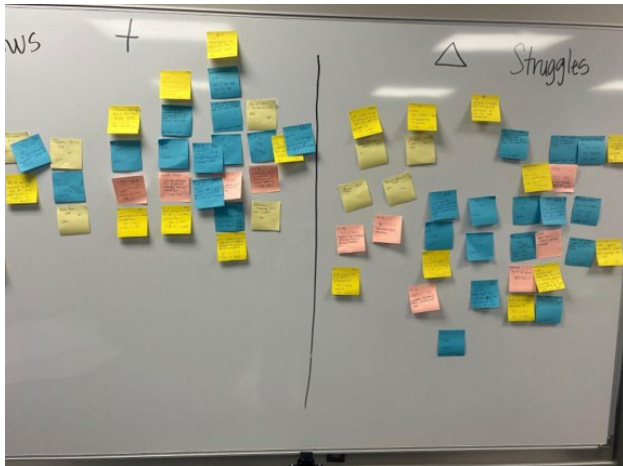
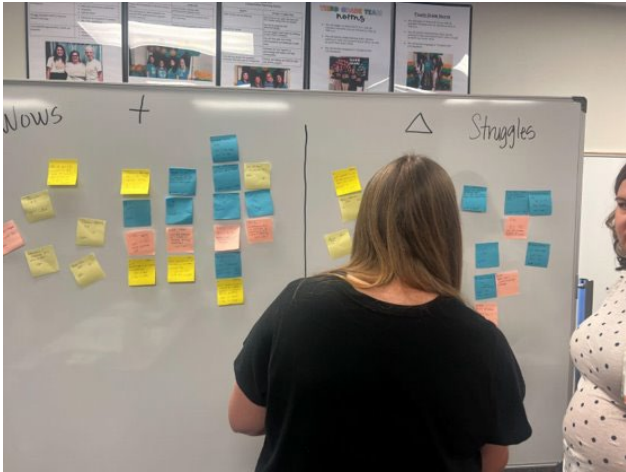
## 7.1.2 % of Maintenance Labor Hours Dedicated to Preventative Work Orders



Goal:  $\geq 23\%$  Annually



# Root Cause Analysis



# COA Measures

## Fidelity Measures

- ✓ Focuses on Adult Behavior
- ✓ Are you doing what you said you would do?
- ✓ Does it align to the identified “One Thing?”

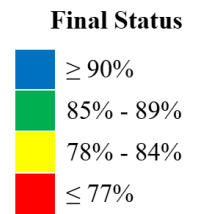
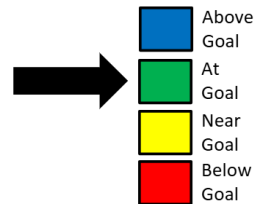
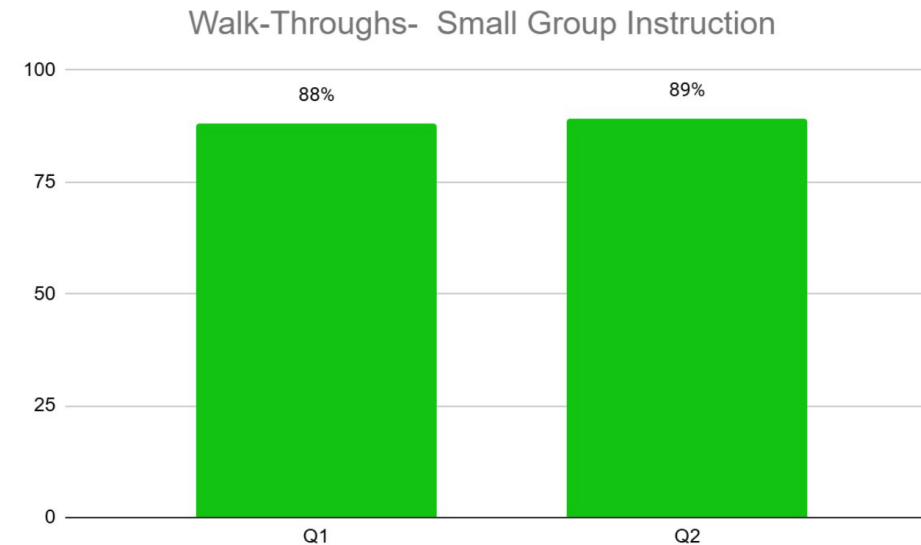
## Performance Measures

- ✓ Is it making an impact?
- ✓ Focuses on student performance
- ✓ Are the performance measures reliable?

# Plan, Do, Study, Act- COA

D 1 <sup>st</sup> Quarter Action Plan #1 Sept. 19- Feb. 6	DO: Create action plan for Quarter #1 based on data analysis Create the action plan for the 1 <sup>st</sup> Quarter below. What steps do you need to take to reach the year-long strategy?				
	Step What steps will you and your team take?	Measure /Indicator What data will be collected? OR How will you know the step is completed?	End Date When will the work be completed?	Person(s) Responsible	Title I Codes
	Using the district's small group reading framework, develop a campus walkthrough form	Google form	October	Campus Administrators	
	Have discussion during grade-level PLC about the comprehension skill to be addressed	Weekly PLC	Ongoing	Grade level teams	
	Conduct routine walkthroughs during small group instruction and provide actionable feedback.	Walkthrough Google form feedback	Ongoing	Campus Administrators	
	Monitor student progress by analyzing reading data (QPS, mClass, MAP) and adjust instruction as needed	PLC- Data Meetings after screeners	Ongoing	Grade level teams	

## Lead Fidelity Measure – Walk-Throughs



N=27 Walk-Throughs





## **September**

### ***Presenting the Plan***

Principal shares the following:

- Identification of the One Thing
- Process of root cause analysis
- Lead and Lag Measures
- Professional Learning

## **February**

### ***Showing Impact***

Principal shares the following:

- Review of Commitments
- Progress of Lead Fidelity and Performance Measures

## **June/July**

### ***Year End Progress***

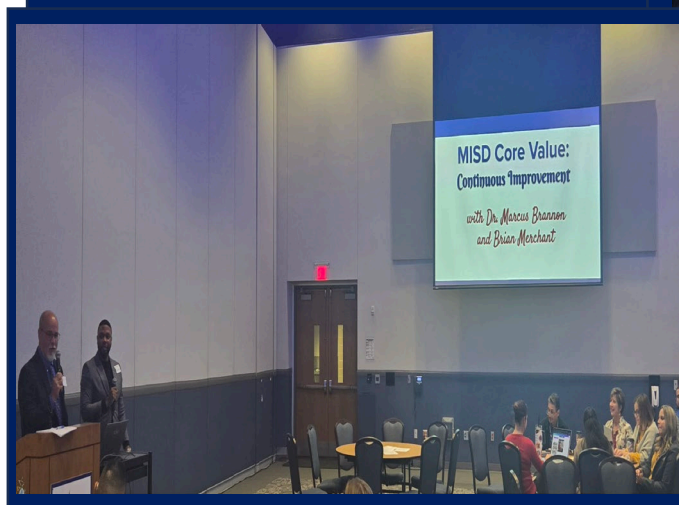
Principal shares the following:

- Review of Commitments
- Progress of Lead Measures and Final Lag Measures and Impact



# Building Capacity

# 2024



Date	Topic	Presenter(s)	Description
August 28, 2025	Welcome Continuous Improvement Preview of 25-26	Dr. Spencer Mr. Brogden Mrs. Denton	What is our district's systematic process for continuous improvement? How will my department/campus implement the process with fidelity to ensure students are first?  What and why we have the COA process.  Share the district scorecard
September 25, 2025	MISD Core Value: Continuous Improvement (PLAN-Root Cause and One Thing)	Dr. Spencer Mr. Brogden Mrs. Denton	Department Collaboration Time Feeder Pattern COA Feedback  Determine what you hope to accomplish. How does your "One Thing" impact your dept./campus reaching your goal?
October 30, 2025	MISD Core Values: Communication Positive Relationships Continuous Improvement	Mr. Brogden Dr. Tameka Patton Dr. Liddell Dr. Stoecker Mrs. Burns Mrs. Trongaard	<b>Breakout Sessions</b> Participants will have a choice to decide where they would like to grow in their leadership through MISD Core Values.  District leaders from various departments will lead sessions.
November 20, 2025	MISD Core Values: Communication Positive Relationships Continuous Improvement	Mr. Brogden Dr. Tameka Patton Dr. Liddell Dr. Stoecker Mrs. Burns Mrs. Tranguard	<b>Breakout Sessions</b> Participants will have a choice to decide where they would like to grow in their leadership through MISD Core Values.  District leaders from various departments will lead sessions.







# VISION 2030

LIFE READY • CAREER READY  
COLLEGE READY