

Beeville Independent School District

---

201 N St Mary's  
Beeville Texas 78104

# Strategic Plan 2017-2021: A Time to Dream, A Time to Do.

*Believing in Students' Dreams*



Strategic Planning Tasks per year				
2017	2018	2019	2020	2021
58	41	26	26	1

# Priority Area: Teaching & Learning Systems

## **Goal 1: Raise student achievement for all student populations.**

### Objective 1.1

Implement guaranteed and viable curriculum (TEKS Resources System) management plan by August 2017.

#### Strategy 1.1.1

Establish and articulate clear expectations for high-quality instruction and curriculum delivery.

#### Tasks

- 1.1.1.a. Develop and communicate norms and expectations for guaranteed and viable curriculum execution by May 2017.
- 1.1.1.b. Provide districtwide targeted professional learning for TEKS Resource System utilization—August 2017.
- 1.1.1.c. Engage ESC 2 for facilitated planning using TEKS Resource System—August 2017.
- 1.1.1.d. Implement evidence-based processes for monitoring and evaluating curriculum execution including constructive feedback mechanism August 2017.

#### Strategy 1.1.2

Require systematic vertical and horizontal professional planning within and among all campuses by August 2017.

#### Tasks

- 1.1.2.a. Redesign school calendar to increase vertical / horizontal planning and professional learning days—April 2017
- 1.1.2.b. Design master schedules to enhance teacher collaboration and planning through Professional Learning Community (PLC) model—July 2017.
- 1.1.2.c. Establish consistent standardized PLC guidelines for distribution by August 2017.
- 1.1.2.d. Provide comprehensive PLC training—October 2017.

1.1.2.e. Utilize technology to deepen teacher collaboration across district instructional teams—October 2017.

### Strategy 1.1.3

Develop local board policy to direct the management of curriculum delivery, including local learning standards—May 2018.

#### Tasks

1.1.3.a. Conduct review of local school board policies pertaining to curriculum management—June 2018.

1.1.3.b. Develop proposed policy to guide curriculum framework, including roles and responsibilities for curriculum review and determining overall effectiveness—July 2018.

1.1.3.c. Implement communication plan outlining BISD system of curriculum delivery and management—August 2018.

### Objective 1.2

Reestablish fundamental instructional “keystone habits” to drive continuous improvement in every classroom.

#### Strategy 1.2.1

Scale best instructional practices.

#### Tasks

1.2.1.a. Provide teachers with opportunities to share, collaborate, and model best pedagogical techniques—August 2017.

1.2.1.b. Implement BISD Teacher Academy to identify, share, and showcase best teaching practices in BISD—August 2017.

1.2.1.c. Develop teacher-to-teacher walkthrough and feedback mechanism—August 2017.

1.2.1.d. Require campus leaders to support and reinforce good instructional “habits” by way of walkthroughs and coaching feedback beginning 2017-18.

1.2.1.e. Train teachers in varied formative assessment techniques to enable ongoing check of student understanding and mastery during—2017-18.

### Strategy 1.2.2

Redesign campus intervention programs to guarantee early identification of learning gaps and subsequent implementation of research-based preventative measures.

#### Tasks

- 1.2.2.a. Analyze student-level data to pinpoint critical areas for targeted reading intervention—August 2017.
- 1.2.2.b. Design solutions for additional time and support, including measuring mastery, for struggling learners—August 2017.
- 1.2.2.c. Hire reading specialist position(s) to provide additional time and support for literacy intervention—as needed.
- 1.2.2.d. Implement evidence-based processes for monitoring and evaluating intervention execution including constructive feedback mechanism—August 2017.

### Objective 1.3

All students reading at grade level by end of 3<sup>rd</sup> grade by 2021.

#### Strategy 1.3.1

Implement comprehensive literacy framework for pre-kindergarten through grade 3—August 2017.

#### Tasks

- 1.3.1.a. Engage ESC 2 to provide teachers with quality professional development to support literacy instruction—August 2017.
- 1.3.1.b. Provide students with focused balanced literacy approach designed to take students beyond decoding and fluency to reading for meaning—August 2017.
- 1.3.1.c. Implement writing instruction framework for primary-grades—August 2017.

**Goal 2: Expand STREAM (Science, Technology, Reading, Engineering, Arts and Math) programing and advanced academics for all students.**

Objective 2.1

Maximize freedom and flexibility at the local level to pursue specific innovations in curriculum and instruction.

Strategy 2.1.1

Adopt an innovation plan as set forth in Texas Education Code chapter 12A.

Tasks

- 2.1.1.a. Appoint District Advisory Committee (DAC) to develop innovation plan by January 16, 2017.
- 2.1.1.b. Finalize innovation plan by January 2017
- 2.1.1.c. Plan posted on District website for 30 days—February 2017
- 2.1.1.d. DAC Public Meeting to pass plan by majority vote—March 2017
- 2.1.1.e. Board votes on plan by March 6, 2017

Strategy 2.1.2.

Design magnet and other unique school choice models that emphasize a particular educational focus such as: engineering, science, technology or the arts.

Tasks

- 2.1.2.a. Complete feasibility study of innovative/magnet school models by March 2019.
- 2.1.2.b. Provide recommendations on school choice models to school by April 2019
- 2.1.2.c. Propose implementation plan for strategic school choice(s) approved by board—May 2019
- 2.1.2.d. Develop tools, policies, and processes for magnet programming—June 2019
- 2.1.2.e. Launch first magnet academy and/or “thematic” campus—August 2019

### Strategy 2.1.3.

Restructure current grade spans and configurations at elementary, intermediate, and junior high campuses in the context of improving conditions for student achievement—March 2019.

#### Tasks

- 2.1.3.a. Complete feasibility study of grade spans and configurations to support innovative programming, including continuity, collaboration, and planning by March 2019.
- 2.1.3.b. Present recommendations and implications for proposed grade span/configurations to school board by March 2019.
- 2.1.3.c. If board approved, implement transition and communication plans for new grade configurations—March 2019.

**Goal 3: Design a system to recruit, retain, and reward exceptional talent to accomplish our mission.**

### Objective 3.1

Increase pool of high-quality teacher candidates and secure top talent.

#### Strategy 3.1.1

Develop a formal teacher recruitment/retention plan by October 2017.

#### Tasks

- 3.1.1.a. Evaluate current recruitment program—January to May 2017.
- 3.1.1.b. Define BISD teacher profile with input from staff—May 2017.
- 3.1.1.c. Draft new recruitment/retention plan with a focus on hiring for “attitude” and “fit” by August 2017.
- 3.1.1.d. Implement new digital marketing strategies to promote BISD as a destination district—October 2017.
- 3.1.1.e. Formalize relationships with colleges and universities to create teacher talent pipeline programs (ongoing).

#### Strategy 3.1.2

Host BISD Teacher Recruiting Events—February/March 2019.

## Tasks

- 3.1.2.a. Use staff members as BISD “talent ambassadors”—February 2019.
- 3.1.2.b. Develop new marketing collateral to differentiate BISD—February 2019.
- 3.1.2.c. Utilize local certification options via the District of Innovation designation to recruit hard to fill position—August 2019.
- 3.1.2.d. Implement teacher referral program, offer incentives/rewards to employees for positive referral—August 2019.

## Strategy 3.1.3

Develop competitive compensation structure for teachers.

## Tasks

- 3.1.3.a. Complete comprehensive compensation study—April 2017.
- 3.1.3.b. Design market-based salary structure—May 2017.
- 3.1.3.c. Propose compensation recommendation to school board—July 2017.

## Objective 3.2

Link BISD talent (human capital) and performance.

## Strategy 3.2.1

Create a system of talent evaluation and investment that reflects a deep commitment to leadership, quality, professionalism, and results.

## Tasks

- 3.2.1.b. Implement “Master Teacher / Teacher Leader” program—January 2018.
- 3.2.1.c. Create “on deck” program for aspiring administrators.—March 2018.
- 3.2.1.d. Implement “Master Principal” program—March 2018.
- 3.2.1.e. Design standardized mentorship program for any teacher new the district by April 2018.
- 3.2.1.f. Enhance New Teacher Induction program—May 2018.
- 3.2.1.g. Refine BISD Leadership Academy—May 2018.

### Strategy 3.2.2

Establish robust appraisal system for all staff based on goal-setting, recognition, feedback, results, and self-reflection.

#### Tasks

- 3.2.2.a. Evaluate effectiveness of current appraisal practices—January 2018.
- 3.2.2.b. Review and update all job descriptions—February 2018.
- 3.2.2.c. Establish committee to draft new appraisal instruments—March 2018.
- 3.2.2.d. Finalize new appraisal system, including instruments by April 2018.

## Priority Area: Financial Performance

### **Goal 1: Conduct comprehensive financial review.**

#### Objective 1.1

Assess, monitor, and ensure the financial health of BISD.

#### Strategy 1.1.1

Superintendent appoints finance committee composed of selected staff and other financial experts.

#### Tasks

- 1.1.1.a. Develop pro forma statements including data on debt service, expenditures, revenues—April 1, 2017.
- 1.1.1.b. Develop a 5 year Financial Plan in combination with a CIP (Capital Improvement Plan) by May 1, 2017.
- 1.1.1.c. Merge 5-year Financial and Capital Improvement Plans to create a roadmap by August 2017.
- 1.1.1.d. Publish the 5-year forecast of revenues and expenditures by August 2017.
- 1.1.1.e. Apply all identified fund balance over 6 months to CIP by August 2017.
- 1.1.1.f. Convene finance committee to review and make final adjustments to document by September 2017.



### Strategy 1.1.2

Develop fund balance board policy and update administrative regulations, procedures and practices.

#### Tasks

- 1.1.2.a. Review current board policy related to fiscal management—February 1, 2017.
- 1.1.2.b. Develop system of essential financial reports and district planning/budget calendar—March 1, 2017.

### Strategy 1.1.3

Execute financial practices necessary to define financial systems that will accurately identify funds to support and sustain a BISD operational fund balance of 3 to 6 months.

#### Tasks

- 1.1.1.a. Conduct external assessment of business and finance processes and procedures—April 1, 2017.
- 1.1.2.b. Conduct PEIMS Diagnostic Review to ensure maximization of state aid—April 1, 2017.
- 1.1.2.c. Develop comprehensive Business Office Procedures Manual—August 1, 2017.
- 1.1.2.d. Establish staffing allocation guidelines—August 1, 2017.

## **Goal 2: Improve return on academic investment.**

### Objective 2.1

Maximize student performance in return for each taxpayer dollar.

#### Strategy 2.1.1

Link operational expenditures to student outcomes (track spending versus academic progress).

#### Tasks

- 2.1.1.a. Develop key performance indicators (KPIs) for each department—April 1, 2018.
- 2.1.1.b. Implement industry standard guidelines and operational best practices to ensure operational efficiency across all departments—April 1, 2018.

# Priority Area: Facilities Standards & Systems

## **Goal 1: Provide innovative physical facilities that support progressive programs in BISD.**

### Objective 1.1

Complete academic program review by the end of 2017-18 school year.

### Strategy 1.1.1

Create team/committee to oversee academic program evaluation.

### Tasks

- 1.1.1.a. Curriculum Director leads team to develop goals for academic program evaluation—must include assessment of current grade arrangements, students, staff, and space.
- 1.1.1.b. Evaluation team assesses current programs to provide feedback on its outcomes and processes—April 2018.
- 1.1.1.c. Based on findings, the team advises school board on recommendations and implications for improved program offerings—May 2018.
- 1.1.1.d. Communicate potential BISD program offerings to school community and broader stakeholders—October 2018.

### Strategy 1.1.2

Conduct survey to gain actionable information on current and future instructional programming, including facility alignment with academic goals.

### Tasks

- 1.1.2.a. Develop a BISD survey to capture students, staff, and community—January 2019.
- 1.1.2.b. Launch data collection (survey)—February 2019.
- 1.1.2.c. Complete analysis and reporting—March 2019.
- 1.1.2.d. Present findings to Facilities Committee—March 2019.

## Objective 1.2

Conduct facility assessment by December 2018.

### Strategy 1.2.1

Assemble Facilities/Task Force Committee to oversee facility needs assessment.

#### Tasks

- 1.2.1.a. Recruit Facilities/Task Force committee via electronic questionnaire by January 2018.
- 1.2.1.b. Advertise Facilities/Task Force Committee in newspaper, radio, social media by January 2018.
- 1.2.1.c. Establish deadline to be considered to Facilities Committee—February 2018.

### Strategy 1.2.2

Hire consultant firm(s) to complete facility assessment and feasibility study, including condition, capacity needs, and options for future consideration by February 2018.

#### Tasks

- 1.2.2.a. Hire external firm to complete demographic study, including economic trends—February 2018.
- 1.2.2.b. Coordinate facility assessments and related studies with previous academic program review—February 2018.
- 1.2.2.c. Present findings to Facilities Committee—July 2018.
- 1.2.2.d. Report findings from Demography study—July 2018.
- 1.2.1.d. Schedule public meetings to hear and discuss feedback on facility study—August 2018.

### Strategy 1.2.3

Hire an architectural firm.

#### Tasks

- 1.2.3.a. Formalize process to select district architect—September 2019.
- 1.2.3.b. Visit with other school districts that have recently hired architectural firms (built new facilities)—October 2019.

1.2.3.c. Conduct request for qualifications (RFQ) and review/screen portfolio of school construction projects—October 2019

1.2.3.d. Complete reference checks on select number of firms—November 2019.

1.2.3.e. BISD Board Interviews and hires Architectural firm—December 2019.

#### Strategy 1.2.4

Provide opportunities for community stakeholder input through scheduled facility tours beginning January 2020.

#### Tasks

1.3.1.a. Administration prepares "tour package" including a history/pertinent information/statistics of their existing campus by January 2020

1.3.1.b. BISD declares "open house" during January and February for all facilities, maintaining safety procedures and protocols.

1.3.1.c. Arrange BISD transportation for facility campus tours.

1.3.1.d. Summary of findings presented to Board of Trustees on March 2020.

#### Objective 1.3

Begin construction and renovating BISD facilities to accommodate projected programs by 2020.

#### Strategy 1.3.1

Explore a bond program or series of bonds to replace and/or renovate existing structures.

#### Tasks

1.3.1.a. Hold community conversations regarding bond election process.

1.3.1.b. Engage financial team to develop financial models and assess key fiscal health and overall economic community climate—January 2020.

1.3.1.c. Determine appropriate bond programming messages—Jan 2020.

1.3.1.d. Consider launching bond campaign for May 2020 election.

1.3.1.e. Begin construction and/or major renovations before end of 2021.

# Priority Area: Partnerships & Public Relations

## **Goal 1: Build partnerships with the extended community to create productive leaders.**

### Objective 1.1

Partner with Coastal Bend College to increase and expand our dual credit catalog by 10% incrementally over the next 4 years.

#### Strategy 1.1.1

Pursue Early College High School (ECHS) designation.

#### Tasks

- 1.1.1.a. Analyze need and resource allocations necessary to support an effective ECHS—August 2018
- 1.1.1.b. Collaborate with CBC to complete application process—November 2018.
- 1.1.1.c. Develop guidelines and procedures for staff and student selection process—November 2018.
- 1.1.1.d. Complete student acceptance process by June 1, 2019.
- 1.1.1.e. Launch ECHS program in the 2019-2020 school year.

### Objective 1.2

Engage business leaders to assist in creating a plan that produces an employable workforce.

#### Strategy 1.2.1

Incorporate employability skills into curriculum for grades 4-12 by 2020.

#### Tasks

- 1.2.1.a. Evaluate career/workforce skills currently being taught.
- 1.2.1.b. Select teachers to provide training in resume design, including a resume framework to guide the “resume building” process.
- 1.2.1.c. Grades 4-12 will produce a resume and electronic portfolio classes.

#### Strategy 1.2.2

Institute Junior Achievement program by February 2020.

## Tasks

- 1.2.2.a. Seek permission from Administration/Board for permission to make program available to grades 9-12 by January 2017 and approve a stipend for designated instructor.
- 1.2.2.b. Enroll online for program—February 2020.
- 1.2.2.c. Identify a designated instructor for teaching curriculum (i.e. PE teacher, BYIA, Business.)
- 1.2.2.d. Instructor receives training for curriculum by May 2020.
- 1.2.2.e. Implement program in the fall of 2020.

## Strategy 1.2.3

Create Internship Program for AC Jones HS seniors.

## Tasks

- 1.2.3.a. Research workforce internship programming by January 2020.
- 1.2.3.b. Contact Workforce Commission to inquire if any programs exist to pay students a stipend for internships—January 2020.
- 1.2.3.c. Identify potential internship opportunities within Beeville—March 2020
- 1.2.3.d. Complete reference checks on select number of firms—March 2020.
- 1.2.3.e. Establish a curriculum directive and an allowance for school credit by March 2020.
- 1.2.3.f. Institute Internship Programs for seniors starting in the 2020-2021 school year.

## Objective 1.3

Design system to increase overall student attendance to 96% and parental involvement to an 85% participation rate.

## Strategy 1.3.1

Develop comprehensive written plan to engage student and parents.

## Tasks

- 1.3.1.a. Create Student Attendance Advisory Teams to improve attendance.
- 1.3.1.a. Principals will start a monthly school newsletter with upcoming assemblies, game schedules, programs, etc. by January 2017.
- 1.3.1.b. Develop process to track, document, and promote parent attendance—August 2017.

### Strategy 1.3.2

Promote parental involvement activities.

#### Tasks

- 1.3.2.a. Launch official Parent Teacher Association/Organization at each Elementary campuses by September 2017.
- 1.3.2.b. Campus teams will actively engage and recruit parents to facilitate successful parent involvement programs by September 2017.
- 1.3.2.c. Principals will publish parent involvement programs by September 2017.

### Strategy 1.3.3

Develop a parent volunteer/teacher assistant program by May 2018.

#### Tasks

- 1.3.3.a. Teachers and principals will identify parents willing to serve as a Teacher Assistant volunteer for each grade level by May 2018.
- 1.3.3.b. Provide basic teacher assistant training to participating parents by August 2018.

## **Goal 2: Partner with various media sources to communicate achievements of BISD.**

### Objective 2.1

Develop a mass media campaign (marketing strategy) to highlight BISD.

#### Strategy 2.1.1

Introduce BISD banners, signs, and billboards and overall promotion/advertising campaign to encompass: print media advertising, online advertising, text message, mail-out, giveaway, media release, social media campaign and events.

#### Tasks

- 2.1.1.a. Establish marketing budget for 2017-18 school year.
- 2.1.1.b. Optimize social media tools (Blogs, Twitter, Facebook etc.).
- 2.1.1.c. Determine indicators/measurement results to determine success of the marketing activities.
- 2.1.1.d. Launch mini-advertising campaign highlighting student accomplishments (include past and present students)—May 2017.
- 2.1.1.e Utilize existing school billboards to advertise student successes and upcoming events by May 2017.
- 2.1.1.f. Reach out to area businesses and solicit sponsorships for billboards.
- 2.1.1.g. Present final marketing plan with a proposed budget to School Board by July 2017.
- 2.1.1.h. Purchase school billboards and have them operational for 2017-2018 school year. Billboards will be used to highlight student successes.

## **Goal 3: Promote service-learning for BISD students.**

### Objective 3.1

Provide volunteer opportunities for BISD students.

#### Strategy 3.1.1

Develop peer tutoring/mentoring program for upper classmen.

#### Tasks

- 3.1.1.a. Discuss program with appropriate school officials—January 2018.



- 3.1.1.b. Determine logistics, timing, and locations of service learning opportunities—January 2018.
- 3.1.1.c. Develop an service-learning action plan with clear goals and expectations—January 2018.
- 3.1.1.d. Identify/select upper classmen willing to volunteer/mentor—January 2018.
- 3.1.1.e. Develop and provide a basic program training by January 2018.
- 3.1.1.f. Begin tutoring and mentoring by February 2018.

### Strategy 3.1.2

Organize BISD showcase events to promote and celebrate service opportunities and offerings for younger students—February 2018.

#### Tasks

- 3.1.2.a. Identify times where the band, choir and GT classes can present to the elementary classes —January 2018.
- 3.1.2.b. Implement a process whereby band, choir and GT instructors produce concerts or presentations for Elementary classes—February 2018.
- 3.1.2.c. Implement a process whereby band and choir perform for 5th graders on the day that students register for band or choir—April 2018.
- 3.1.2.d. Implement a “Gradation Visioning Day” for Pre-K through 2<sup>nd</sup> grade students (seniors walk the halls wearing their cap and gowns)

### Strategy 3.1.3

Lay foundation for Ready, Set, Teach! Program.

#### Tasks

- 3.1.3.a. Implement a “Ready, Set, Teach!” program to encourage high school seniors who are interested in the teaching profession to serve as Teacher Assistants in our lower grade levels—January 2020.
- 3.1.3.b. Develop plan to provide local credit for seniors who participate in the “Ready, Set, Teach Program” by February 2020.
- 3.1.3.c. Develop a teacher survey to gather interest and/or willingness to sponsor the “Ready, Set, Teach Program” by March 2020
- 3.1.3.d. Begin “Ready, Set, Teach!” program by 2019-2020 school year.