



## 2024-25 Superintendent Goals DRAFT

### Priority 1: Student Achievement

#### 1.1 Literacy as a Foundation for Student Success

- **Objective:** Establish literacy as the foundational element for academic achievement across all grade levels.
- **Measure:** Student literacy growth as measured by state assessments, local reading benchmarks, and progress monitoring tools.
- **Target:** Increase the percentage of students reading at or above grade level by 25% over the next three years (currently at 27%).
- **Initiatives:**
  - Create Robstown ISD Literacy Leadership Team (LLT) and campus-based literacy teams to lead and monitor progress.
  - Implement evidence-based literacy practices, integrate literacy across the curriculum, and provide ongoing professional development for teachers focused on literacy instruction.
  - Develop a Community-Based Local Accountability System to regularly assess and report literacy progress, ensuring alignment with state standards and community expectations.

#### 1.2 All Students Exhibit Yearly Growth in Core Subject Areas

- **Objective:** Ensure every student shows measurable growth in all core areas through personalized and targeted learning strategies.
- **Measure:** Growth scores on standardized assessments, local accountability metrics, and formative assessments throughout the year.
- **Target:** Achieve at least one year's academic growth in core areas for 75% of students (trend over the next three years).
- **Initiatives:**
  - Leverage data from our Local Accountability System to identify gaps, allocate resources effectively, and support targeted interventions.
  - Begin Implementation of TEA's Teacher Incentive Allotment (TIA) to incentivize and reward high-performing teachers who contribute to student growth.
  - Promote a culture of continuous improvement through data-driven decision-making and collaborative instructional practices (i.e., Coaching, PLCs, LearningWalks, etc.).



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### 1.3 Continuous Improvement of Curriculum, Professional Development, and the Art and Science of Teaching

- **Objective:** Continuously refine instructional pillars, curriculum tools/strategies, and professional development to promote high-quality teaching and learning.
- **Measure:** Teacher effectiveness ratings, student engagement levels, and curriculum alignment with district and state standards.
- **Target:** Improve curriculum alignment and increase teacher satisfaction with professional development opportunities (establish baseline)
- **Initiatives:**
  - Regularly assess curriculum delivery to reflect the latest educational research, standards, and overall rigorous opportunities (e.g., LearningWalks).
  - Align professional development offerings with district priorities, such as literacy, Tier 1 instruction, coaching, formative assessment, and data-driven insights.
  - Use coaching feedback loops and progress monitoring to ensure that professional development translates into improved classroom practice.

### Priority 2: Capacity Building and Effective Leadership

#### 2.1 Recruit and Retain High-Potential Talent

- **Objective:** Attract, develop, and retain talented educators and leaders aligned with RISD's vision, mission, values and goals.
- **Measure:** Recruitment and retention rates, participation in professional development programs, and employee engagement surveys.
- **Target:** Reduce teacher turnover by 25%; increase retention and recruitment efficiency.
- **Initiatives:**
  - Enhance recruitment strategies, with a focus on hiring staff with a commitment to a culture of high expectations.
  - Explore TEA Teacher Incentive Allotment (TIA) to recognize and reward teachers who demonstrate exceptional performance in literacy and student growth.
  - Develop robust onboarding and mentorship programs that align with district priorities and provide clear pathways for career advancement.



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### 2.2 Systematic Management of Individual Talent

- **Objective:** Develop and manage talent systematically to ensure all staff contribute effectively to district vision, mission, and goals.
- **Measure:** Performance assessment outcomes, professional growth plan completion rates, and staff participation in leadership development (e.g., coaching and mentoring).
- **Target:** Achieve 100% participation in individual growth plans and increase leadership pipeline readiness.
- **Initiatives:**
  - Implement a comprehensive talent management system, including regular performance reviews, feedback, and targeted professional development.
  - Focus on building leadership capacity across all levels through strategic coaching and mentorship aligned with district literacy and accountability goals.

### 2.3 Development of a High-Performing Organizational System (and Culture)

- **Objective:** Further a culture of high performance, clarity, and accountability throughout the district.
- **Measure:** Efficiency of operational processes, organizational health scores (OHI), and student and staff satisfaction surveys.
- **Target:** Improve operational efficiency by 15% (as measured by ROI approach) and achieve high satisfaction ratings from both staff and students.
- **Initiatives:**
  - Establish clear goals, roles, and expectations across the district.
  - Promote transparency in decision-making and promote a mindset of continuous improvement among all staff members.

## Priority 3: Culture, Climate, and Safety

### 3.1 Commit to RISD Vision & Values to Ensure Staff and Student Well-being

- **Objective:** Create a positive and inclusive culture that supports the well-being of all staff and students in alignment with RISD's vision and values.
- **Measure:** Well-being indicators, discipline metrics, and staff and student feedback on culture survey.



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- **Target:** Decrease behavioral incidents by 33% and improve safety/well-being scores by 10%.
- **Initiatives:**
  - Continue programs that emphasize social-emotional learning, mental health support, and community building.
  - Ensure that all staff and students understand and commit to the RISD cultural values through training and daily practices.

### 3.2 Strive to Be a Listening and Learning Organization Aligned with Community Engagement

- **Objective:** Actively engage community in district decision-making and maintain open communication channels.
- **Measure:** Community engagement levels and feedback on district initiatives.
- **Target:** Increase community participation and ensure major decisions reflect stakeholder input.
- **Initiatives:**
  - Hold regular community engagement event (e.g., town halls, feedback sessions, and use digital platforms to collect input and share updates).
  - Develop partnerships with community organizations to strengthen stakeholder relations and alignment.

### Priority 4: District Operations and Financial Stewardship

#### 4.1 Systematic Long-Range Facility Management

- **Objective:** Proactively manage district facilities to ensure safety, modernization, and alignment with strategic goals.
- **Measure:** Facility condition indexes and project completion rates.
- **Target:** Achieve 95% of facility projects completed on time and within budget.
- **Initiatives:**
  - Develop a comprehensive long-range facility plan, prioritize key projects, and implement routine maintenance schedules, including work-order tracking system.



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### 4.2 Commitment to Financial Stewardship

- **Objective:** Maintain a disciplined approach to financial management, maximizing (and shifting) resources to support student achievement and district priorities.
- **Measure:** Budget compliance, cost savings, and resource allocation effectiveness.
- **Target:** Ensure strategic staffing, achieve a 10% reduction in non-essential operational costs, and reallocate savings to strategic priorities.
- **Initiatives:**
  - Regularly review financial performance, explore new funding opportunities, and implement cost-effective measures to maximize financial resources.
  - Adopt district wide staffing guidelines (determine staffing needs across departments).
  - Program and initiative evaluation to ensure cost effectiveness.
  - Apply an A-ROI approach to make the wisest use of limited funds.