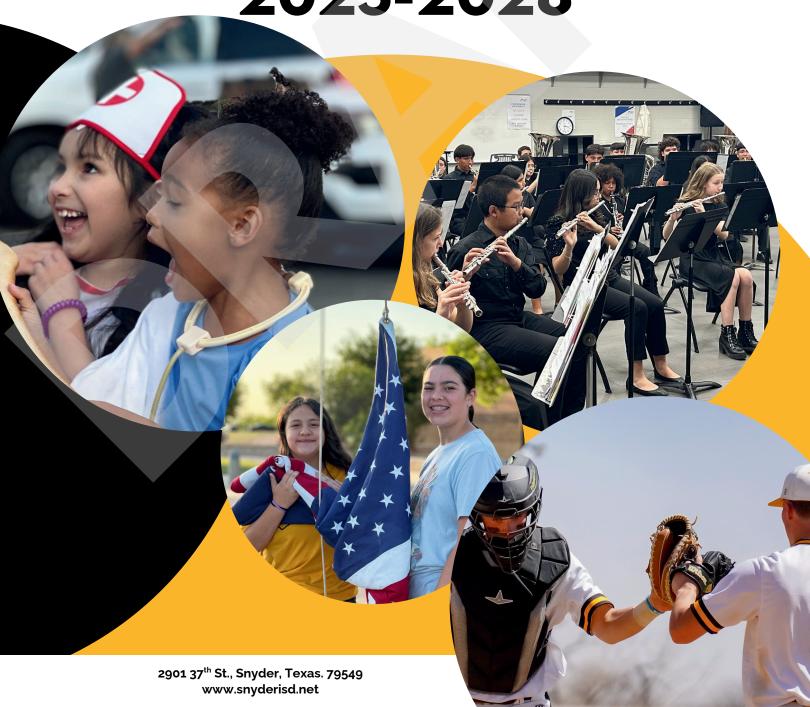


STRATEGIC PLAN 2025-2028



VISION

As the cornerstone of our community, we expect everyone to be authentically engaged and accountable for the success of all.

MISSION

We believe the mission of Snyder ISD is to equip everyone to pursue excellence every day.

Board Goals for Effective District Framework					
	2024	2025	2026	2027	2028
Board Goal 1: Increase "meets" or above on Reading STAAR from 37% in June 2024 to 47% by June 2028	37%	39%	41%	44%	47%
Board Goal 1A: Increase "meets" or above on 3rd Grade Reading STAAR from 38% in June 2024 to 47% in June 2028.	38%	39%	41%	44%	47%
Board Goal 2: Increase "meets" or above on Math STAAR from 31% in June 2024 to 41% by June 2028	31%	33%	35%	38%	41%
Board Goal 2A: Increase "meets" or above on 3rd Grade Math STAAR from 37% in June 2024 to 41% in June 2028.	37%	38%	39%	40%	41%
Board Goal 3: Attendance Rate from 94% in June 2024 to 95% in June 2028	93.55%	95%	95%	95%	95%
Board Goal 4: Increase and sustain the CCMR rate to an aggregate average of at least 95% over the next five years (2024-2028), ensuring annual rates remain at or above 88%.	94%	95%	95%	95%	95%

1

Letter from the Guperintendent

Dear Snyder ISD Community,

It is with pride and purpose that I share our 2025–2028
Snyder ISD Strategic Plan. This plan reflects the voice
and vision of our students, staff, families, and community
who have contributed to shaping a brighter future for our
district. Our goal is clear; to provide every student with an e

district. Our goal is clear: to provide every student with an exceptional learning experience that equips them for success—academically, socially, and emotionally.

Through our partnership with the Texas Strategic Leadership initiative, we engaged in a rigorous and reflective planning process grounded in the Effective District Framework. Together, we developed a clear roadmap rooted in student experience and measurable outcomes.

This strategic plan is more than a document—it is our commitment to action. It outlines our shared vision, clearly defined student outcomes, and the aligned initiatives that will guide our daily work.

Thank you for your continued partnership, passion, and belief in what we can accomplish when we synergize. Snyder ISD is moving forward with purpose.

Sincerely,

Bob Rauch

Superintendent of Schools Snyder Independent School District

Snyder ISD

Snyder Independent School District is a community-driven public school system located in Snyder, Texas. With a focus on continuous improvement, academic growth, and innovative educational practices, Snyder ISD serves a diverse population of students through high expectations and strong relationships.

District Fast Facts:

- Approximately 2,300 students served across 4 campuses
- 1:1 Technology for all students
- Hybrid calendar
- Academic opportunities (STEM electives, Advanced Placement courses, PTECH High School)
- Teacher Incentive Allotment (TIA) district
- Dual Language Program (K-5th grade)
- Strong focus on college, career, and military readiness
- A range of extracurriculars and CTE pathways
- "Leader in Me" district

Snyder ISD Board of Trustees

Brad Hinton
Doug Neff
Ralph Ramon
Michael Rodriguez
Jay Lewis
Jennifer Taylor
Chad Arnwine



Strategic Planning Steering Committee Members

Jeremy Aguirre, Parent/Admin
Vanessa Arnwine, Parent
Ashley Barboza, Parent/JH Secretary
Rachael Beynon, Parent
Christian Chavez, SJH Teacher
Scott Clark, SHS Teacher
Anthony Gonzales, Parent/AD
Jessica Gore, Assistant Superintendent
Laura Griffith, Parent, SPS Teacher
Rosa Guerrero, Parent/SPS Staff
Brad Hinton, Parent/Board of Trustees
T'Leah Jennings, SHS Teacher/Coach
Isrell Lawson, Parent/WTC Employee

Madeline Lewis, SPS Admin
Zack Lewis, SHS Teacher
Cara McLeod, Parent
Ana Montoya, Parent/Parent Liaison
Ryan Morris, Parent
Valerie Morris, Parent/Admin
Erica Martinez, Parent/SPS Teacher
Rebekka Natividad, SJH Teacher
Mandy Pena, Parent
Steve Post, ESC 14
Morgan Preston, Admin
Canita Rhodes, Admin
Marcel Rodriquez, SJH Teacher

Michael Rodriguez, Board of Trustees

Jennifer Rosas, Parent

Bob Rauch, Superintendent

Hannah Sandoval, Parent

Candilyn Smith, ESC 14

Sarah Snailum, Special Education

Cinthia Solis, SIS Admin

Erica Soliz, SPS Teacher

Nate Stevenson, SIS Teacher

Rosalinda Torres, Staff

Michelle Welsh, Parent

Jared White, Parent/JH Admin

Pathway to a plan



Snyder ISD began an in-depth Texas Strategic Leadership process during the 2024-2025 academic year, with a focus on building a sustainable, student-centered system that ensures long-term academic success. The process began in collaboration with Region 14 to align a framework with Snyder's unique context, student needs, and district priorities. Key contributors—including the superintendent, district leaders, campus administrators, and the Board of Trustees—played an active role in shaping this effort



A committee was formed, which also included teachers and parents. A comprehensive landscape analysis was conducted to understand the current state of Snyder ISD. Through data review and stakeholder input, the district identified areas of strength, as well as opportunities for growth and improvement. Desired student experiences were defined to anchor the work and help guide the development of priorities aligned with the district's mission, vision, and values.



Input was gathered from both internal and external stakeholders via surveys and committee meetings. This collaborative method made certain that the perspectives of staff, families, students, and community members shaped the process. Strategic priorities and initiatives were created based on the collected data, aiming to align with the shared goals and aspirations of the Snyder ISD community.



The culmination of this work was the development of clear, measurable goals for student achievement and system-wide improvement. These targets formed the foundation for Snyder ISD's updated three-year strategic plan—serving as a roadmap for decision-making, resource alignment, and continuous growth. With a clear vision and community-driven mission, Snyder ISD is committed to providing a safe, engaging, and high-quality educational experience for every student.





District Profile as of May 2024



Pre-K - 12 Enrollment

2,318

Snyder Primary PreK-3rd Grade

Four Campuses



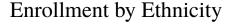
Snyder Intermediate 4th-5th Grade

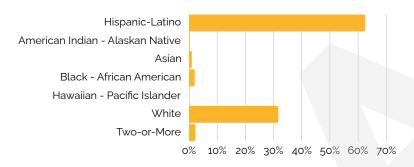


Snyder Junior High 6th-8th Grade



Snyder High School 9th-12th Grade







6%

Gifted











Full-Time Nurse

Per Campus

Square miles

Served Daily



Student Devices

14.5%

Special Education



16% English Language Learners

73%

Socio-Economically Disadvantaged

850 Bus Riders



10% Graduating Seniors

Earned an Associate Degree while in High School



Percentage of Graduating Seniors who Earned College Credit in High School

College Math

College English

\$293K

Scholarships Awarded in 2023



Industry Based Certifications Earned in 2023



Programs

of Študy





SNYDER ISD



Paraprofessionals



Employees



Teachers

Balance & Benefits

- Hybrid calendar
- Teacher Incentive Allotment (TIA) district
- Free Pre-K for all
- Comfortable dress code
- \$5,100 annually paid toward medical policy
- Retention incentive 401(a) contribution
- 401 (a) retirement contribution matching
- \$50,000 life insurance policy
- Reimbursement for alternative certification expenses
- Principal residency programs
- Mentor program
- Tiered professional development programs



"Snyder ISD Board of **Trustees commits over** \$1 Million to raise teacher pay."



For Immediate Release - April 10, 2025

Snyder, Texas - At tonight's regularly scheduled meeting, the Snyder ISD Board of Trustees took a decisive step Singler, reasts Acturing its regularly scrieduled meeting, the Singler ISU board or inustees took a decisive step toward investing in the future of education by approving a significant adjustment to the teacher pay scale. Set to add the state of the st toward investing in the future of education by approving a significant adjustment to the teacher pay scale. Set to take effect in the 2025-2026 school year, this initiative increases base pay for teachers and affirms the district's commitment to a competitive and comprehensive employee benefits package.

"We want to recruit and retain top talent in the area—our kids deserve the best," said Board President Brad Hinton. We have been exploring various ways to enhance our benefits package, reviewing staff survey resident Brad Hinton considering options like employee daycare and housing." Hinton emphasized that although those items are not off considering opuons like employee daycare and nousing. Filmon emphasized that although those items are no the table, the teacher pay scale needed attention. "While our starting salary was once competitive, it gradually

Under the new pay scale, the starting salary for teachers will increase from \$42,000 to \$44,000. In addition, the Under the pay scale, the stating salary for teachers will increase from \$44,000 to \$44,000. In addition, the district has realigned the entire pay structure to ensure salaries remain competitive and more accurately reflect ears or experience. For example:

• A teacher with 7 years of experience (Step 6) will see their salary rise from \$46,100 to \$50,640—a \$4,540

- Increase.

 A teacher with 16 years of experience (Step 15) will earn \$60,790, up nearly \$9,000 from the previous \$51,900.

"We carefully considered a variety of options," said Superintendent of Schools Bob Rauch. "With the current We carefully considered a variety of options, said superintendent of schools boul reach. With the clustering legislative session underway, there are possibilities of increased support on the horizon. However, we recognized registative session underway, there are possibilities of increased support on the notizon. However, we recognized that the Snyder ISD teacher pay scale needed to be adjusted regardless. Taking this action now positions us to be onatine stryuer (3D teacher pay scale needed to be adjusted regardless. Taking this action now positions us to be more competitive recruiting and retaining experienced and certified teachers—now and in the future." When asked more competitive recruiung and retaining experienced and certified teachers—now and in the nuture. When asked about potential increases for other positions in the district, Rauch said, "We had to start somewhere. Our first area about potential increases for other positions in the distinct, realized salut, live flatilito start somewhere. Our first of concern was the teacher pay scale. It is where we are the least competitive and is our most pressing need."

Rauch added, "I feel strongly that outstanding teachers are the most impactful factor in students experiencing Sauch aduced, i neer surveyly triat unistanding teachers are the most impaction factor in students experiencing cademic success. Providing a more competitive teacher pay scale will help improve the recruitment and retention academic success. Providing a more competitive teacher pay scale will nelp improve the recruitment of certifled, experienced teachers leading to more quality instruction and improved academic results."

Despite increasing financial pressures statewide, Snyder ISD has reduced spending and maintained a strong Despite increasing financial pressures statewide, Snyder ISD has reduced spending and maintained a strong financial position, having returned over \$3 million to its fund balance over the past 2 years. Rauch stated, "We are confident in our ability to support this move—it's the right thing to do." The new Snyder ISD teacher pay scale is available online at



Pre-K for all 4 year olds*

Dual Language Program (Kindergarten - 5th grade)

STEAM Education

"Leader in Me" Campuses

Music Education

4th/5th Grade Student Council

Honors Courses for accelerated learning*

Courses for High School Credit (Spanish, Algebra I)

CTE Introductory Programs

STEM Program

Fine arts programs (Band, Choir, Theatre*, Art)

Athletics (Volleyball, Cross Country, Football, Basketball, Track,

Golf, Tennis, Powerlifting* & Cheer*)

"Leader in Me" Campus*

NJHS, Student Council, UIL Academics, & Student Groups

*Beginning or Returning in the 2025-2026 School Year



Dual Credit Courses (College Credit)

Fine arts programs (Band, Choir, Theatre, Art)

Athletics (Volleyball, Cross Country, Football, Basketball, Baseball,

Softball, Soccer, Track, Golf, Tennis, Powerlifting & Cheer)

"Leader in Me" Campus*

OF

PROGRAMS

NHS, FFA, DECA, TAFE, VASE, Student Council, Skills USA, UIL Academics Beginning or Returning in the 2025-2026 School Year

Agriculture Business, Leadership, and Communications Animal Science

Agriculture Technology and Mechanical Systems

Automotive and Collision Repair

Carpentry **

Culinary Arts

Digital Communications

Entrepreneurship

Graphic Design and Interactive Media

Manufacturing Technology

Plant Science / Greenhouse **

Programming and Software Development

Teaching and Training

Welding **

Operating a student-based enterprise offering real world work experience

Envisioned Student Experience

Every day, in every school, in every classroom across Snyder ISD, students will ... feel **heard**, **valued**, **and supported**—physically and emotionally to foster a high-trust environment.



Every day, in every school, in every classroom across Snyder ISD, students will ... receive high-quality, differentiated, and engaging instruction.





Every day, in every school, in every classroom across Snyder ISD, students will ... be equipped to achieve and empowered to take ownership of their learning and future.



Every day, in every school, in every classroom across Snyder ISD, students will ... be surrounded by adults who are committed to their success through consistent systems, opportunities for leadership and high expectations.

#1 Academic Experience

Snyder ISD is focused on elevating the academic experience for all students by strengthening the quality of instruction, ensuring access to an effective and rigorous curriculum, and preparing students for success beyond high school. Through targeted training, support systems, and improved instructional practices, the district is working to create a learning environment where every student can thrive.





How Snyder ISD will impact the academic experience:

Implement a districtwide instructional framework

All staff will be trained in Tier 1 instructional strategies rooted in research and designed to support memory formation, deep learning, and accessibility for all students.

Provide robust professional development

Teachers will participate in initiatives such as Grow Where You're Planted, the district mentor program, Leader In Me, and tiered instructional guidance to strengthen classroom instruction while empowering them to grow as leaders in their school and community.

Offer targeted training for core content areas

Returning and new teachers in RLA and math will receive RBIS (Research-Based Instructional Strategies) training, along with onboarding and product-specific training for the new Bluebonnet curriculum.

Enhance instructional support systems

Instructional coaches will provide ongoing support through coaching, learning walks, and instructional rounds to ensure high-quality implementation in classrooms.

Ensure the use of high-quality instructional materials

Teachers will have access to curriculum that fully aligns with state standards and supports research-based teaching practices.

Expand postsecondary readiness & clarify roles to support student pathways

Campuses will offer equitable access to challenging courses and programs of study that support college, career, and military readiness. The district will define roles and responsibilities related to CTE oversight, advising, and tracking students toward graduation and future goals.

Strategic Actions Academic Experience

Focus: Student learning, CCMR, HQIM use, technology, and instructional planning systems.

Year 1 (2025-2026)

- By August 2025: Adopt and launch a district-wide instructional framework for Math and Reading.
- By September 2025: At least 80% of core-content teachers complete HQIM training and implement internalization protocols aligned to Bluebonnet materials.
- By April 2026: 100% of secondary students have updated academic and career pathway plans.
- By May 2026:
 - Increase student enrollment in dual credit, AP, industry certifications, and career prep programs by at least 5% over 2024-2025.
 - Internalization protocols used consistently in pacing guides, PLCs, observations, and coaching.

Year 2 (2026-2027)

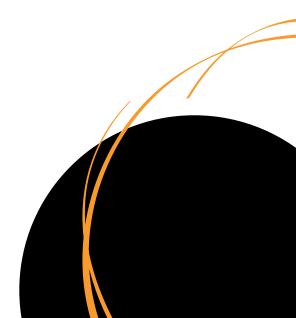
- By August 2026: All campuses implement pacing guides with embedded unit internalization and internalization cycles.
- By September 2026: Each campus implements a system of learning walks and instructional rounds (at least one per six weeks).
- By November 2026: Campuses host at least two CCMR-focused pathway planning events.
- By December 2026:
 - Every PLC conducts bi-weekly collaborative data reviews for instructional adjustments.
 - All students in grades 6–12 have annually updated academic and career pathway plans.
- By February 2027: At least 75% of teachers consistently use one or more digital tools that support real-time formative assessment and differentiation.
- By April 2027: Analyze and refine coaching assignments and roles based on impact and evolving needs.
- By May 2027:
 - o Increase student participation in AP, dual credit, CTE certifications, and military-bound programming by 5% over 2025-2026.
 - Monitor instructional quality using triangulated data from coaching logs, PLCs, and instructional rounds.
 - Teachers participate in at least two coaching cycles aligned to instructional priorities.

Strategic Actions Academic Experience

Focus: Student learning, CCMR, HQIM use, technology, and instructional planning systems.

Year 3 (2027-2028)

- By Fall & Spring 2027-2028: Conduct two districtwide instructional rounds to evaluate framework effectiveness.
- By October 2027: All advisory teachers, counselors, and leaders trained on guiding CCMR goals.
- By December 2027:
 - Internalization routines embedded in districtwide instructional planning expectations.
 - Implement districtwide PD evaluation system (rubrics, reflection, observation evidence).
- By January 2028: Technology integration checkpoints added to coaching and walk-through forms.
- By March 2028:
 - Leadership teams meet quarterly for vertical alignment and reteach coordination.
 - Instructional Support Guide updated and role feedback gathered for 2028-2029.
- By May 2028:
 - Fully integrate instructional framework and Bluebonnet HQIM in all planning and practices.
 - 100% of PD includes implementation metrics (coaching logs, artifacts).
 - 75% of staff demonstrate classroom application of training within six weeks.
 - 85% of teachers consistently use internalization strategies.
 - Common planning time protected and used for data-informed reteach planning.
 - 90% of classrooms embed tech tools that support TEKS-aligned instruction.
 - 100% of students in grades 6-12 have updated CCMR plans in digital portfolios.



#2 Instructional Capacity Building

Snyder ISD is committed to building the capacity of its educators by investing in meaningful, job-embedded professional development and coaching. By strengthening instructional leadership and supporting teachers with high-quality planning tools and data practices, the district aims to elevate instructional effectiveness and student outcomes across all campuses.





How Snyder ISD will impact instructional capacity building:

Strengthen instructional planning practices

The district will provide ongoing training and calibration for instructional leaders and coaches to help teachers maximize their individual planning time and effectively lead Professional Learning Communities (PLCs).

Support curriculum internalization

Teachers and instructional leadership staff will participate in internalization training designed to deepen curriculum understanding and improve lesson delivery for all students, including those who require differentiated support.

Enhance use of educational technology

Educators will receive professional development focused on effectively using technological tools to enhance instructional planning and student learning experiences.

Build coaching capacity

Instructional coaches will participate in targeted training to strengthen their practice and better support teachers in delivering high-quality instruction.

Promote data-driven instruction

The district will facilitate structured assessment reflection processes, starting with a review of beginning-of-year (BOY) data, to identify student needs and inform instructional decisions.

Clarify coaching roles and assignments

Instructional coaching responsibilities will be clearly defined and communicated to ensure staff receive consistent and aligned support across all campuses.

Strategic Actions Instructional Capacity

Focus: PLCs, coaching, leadership, professional learning, internalization, and monitoring.

Year 1 (2025-2026)

- By September 30, 2025:
 - o 80% of teachers and administrators complete training on the instructional framework and aligned strategies.
 - Launch a differentiated PD plan aligned to instructional goals, the Strategic Plan, and CIP.
- By October 31, 2025: Coaches, department chairs, and PLC leads receive training in adult learning, coaching, and leadership.

By November 2025:

- Finalize and communicate clear role expectations for instructional leaders.
- Standardize observation/feedback systems across campuses.
- Review role clarity quarterly in alignment with district priorities.

By May 2026:

- o 90% of core-content teachers participate in two or more PD sessions aligned to their role and experience.
- At least 50% of teachers receive job-embedded support.
- By January 2026: Implement a leadership competencies rubric aligned to TIL and T-PESS.
- By February 2026: Launch a recruitment and selection toolkit aligned to diversity and hiring needs.
- By April 2026: Identify and mentor at least 5 aspiring leaders through a formal cohort.

By May 2026:

- o 100% of principals and assistant principals participate in at least two leadership development sessions.
- Launch a leadership development pipeline.
- By June 2026: Conduct exit and stay interviews with at least 90% of resigning or returning staff.

Strategic Actions Instructional Capacity

Focus: PLCs, coaching, leadership, professional learning, internalization, and monitoring.

Year 2 (2026-2027)

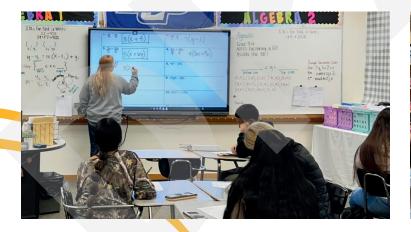
- By July 2026: Implement updated hiring protocols with values-based questions and performance tasks.
- By September 2026: Ensure all instructional staff have updated, role-specific job descriptions and support protocols.
- By November 2026: All campuses facilitate monthly PLCs analyzing standards, student work, and exemplars.
- By December 2026: Bi-weekly data reviews embedded in every PLC.
- By February 2027: Leadership team attends three differentiated development sessions.
- By March 2027: Launch 2nd Grow-Your-Own Leadership Academy with 15 participants.
- By April 2027:
 - 100% of leadership teams submit impact reflections aligned to district goals.
 - · Refine coaching assignments for equity and alignment.
- By May 2027:
 - Structured coaching cycles implemented with high-impact strategies.
 - Place at least 4 internal GYO candidates in leadership roles.

Year 3 (2027-2028)

- By November 2027: Launch peer coaching model with teacher leaders offering structured feedback loops.
- By March 2028:
 - Establish continuous improvement process for coaching structure.
 - Instructional decision-making fully data-driven in planning and coaching.
- By May 2028:
 - Coaches participate in quarterly calibration to analyze impact and align supports.
 - Coaching and feedback loops include tech integration strategies.

#3 Talent

Snyder ISD recognizes that a strong educational experience begins with talented, well-supported educators. As part of our strategic plan, the district is committed to attracting, developing, and retaining exceptional staff members through intentional recruitment efforts, clear role design, and purposeful support systems. These efforts aim to ensure every student is taught by effective, motivated educators aligned with our district's vision.





How Snyder ISD will impact talent development:

Recruitment & Selection

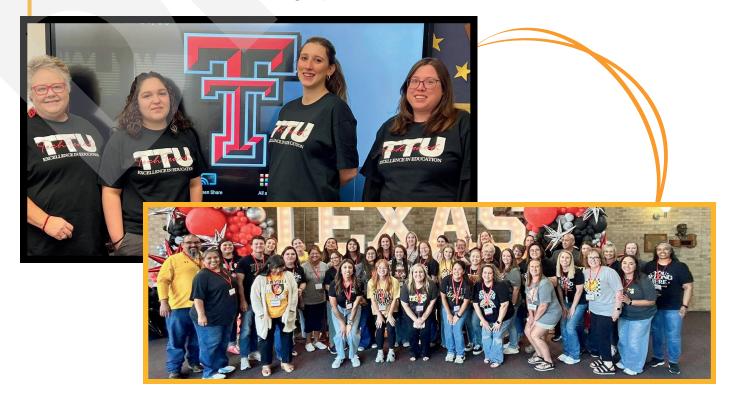
The district is expanding its educator pipeline through partnerships with community colleges, universities, and educator preparation programs. Snyder ISD also promotes internal pathways like the "Grow Your Own" program to encourage local talent to become certified teachers and meet the district's evolving needs.

Growth & Retention

District and campus leaders are focused on implementing advancement and retention strategies aligned with performance expectations. These efforts aim to recognize and support high-performing staff while fostering long-term commitment to the district.

Intentional Roles & Staffing

Snyder ISD is working to design sustainable staffing models with clearly defined roles and responsibilities. These roles are intentionally aligned to support the student experience and ensure all work is connected to the district's overall strategic priorities.



Strategic Actions Talent Development

Focus: Recruitment, retention, role clarity, certification, and pipeline programs.

Year 1 (2025-2026)

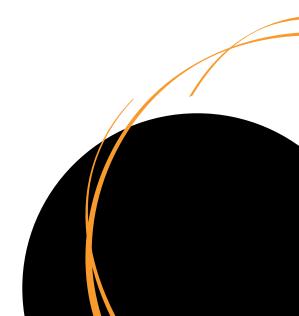
- By June 2026: Implement comprehensive recruitment, growth, and retention plan:
 - 95% of core-content roles filled by certified teachers.
 - Enroll at least 5 teacher candidates in "Grow Your Own" program.

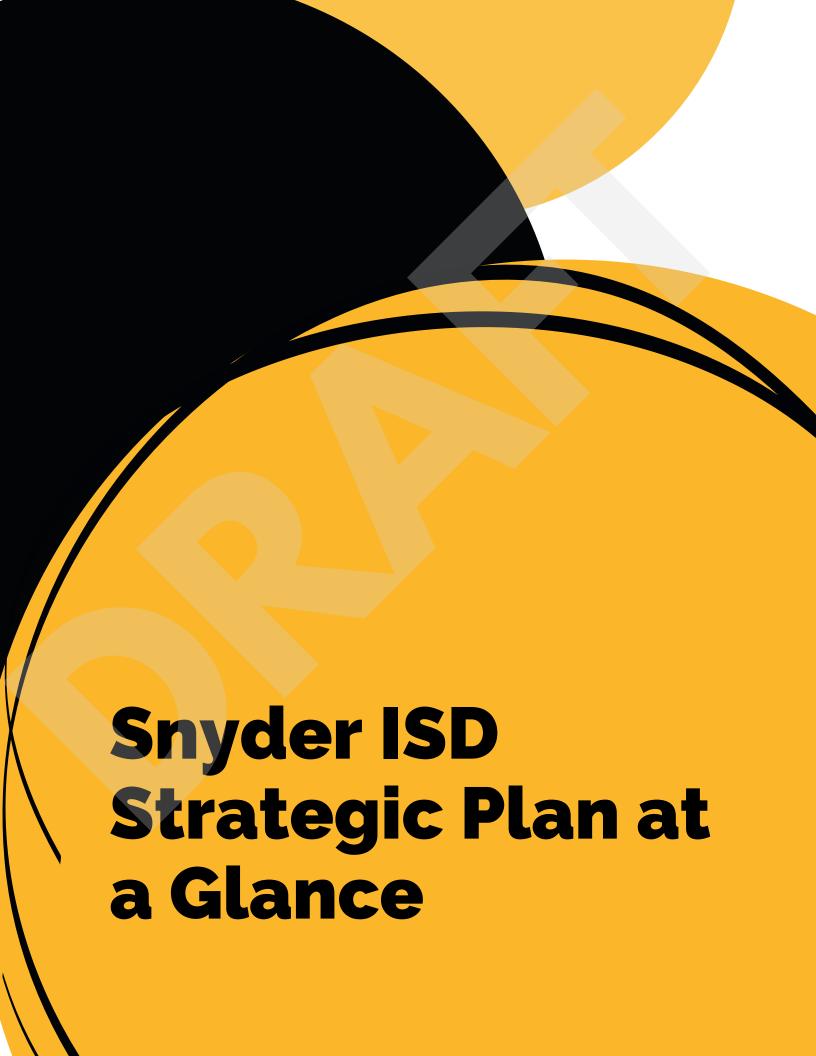
Year 2 (2026-2027)

- By October 2026: Launch Tiered Support Model for new and developing teachers, with 100% Year 0-2 participation.
- By May 2027:
 - Reduce teacher turnover by 5% through mentorship, PD, and recognition.
 - o Increase the number of instructional aides/paraprofessionals in certification or residency programs by 20%.
- By June 2027: Increase certified applicant pool for high-need roles by 10%.

Year 3 (2027-2028)

- By March 2028:
 - Establish continuous improvement process for coaching structure.
 - Instructional decision-making fully data-driven in planning and coaching.
- By May 2028:
 - Coaches participate in quarterly calibration to analyze impact and align supports.
 - Coaching and feedback loops include tech integration strategies.





VISION

As the cornerstone of our community, we expect everyone to be authentically engaged & accountable for the success of all.

MISSION

We believe the mission of Snyder ISD is to equip everyone to pursue excellence every day.

HOUSE BILL 3 GOALS

- The percentage of 3rd grade students that score "meets" or above on the STAAR Reading will increase from 37% in June of 2024 to 47% by June 2028.
- The percentage of 3rd grade students that score "meets" or above on the STAAR Mathematics will increase from 31% in June of 2024 to 41% by June 2028.
- The percentage of graduates who meet the criteria for CCMR will increase and sustain an aggregate rate of at least 95% from August 2024 to August 2028, ensuring annual rates remain at or above 88%.

STUDENT EXPERIENCE STATEMENT

Every day, in every school, in every classroom across Snyder ISD, students will:

- Feel heard, valued, and supported—physically and emotionally.
- Receive high-quality, differentiated, and engaging instruction.
- Be empowered to take ownership of their learning and future.
- Be surrounded by adults who are committed to their success through consistent systems and high expectations.

STRATEGIC PRIORITIES AND INITIATIVES

PRIORITY 1 - ACADEMIC EXPERIENCE

- Coherent Multi-tiered System of Support Design (KP 4.1.1)
- Quality Tier 1 Materials Access (4.2.3)
- College, Career and Military Prep Course Access (4.3.1)

PRIORITY 2 - INSTRUCTIONAL LEADERSHIP AND CAPACITY BUILDING

- Instructional Planning Supports (5.2.4)
- Data-driven Instruction with Curriculum Embedded Assessments (5.3.1)
- Staff Job-Embedded Coaching & Capacity Building (5.1.1)

PRIORITY 3 - TALENT DEVELOPMENT

- Role Definition (2.1.1)
- Educator Pipelines & Partnerships (2.2.4)
- Advancement & Retention (2.3.4)



