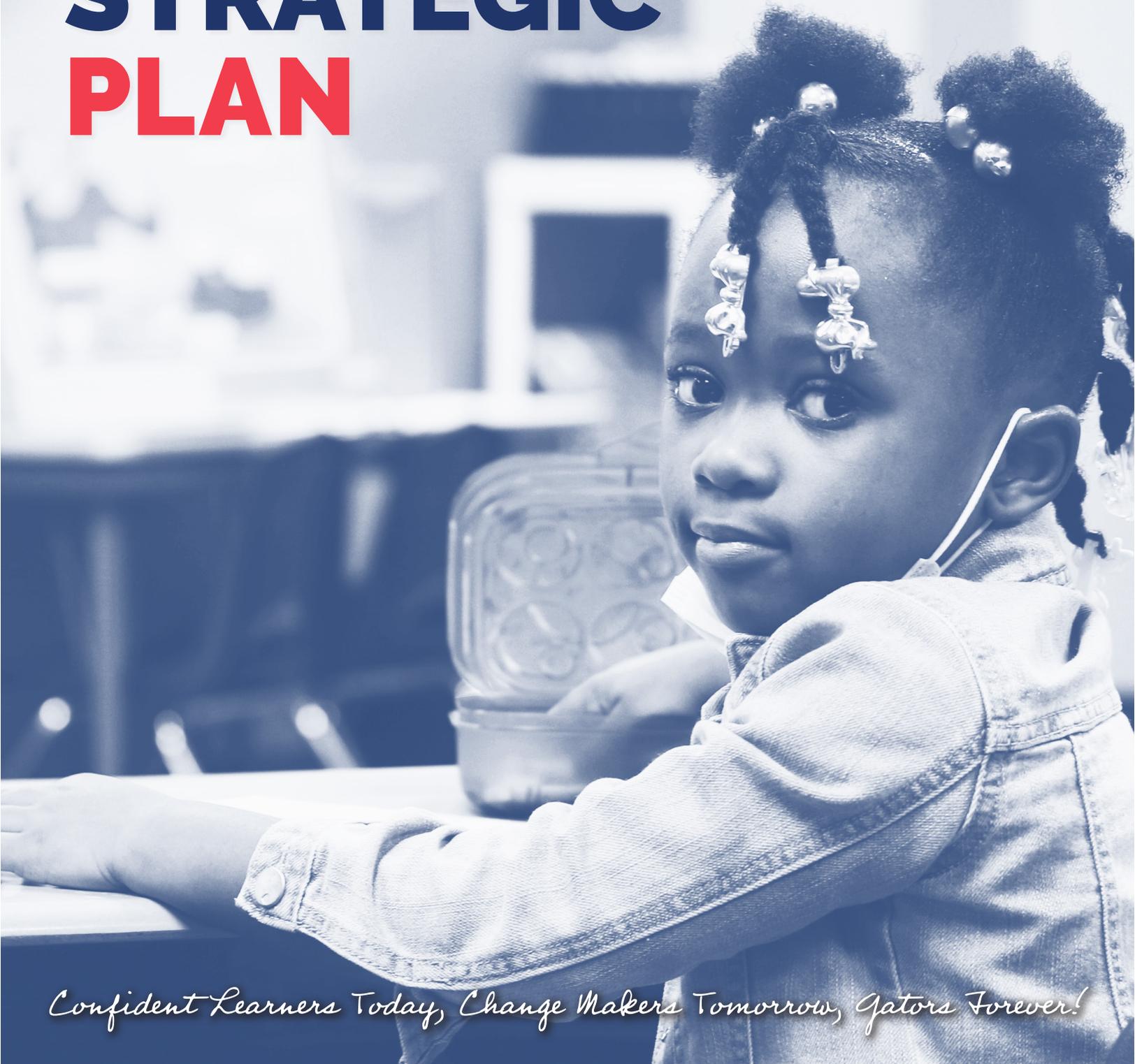


DICKINSON ISD  
**STRATEGIC**  
**PLAN**



*Confident Learners Today, Change Makers Tomorrow, Gators Forever!*

**CONFIDENT LEARNERS  
TODAY**

**CHANGE MAKERS  
TOMORROW**

**GATORS  
FOREVER**

---

# WE BELIEVE THAT...

---



*Confident Learners Today,  
Change Makers Tomorrow,  
Gators Forever!*

- Recognizing and accepting the individual differences of others creates a safe and equitable environment where all can thrive.
- Developing character values is vital to success throughout life.
- Perseverance, passion, resilience, and courage are essential for realizing one's full potential.
- Establishing and nurturing a culture of integrity through intentional leadership cultivates self-control, honesty, accountability, and responsibility.
- Providing a safe and secure environment cultivates feelings of physical, emotional, and social safety which ensures the optimal opportunity for a successful educational experience.
- High expectations for students, educators, parents, and community are the foundation for a healthy learning environment, promoting academic and personal achievement.
- Providing rigorous and engaging learning experiences creates critical thinkers and innovative problem solvers.
- Developing strong, respectful, and trusting relationships is foundational for success.
- A wide range of experiences in school and beyond develops a well-rounded individual.
- Interpersonal skills are essential to thrive in the classroom, workplace, and global society.
- An engaged and collaborative community creates an enriching environment for student development and achievement, which benefits all.
- Developing leadership capacity in all staff and students will allow them to compete in a global society.
- Mental health is a core component of a healthy person, and as a school district, it is our responsibility to teach and model healthy coping mechanisms and provide mental health services when students or staff need them.
- When we recognize and address challenges by providing opportunities and supports needed to overcome barriers, all members of the learning community will thrive.



# **OUR VISION FOR DISD**

WHAT WE ASPIRE TO BE

**INCLUSIVE OF ALL, DICKINSON ISD WILL  
CULTIVATE EXCELLENCE, PRODUCING  
CONFIDENT, COLLABORATIVE, GOAL-DRIVEN  
LEARNERS WHO BECOME EMPOWERED  
CITIZENS IN A GLOBAL SOCIETY.**



# MISSION STATEMENT & DISTRICT OBJECTIVES

WHO WE ARE, WHAT WE DO

## MISSION STATEMENT:

Dickinson ISD will equip and empower all learners with skills and experiences to achieve academic excellence and make meaningful contributions to our world.

## DICKINSON ISD OBJECTIVES:

**OBJECTIVE 1:** All students will learn and apply life skills to meaningfully engage and impact their community.

**OBJECTIVE 2:** All students will graduate college, career, and/or military ready.

**OBJECTIVE 3:** All students will develop the communication skills necessary to work in a collaborative environment.

**OBJECTIVE 4:** All students will learn to self-advocate by developing confidence in their ability to determine their own path for success.

**OBJECTIVE 5:** All students will develop innovative technological skills and interact responsibly in a constantly evolving global society.

**OBJECTIVE 6:** All students will demonstrate the ability to face adversity with perseverance, integrity, and leadership.

**OBJECTIVE 7:** All students will demonstrate social and emotional skills and model positive character traits.



# DICKINSON ISD LEARNER PROFILE OF A



## THINKER

- Identifies current problems and develops innovative and divergent solutions
- Reflects on and learns from struggles, failures, and successes
- Understands growth and achievement are the result of hard work



## ACHIEVER

- Displays grit and resilience in the face of challenges
- Sets measurable goals and develops a plan to achieve them
- Maintains curiosity and pursues knowledge throughout life



## EXPLORER

- Embraces challenges, opportunities, and differences while taking strategic actions
- Seeks a deeper understanding of how, why, and what if
- Leverages technology as a tool to enhance learning



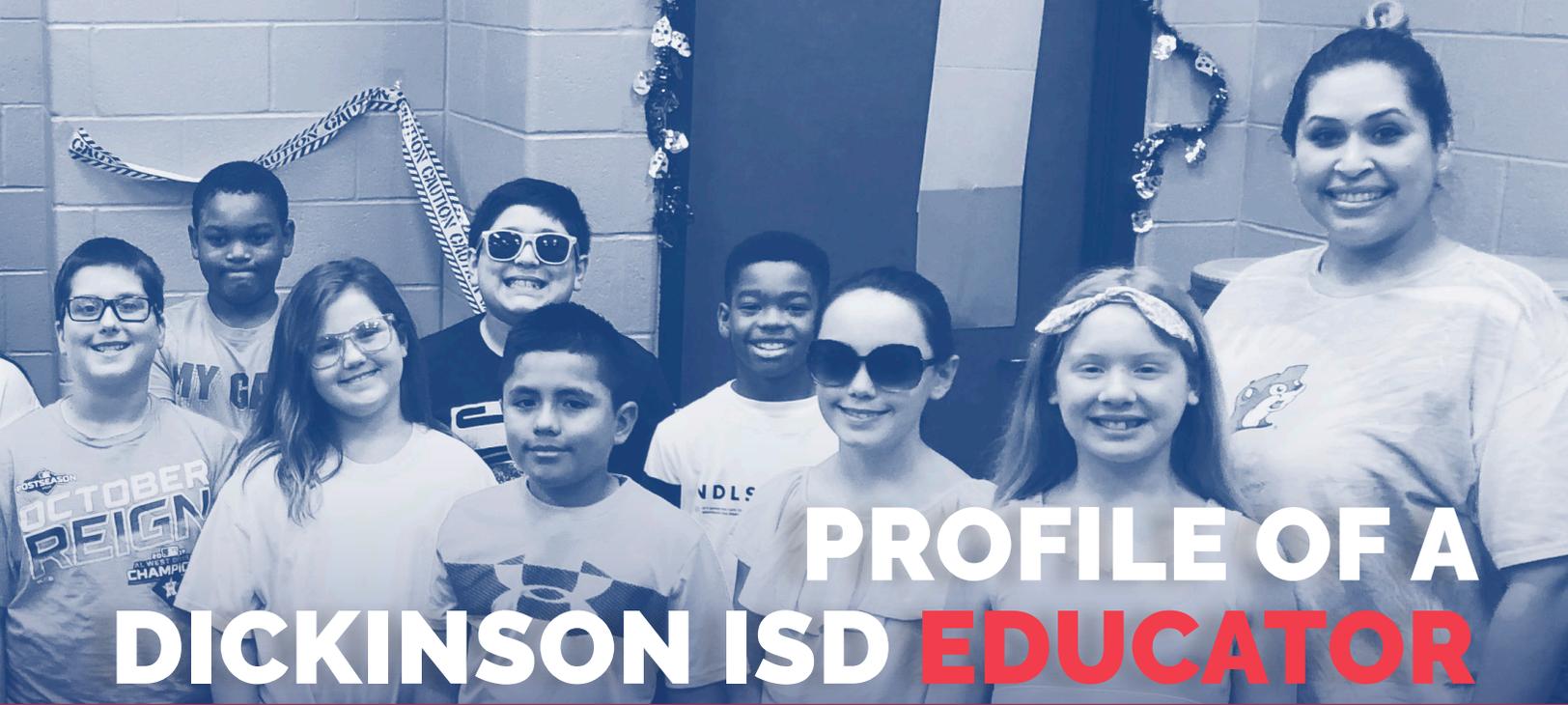
## CONTRIBUTOR

- Values diversity and models mutual respect for all
- Connects with peers and teachers resulting in a stronger sense of community
- Communicates effectively and actively listens
- Demonstrates integrity, compassion, and ethical responsibility through acts of service



## SELF ADVOCATOR

- Engages in positive practices for mental and physical health
- Understands the social and emotional needs and capabilities of one's self and others
- Identifies and articulates academic goals and needs



# PROFILE OF A DICKINSON ISD EDUCATOR

OUR EDUCATORS ENSURE THE DEVELOPMENT OF THE PROFILE OF A LEARNER BY BEING...



## COMPASSIONATE

- Builds positive, productive, and trusting relationships with students and the school community
- Models ethical and equitable behavior that is honest, empathetic, and respectful in all relationships and situations
- Takes a genuine interest in students' individual needs



## COLLABORATIVE

- Contributes to an open exchange of ideas by listening actively and welcoming a variety of perspectives
- Acknowledges and responds to feedback in order to build consensus, achieve goals, and continuously improve outcomes
- Inspires and motivates others to contribute in meaningful ways



## COMMITTED

- Demonstrates a deep understanding of content knowledge, curriculum standards, and assessments to provide focused and aligned instruction
- Guides students on individual paths setting high expectations for student growth
- Pursues learning through collaboration and professional development
- Believes in and supports the shared vision and goals of the District and campus
- Provides a safe and secure environment for all stakeholders



## CREATIVE

- Constructs and designs innovative lessons that challenge and inspire students
- Engages students in authentic and meaningful learning experiences focused on problem solving and critical thinking
- Advances the implementation and integration of technology resources



# PROFILE OF A DICKINSON ISD LEADER

OUR LEADERS ENSURE THE DEVELOPMENT OF THE PROFILE OF A LEARNER BY BEING...



## VISIONARY

- Leverages strengths to accomplish district and campus student achievement goals
- Promotes shared vision of the district
- Builds trust with others through expertise, experience, empathy, and efficacy
- Encourages "imagineering" by creating an environment to capture stakeholder dreams of what school should be for all learners



## STRATEGIC

- Recognizes students as customers of the work of schooling
- Understands the servant nature of leadership
- Builds trust with others by creating predictable structures, systems, and measurable results
- Allocates resources and time strategically
- Distributes leadership by empowering others



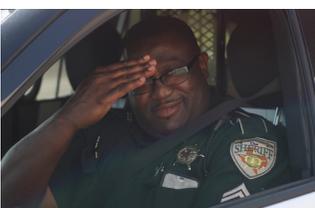
## INSPIRATIONAL

- Inspires and ignites the passion for learning in others
- Instills enthusiasm in others for growing and being the best
- Creates strong relationships
- Facilitates meaningful and constructive conversations that display optimism
- Advances the integration and implementation of instructional and response technologies for continuous improvement



## COURAGEOUS

- Maintains high standards of excellence in the areas of honesty, integrity, fairness, stewardship, trust, respect, and confidentiality
- Seeks and provides honest feedback
- Initiates strategic risks
- Perseveres when times are difficult
- Challenges staff and community to embrace change
- Cultivates support from all stakeholders to ensure successful implementation of new initiatives



## INCLUSIVE

- Ensures equitable high quality learning
- Creates a culture that develops and supports continuous growth
- Recognizes the needs and concerns of others and responds in a professional manner
- Communicates effectively
- Respects, values, and actively involves diverse stakeholders

# PROFILE OF DICKINSON ISD HIGH QUALITY INSTRUCTION

OUR INSTRUCTION ENSURES THE DEVELOPMENT OF THE PROFILE OF A LEARNER BY BEING...



## EQUITABLE

- Instruction is culturally responsive to the needs of all students.
- Barriers are eliminated so all students engage in meaningful learning experiences.
- Instruction, intervention, enrichment, and assessment are well-planned to ensure success for all students.



## INTENTIONAL

- Lessons are strategically aligned with state standards and planned with specific outcomes.
- Strategies, activities, materials, and assessments are research-based and aligned to the learning objective.
- Technology is integrated as a tool to enhance learning.
- Instructional planning provides collaborative educational experiences and multiple means of engagement, representation, action, and expression.



## SUPPORTIVE

- Teaching meets the social and emotional needs of individual students.
- Strong relationships are developed through collaborative learning experiences.
- Learning opportunities challenge and promote student growth and high levels of learning.
- Campus and classroom climate includes positive behavioral supports.



## THOUGHTFUL

- Student centered goals are addressed through differentiated instruction and strategies.
- Time is provided for in-the-moment reflection and adjustments.
- Students are empowered with responsibility, choice, control, and ownership of learning within a culturally responsive and accepting environment.



## **GOAL 1:**

DISD will provide effective teaching and learning experiences for all students that will result in continuous success

## **GOAL 2:**

DISD will provide a physically and emotionally safe, healthy, and equitable environment

## **GOAL 3:**

DISD will make family and community partnerships a priority

## **GOAL 4:**

DISD will recruit, develop, and retain a diverse and effective staff committed to personal and professional growth focusing on student success

## **GOAL 5:**

DISD will provide operational services to support the success of student learning

## **GOAL 1:** STRATEGY

### **DISD will provide effective teaching and learning experiences for all students that will result in continuous success**

- Develop and implement effective Professional Learning Communities on all campuses in all grade levels
  - Provide curriculum that is strategically aligned and focused on essential standards
  - Develop a comprehensive assessment plan
  - Implement best practices to ensure quality instruction
- 

## **GOAL 2:** STRATEGY

### **DISD will provide a physically and emotionally safe, healthy, and equitable environment**

- Expand the safety program to incorporate best practices and move beyond compliance
  - Foster students' emotional safety through the development of positive relationships and school culture/climate
  - Enhance students' physical health through instruction and district health services
  - Support the emotional health of students and staff through coordinated/streamlined services
  - Establish an advisory council to advocate for an equitable environment for all
- 

## **GOAL 3:** STRATEGY

### **DISD will make family and community partnerships a priority**

- Provide parents access to various community resources
  - Expand the partnerships with local businesses and churches to support schools with various campus needs
  - Expand partnerships with area community colleges
  - Equip families with tools to enhance and extend learning at home
- 

## **GOAL 4:** STRATEGY

### **DISD will recruit, develop, and retain a diverse and effective staff committed to personal and professional growth focusing on student success**

- Develop and maintain a recruitment pipeline with multiple sources to provide the district with diverse and qualified candidates to meet the staffing needs of the district
  - Provide high quality, job embedded professional development for all staff, which results in increased productivity and employee satisfaction
  - Provide all staff with a package of benefits and services that addresses personal and professional needs
- 

## **GOAL 5:** STRATEGY

### **DISD will provide operational services to support the success of student learning**

- Build and maintain infrastructure connectivity for the district
- Utilize district funds and resources in a fiscally responsible manner
- Provide a safe, clean, and comfortable environment
- Provide a foundation for the instructional day through food and nutrition services and transportation
- Create safe educational spaces that promote effective teaching and learning

## Goal #1 Teaching and Learning

**DISD will provide effective teaching and learning experiences for all students resulting in continuous success.**

**Strategy #1 Develop and implement effective Professional Learning Communities on all campuses in all grade levels.**

Action Steps	Person(s) Responsible	Resources	Annual Update 2021-2022	Annual Update 2022-2023	Annual Update 2023-2024	Annual Update 2024-2025	Annual Update 2025-2026	Notes
<p><b>1. Utilize the Solution Tree PLC model district-wide (Includes the framework in which PLCs function)</b></p> <p><b>2021-2022</b>                      1. Campus leadership teams and teachers attend PLC At Work summer conference in DISD                      2. Teams who attend the summer training will structure PLCs and model the Solution Tree format                      3. Utilize Golbal PD for more information about how to structure PLCs</p> <p><b>2022-2023</b>                      1. Continue to attend the PLC At Work conference with new teams of teachers                      2. Continue to refine and improve the campus PLC framework</p> <p><b>2023-2024</b>                      1. Continue to attend the PLC At Work conference with new teams of teachers                      2. Continue to refine and improve the campus PLC framework</p> <p><b>2024-2025</b>                      1. The Solution Tree PLC model will be institutionalized across all content areas, grade levels, and campuses</p> <p><b>2025-2026</b>                      1. Continue full implementation and make adjustments as needed</p>	Campus instructional leadership	Solution Tree						
<p><b>2. Use the Solution Tree PLC common language district-wide</b></p> <p>Begin 2021-2022 forward</p>	All instructional stakeholders	Solution Tree						
<p><b>3. Incorporate the 4 Essential Questions to guide PLCs and decision-making</b></p> <p>Begin 2021-2022 forward</p>	Campus instructional leadership	Solution Tree/DuFour						
<b>Strategy #2: Provide curriculum that is strategically aligned and focused on essential standards.</b>								
Action Steps	Person(s) Responsible	Resources	Annual Update 2021-2022	Annual Update 2022-2023	Annual Update 2023-2024	Annual Update 2024-2025	Annual Update 2025-2026	Notes

<p><b>1. Identify essential standards PK-12 in all core subjects/classes.</b></p> <p><b>2021-2022</b> Identify district essential standards PK-12 in all core subjects/classes</p> <p><b>2022-2023</b> Provide training to teachers on how to identify essential standards for their campus</p> <p><b>2023-2024</b> Guide teachers to identify essential standards for thier campus</p> <p><b>2024-2025 forward</b> Contiue to adjust and modify essential standards for each campus</p>	Curr Specs, Instructional Coaches, Teachers	Solution Tree						
<p><b>2. Provide training and resources for teachers on the unpacking of essential standards.</b></p> <p><b>2021-2022</b> Train Insturctional Coaches to upack TEKS</p> <p><b>2022-2023</b> Train teachers to upack TEKS - during PLCs</p> <p><b>2023-2024</b> Full implementation of unpacking the TEKS during PLCs</p> <p><b>2024-2025</b> Unpacking of the TEKS in PLCs is institutionalized</p>	Curr Specs and Instructional Coaches	Solution Tree, Region 4						
<p><b>3. Provide resources and training for teachers on using essential standards (guidance documents for scope and sequence, lesson planning, best practices, strategies, etc)</b></p> <p><b>2021-2022</b> Train instructional coaches on all documents Instructional coaches turn around training with campus teachers on an as needed basis</p> <p><b>2022-2025</b> Instructional coaches train campus teachers on an as needed basis</p>	Curr Specs and Instructional Coaches	Solution Tree, Region 4, Lead4Ward, AVID						
<b>Strategy #3 Develop a comprehensive assessment plan.</b>								
<b>Action Steps</b>	<b>Person(s) Responsible</b>	<b>Resources</b>	<b>Annual Update 2021-2022</b>	<b>Annual Update 2022-2023</b>	<b>Annual Update 2023-2024</b>	<b>Annual Update 2024-2025</b>	<b>Annual Update 2025-2026</b>	<b>Notes</b>

<b>1. Develop a Calendar of Assessments including the implementation of digital assessments</b> <b>2021-2022 Forward</b>	Assessment Coordinator								
<b>2. Develop protocol for Data Review after each assessment including an intentional intervention plan</b> <b>2021-2022</b> Develop the protocol and implement <b>2022-2023 forward</b> Update and modify as needed	Assessment Coordinator, Curriculum Specialists, Campus Instructional Leadership	Solution Tree/lead4ward							
<b>3. Transition state and local assessments to online administrations</b> <b>2021-2022 forward</b>	Assessment Coordinator and Curriculum Specialists								
<b>4. Train teams to verify campus assessments are aligned to state standards and DISD curriculum (to include writing assessments)</b> <b>2021-2022 Forward</b>	Curriculum Specialists								
<b>5. Provide training for assessment protocols (administration, procedures, requirements)</b> <b>2021-2022 Forward</b>	Assessment Coordinator and Campus Testing Coordinators								
<b>Strategy #4: Implement best practices to ensure quality instruction.</b>									
Action Steps	Person(s) Responsible	Resources	Annual Update 2021-2022	Annual Update 2022-2023	Annual Update 2023-2024	Annual Update 2024-2025	Annual Update 2025-2026	Notes	
<b>1. Provide professional development for teachers/staff on best practices for differentiating instruction</b> All instructional resources are vetted through an alignment process and included in the district curriculum. Classroom instruction, including instruction for special population groups, shall be aligned to the district curriculum, including scope and sequence, unit overviews and district-approved best practices (strategies, structures, student tasks.) <b>2021-2022 forward</b>	Educational Services, Principals, Instructional Coaches, Interventionist	Local or federal funds, Lead4ward							

<p><b>2. Create a comprehensive 3 year plan for implementing UDL.</b></p> <p><b>2021-2022</b> Develop plan and provide training</p> <p><b>2022-2023</b> Implement UDL at all campuses</p> <p><b>2023-2024</b> Full implementation and institutionalized utilization</p>	<p>Educational Services, Special Programs</p>	<p>Region 4</p>						
<p><b>3. Implement the DISD RTI process at all campuses</b></p> <p><b>2021-2022</b> Create intervention resources document for intervention Campuses uses the document for intervention decisions Campuses have teams attend RTI at Work Conference when able Purchase the <i>Best Practices at Tier 1</i> book and hold book study</p> <p><b>2022-2023</b> Purchase the <i>Best Practices at Tier 2</i> book and hold book study</p> <p><b>2023-2024</b> Purchase the <i>Best Practices at Tier 3</i> book and hold book study</p> <p><b>2024-2025 forward</b> Refine practices at Tiers 1,2,and 3</p>	<p>Educational Services, Principals, Campus PLCs</p>	<p>Solution Tree, Frontline</p>						
<p><b>4. Provide training and implement teacher coaching cycle with instructional coaches.</b></p> <p><b>2021-2022</b> Training for 2nd cohort</p> <p><b>2022-2023</b> Training for 3rd cohort</p> <p><b>2023-2024</b> Training for 4th cohort and beyond for each year</p>	<p>Educational Services, Instructional Coaches, Interventionists</p>	<p><i>The Impact Cycle</i> books + training materials, release time,</p>						

<p><b>5. Develop and implement a plan for Schoology as an instructional platform</b></p> <p><b>2021</b> Create plan for roll out</p> <p><b>2021-2022</b> Implement phase 1 - moving from Google Classroom to Schoology and provide instructional expectations Research Blended Learning Models with a Blended Learning Team of educators Identify a district model for Blended Teaching Summer-Provide professional development on the district blended teaching model Investigate the feasibility of using Schoology for curriculum - move curriculum documents if feasible Implement the district blended learning model</p> <p><b>2022-2023</b> Utilize Schoology to access curriculum documents Implement the district blended learning model</p> <p><b>2023-2024</b> Investigate feasibility of using Schoology for assessments Utilize Schoology to access assessments if feasible Continue the implementation of the blended learning model</p> <p><b>2024-2025</b> One hundred percent of teachers are implementing the district blended learning model The district blended learning model is institutionalized</p> <p><b>2025-2026 forward</b> Institutionalize Schoology for lessons and teaching, including curriculum, and assessments</p>	<p>Educational Services, Technology</p>	<p>Schoology, training materials,</p>						
---	---	---------------------------------------	--	--	--	--	--	--

<p><b>6. Establish a laser focus on teaching phonics in grades K-3.</b></p> <p><b>2021-2022</b> Review curriculum documents and ensure there is a strong presense of the instruction of phonics including specific resources to be used Provide training to LAR instructional coaches LAR instructional coaches will training campus teachers in accessing and utilizing the district phonics resources</p> <p><b>2022-2023</b> Continue to train new teachers to the district and teachers needing extra support in implementing district phonics resources</p> <p><b>2023-2024</b> All teachers in grades K-3 are effectively utilizing district phonics resources, incorpoting phonics in instruction as documented through lesson plans and classroom walkthroughs</p>	<p>Educational Services</p> <p>Curriculum Specialists LAR Specialists</p> <p>Campus administrators monitor implementation</p>	<p>Heggerty, HMH, and Fountas and Pennell</p> <p>Foundations (for 2 campuses)</p>						
<b>Strategy #5: Reduce and eliminate random variation in the delivery of curriculum.</b>								
Action Steps	Person(s) Responsible	Resources	Annual Update 2021-2022	Annual Update 2022-2023	Annual Update 2023-2024	Annual Update 2024-2025	Annual Update 2025-2026	Notes

<p><b>1. Design and implement a Teaching and Learning Process Model and a Quality Control system for delivery of instruction.</b></p> <p><b>2021-2022</b> Evaluate the current instructional model using the CMSi standards for curriculum Adjust model as necessary (Use the CMSi Mastery Learning Instructional Model) Identify a Teaching and Learning Process Model.</p> <p><b>2022-2023</b> Provide training to campus administrators, curriculum specialists, and instructional coaches on the district Quality Control System and the Teaching and Learning Process Model (Delivery of Instruction model) Implement the Quality Control System for delivery of instruction.</p> <p><b>2023-2024</b> Continue with the implementation of the Quality Control System for delivery of instruction.</p> <p><b>2024-2025</b> 100% of teachers are following the Instructional Deliver Model.</p> <p><b>2025-2026</b> Random variation of the delivery of curriculum is eliminated.</p>	<p>Deputy Superintendent for Educational Services</p>	<p>Resources from Texas ASCD - Curriculum Leadership Academy</p>						
<p><b>2. Re-establish Tier 1 priorities and eliminate random variation of priorities</b></p> <p><b>2021-2022</b> Identify Tier 1 Priorities for each core content area and grade level</p> <p><b>2022-2023</b> Train campus administrators and instructional coaches on Tier 1 priorities Teachers design lessons utilizing Tier 1 priorities</p> <p><b>2023-2024</b> Teachers continue to desing lessons utilizing the Tier 1 priorities</p> <p><b>2024-2025</b> Random variation is eliminated in Tier 1 instruction, and 100% of core content teachers are incorporating Tier 1 priorities into lessons</p>	<p>Deputy Superintendent for Educational Services  Curriculum Specialists</p>	<p>Resources from Texas ASCD - Curriculum Leadership Academy</p>						

## Goal #2 Environment

### DISD will provide a physically and emotionally safe, healthy, and equitable environment

#### Strategy #1 - Expand the safety program to incorporate best practices and move beyond compliance.

Action Steps	Person(s) Responsible	Resources	Anticipated Completion date	Annual Update 2021-2022	Annual Update 2022-2023	Annual Update 2023-2024	Annual Update 2024-2025	Annual Update 2025-2026	Notes
Update Safety Procedures using TSSC Protocol	Assitant Superintendent for Administration	Campus Plans/ Standard Response Protocols	Annually each August						
Create Electronic Master Safety Procedures Manual	Assistant Superintendent for Administration		August 2022						
Safety Training - add list of trainings	Assistant Superintendent for Administration	Texas School Safety Center	Ongoing						
Expand Standard Response Protocol Training for Counselors to include increased emphasis on recovery	Social/Emotional Learning Specialist		October 2021						
Develop specific reunification plan for high-needs, special education students	Assitant Superintendent for Administration; Executive Director of Special Programs	"I Love u guys" foundation	August 2021						
Routinely practice reunification tabletop exercises including a simulated drill	Assitant Superintendent for Administration	I Love u guys" foundation	May 2022						

#### Strategy #2 - Foster students' emotional safety through the development of positive relationships and school culture/climate.

Action Steps	Person(s) Responsible	Resources	Anticipated Completion date	Annual Update 2021-2022	Annual Update 2022-2023	Annual Update 2023-2024	Annual Update 2024-2025	Annual Update 2025-2026	Notes
<a href="#">Implement campus SEL SQUADS</a>	Social/Emotional Learning Specialist	Mental Health America Grant	August 2021						
<a href="#">Implement Gator BREAK in classrooms</a>	Social/Emotional Learning Specialist		August 2021						
Provide student access to Communities in Schools counselors on all campuses	Social/Emotional Learning Specialist	Communities in Schools, Local funds	August 2021						
Provide student access to Family Service Center of Galveston County counselors	Social/Emotional Learning Specialist	Family Service Center of Galveston County, Local funds	August 2021						

#### Strategy #3 - Enhance students' physical health through instruction and district health services.

Action Steps	Person(s) Responsible	Resources	Anticipated Completion date	Annual Update 2021-2022	Annual Update 2022-2023	Annual Update 2023-2024	Annual Update 2024-2025	Annual Update 2025-2026	Notes
Transform physical education into comprehensive wellness program. - Identify priority health TEKS and integrate them into PE classes - Provide professional development time for PE teachers - Create a wellness awareness campaign	Deputy Superintendent for Curriculum & Instruction								
Promote Gator Hope Clinic access	Gator Hope Clinic Physician Assistant	Methodist Hospital partnership							

Provide Anti-victimization training	Social/Emotional Learning Specialist	Advocacy Center for Children of Galveston County							
Expand Substance Abuse Prevention Program	Social/Emotional Learning Specialist	BACODA							
Implement Human Trafficking Prevention Program - Training for staff - Curriculum for students	Social/Emotional Learning Specialist	Project Protect Our Children	May 2021						
<b>Strategy #4 - Support the emotional health of students and staff through coordinated/streamlined services.</b>									
Action Steps	Person(s) Responsible	Resources	Anticipated Completion date	Annual Update 2021-2022	Annual Update 2022-2023	Annual Update 2023-2024	Annual Update 2024-2025	Annual Update 2025-2026	Notes
Streamline Gator Wellness Center Referral Process	Social/Emotional Learning Specialist		August 2021						
Implement SEL SQUAD	Social/Emotional Learning Specialist		August 2021						
<a href="#">Strengthen Staff Wellness Initiative</a>	Social/Emotional Learning Specialist		Ongoing						
<b>Strategy #5 - Establish an advisory council to advocate for an equitable environment for all.</b>									
Action Steps	Person(s) Responsible	Resources	Anticipated Completion date	Annual Update 2021-2022	Annual Update 2022-2023	Annual Update 2023-2024	Annual Update 2024-2025	Annual Update 2025-2026	Notes
Assemble committee and begin discussions	Executive Director of Data Quality, Compliance, and Accountability		Summer 2021						
Ongoing leadership development and capacity building	Executive Director of Data Quality, Compliance, and Accountability		Ongoing						
Disaggregate data to identify underserved and marginalized groups	Executive Director of Data Quality, Compliance, and Accountability		Aug - Sep 2021						
Review research to identify equity strategies for P-12 Educational systems	Executive Director of Data Quality, Compliance, and Accountability		Aug - Sep 2021						
Solicit feedback from stakeholders to develop equity framework	Executive Director of Data Quality, Compliance, and Accountability		Sept - Nov 2021						
Present framework to staff and community groups for feedback	Executive Director of Data Quality, Compliance, and Accountability		Oct - Dec 2021						
Facilitate community and district sessions to assess DISD practices and recommend tactics	Executive Director of Data Quality, Compliance, and Accountability		Dec 2021 - Mar 2022						
Research viability of stakeholder recommended tactics	Executive Director of Data Quality, Compliance, and Accountability		Mar - Apr 2022						

Review and identify tactics with administrators for inclusion in the equity action plan	Executive Director of Data Quality, Compliance, and Accountability		April 2022						
Finalize inaugural equity action plan	Executive Director of Data Quality, Compliance, and Accountability		April 2022						
Integrate and align appropriate equity tactics into the district strategic plan and other action plans	Executive Director of Data Quality, Compliance, and Accountability		April 2022						

## Goal #3 Family & Community Involvement

DISD will make family and community partnerships a priority

### Strategy #1 Provide parents access to various community resources.

Action Steps	Person(s) Responsible	Resources	Anticipated Completion Date	Annual Update 2021-2022	Annual Update 2022-2023	Annual Update 2023-2024	Annual Update 2024-2025	Annual Update 2025-2026	Notes
Create and maintain a Community Online Resource	Communications, Webmaster, Directors of Federal Programs and At-Risk, Counselors, Special Education Staff, Homeless Liaison	District Web Site, Community, Business and Church leaders	August 2021 & ongoing						
Set up needs assessment platform at registration for parents to indicate needed resources such as counseling services, food, and other community resources	Director of Federal Programs, Director of At Risk, Bilingual/ESL, Campus Representative Webmaster	District Web Site, Community, Business and Church leaders; resource brochures and flyers	August 2021 & ongoing						
Ensure parent communication is translated to Spanish	Campus Leaders, Bilingual Teachers, Bilingual Specialists	Translator	August 2021 & ongoing						

### Strategy #2 Expand partnership with community organizations and churches to support students and schools with various campus needs.

Action Steps	Person(s) Responsible	Resources	Anticipated Completion Date	Annual Update 2021-2022	Annual Update 2022-2023	Annual Update 2023-2024	Annual Update 2024-2025	Annual Update 2025-2026	Notes
Use current partnerships to grow volunteering programs, that may include educational resources for families, tutoring and other needs as they arise	Director of Public Information, Communities in Schools Reps, SEL Specialist	Communities in Schools, Community, Business and Church leaders	August 2021 & ongoing						
Research and develop a community-based student mentoring program to support students academically, socially and emotionally	Director of Federal Programs, Director of At-Risk, District Counseling Team	Counseling team, campus and district teams, community and church leaders, area model programs	August 2021 & ongoing						

### Strategy #3 Expand partnerships with area community colleges.

Action Steps	Person(s) Responsible	Resources	Anticipated Completion Date	Annual Update 2021-2022	Annual Update 2022-2023	Annual Update 2023-2024	Annual Update 2024-2025	Annual Update 2025-2026	Notes
Actively partner with area colleges and universities	Directors of At-Risk, Advanced Academics and CTE	Higher Up Texas, COM, UTMB, UH System, and other community resources	August 2021 & ongoing						
Expand community college parent and student nights to help parents navigate FAFSA, admission process and other needs	High School Leaders, College and Career Center, Director of At-Risk	Local Community Colleges	August 2021 & ongoing						
Partner with CTE businesses at junior high, middle and elementary schools to foster college and career readiness	Directors of At-Risk, Advanced Academics, and CTE, Campus Leaders	Community and Business leaders, Junior Achievement	August 2021 & ongoing						
Provide ESL classes for Dickinson ISD parents at College of the Mainland and investigate other local community colleges for additional programs	Director of At-Risk	Local Community Colleges	June 2021 & ongoing						

### Strategy #4 - Equip families with tools to enhance and extend learning at home.

Action Steps	Person(s) Responsible	Resources	Anticipated Completion Date	Annual Update 2021-2022	Annual Update 2022-2023	Annual Update 2023-2024	Annual Update 2024-2025	Annual Update 2025-2026	Notes
Create a parent/family survey to identify the individual needs of each campus related to learning and utilizing district resources	Director of Federal Programs, Director of At-Risk, Campus Leaders	Google Forms or other survey source	August 2021 & ongoing						
Provide training to parents in ways to support their children at home in reading, math homework	Campus Leaders, Instructional Coaches	Campus data, surveys and parent engagement funds	August 2021 & ongoing						
Provide parents with classes/supports for accessing district resources: <ul style="list-style-type: none"> <li>• Skyward</li> <li>• Schoology</li> <li>• Web literacy and safety</li> <li>• Online resources</li> <li>• Other needs identified by parents</li> </ul>	Directors of Federal Programs, At-Risk, Advanced Academics and Professional Learning, Technology Integration Coordinator, Campus Leaders	Survey results, campus input, volunteer trainers from district and community	August 2021 & ongoing						
Set up needs assessment platform at registration for parents to identify training needs as related to use of district educational and student management resources	Directors of Federal Programs and At Risk, Bilingual/ESL, Campus Representatives, Webmaster	District Web Site, Google Forms or other survey source, Registration Team	August 2021 & ongoing						

## Goal #4 Recruit Develop Retain

**DISD will recruit, develop, and retain a diverse and effective staff committed to personal and professional growth focusing on student success.**

**Strategy #1: Refine a recruitment pipeline with multiple sources to provide the district with qualified candidates to meet the staffing needs of the district.**

Action Steps	Person(s) Responsible	Resources	Anticipated Completion date	Annual Update 2021-2022	Annual Update 2022-2023	Annual Update 2023-2024	Annual Update 2024-2025	Annual Update 2025-2026	Notes
Continue to recruit in a variety of venues including in-district and out of district job fairs to attract a broad and diverse applicant pool.	Executive Director of Human Resources	Travel/registration expenses, handouts and giveaways, display materials, online/print job posting expenses	November & March Annually						
Continue to promote a comprehensive recruitment plan with competitive benefits, salaries, and stipends based on qualifications required for assignment and market trend.	Executive Director of Human Resources	Promotional materials (Job fairs, website, etc.)	May Annually						
Provide campus administrators with training on hiring practices and interviewing techniques. <ul style="list-style-type: none"> <li>• Provide equity-based training</li> <li>• Develop screening practices for candidates</li> <li>• Develop a base of interview questions and scoring rubrics</li> <li>• Research best-practices for retention or exit surveys</li> </ul>	Executive Director of Human Resources	Administrator professional development and training materials	February 2022						
Increase partnerships with Teacher Preparation programs including state and local universities.	Director of Teacher Development & Professional Learning / Director of Human Resources	Travel expenses, MOU agreements, PD resources/Training materials	July & December Annually						
Continue to advertise open positions in variety of virtual formats including social media, web pages, and professional associations/organizations.	Executive Director of Human Resources	Promotional materials, online/print posting expenses	July 2022						
Research best-practices for a Grow your Own program for students in the Teaching & Learning CTE Program of Study (POS) to facilitate a pipeline of highly qualified teachers who are familiar with the needs of our students. <ul style="list-style-type: none"> <li>• Launch an informational campaign in conjunction with Communications about the DISD Grow your Own program and the benefits of continuing the post-secondary Teaching &amp; Learning pathway as a professional career choice</li> <li>• Provide students in the Teaching &amp; Learning POS with an opportunity to earn Educational Aide I training certifications so they may work for DISD while pursuing their 4 year degree at COM and UHCL</li> <li>• Solidify MOU agreements with COM and UHCL for students pursuing a 4 year degree while working for DISD</li> <li>• Invite Grow your Own Program graduates who secure teaching positions in DISD to speak to DHS students in the Teaching &amp; Learning pathway</li> </ul>	Director of CTE / Executive Director of Human Resources	Travel to other districts, implementation and program development meetings, consulting fees, costs associated with Educational Aide I training certifications, meet with Higher Ed partners about MOU's, and promotional videos & materials	September Annually	September Annually				September 2025	

**Strategy #2: Provide high-quality, job embedded professional development for all staff, which results in increased productivity and employee satisfaction.**

Action Steps	Person(s) Responsible	Resources	Anticipated Completion date	Annual Update 2021-2022	Annual Update 2022-2023	Annual Update 2023-2024	Annual Update 2024-2025	Annual Update 2025-2026	Notes
Continue to provide quality and relevant staff development aligned to district needs. • Offer expanded professional development opportunities across all departments and content areas.	Deputy Superintendent for Curriculum & Instruction	Training Materials, Contracted Services, Extra-duty agreements, Travel expenses, PSA, Registration, Facilities	Summer Update- September, Fall Update - January, Spring Update- June						
Enhance the two-year teacher induction and mentoring program to all teachers new to the profession. • Review Protege, Navigator & Mentor Curriculum and consider revisions • Begin development of a Mentor Observation tool (s) to use with mentee FYT's • Create EOY Feedback Mentor Survey for 2022 • Create EOY Feedback FYT Survey for 2022	Director of Teacher Development & Professional Learning	Training Materials, Contracted Services, Facilities for training, Community partnerships, Mentor Stipend	May 2022						
Research best practices for the development of a campus "buddy" program for experienced teachers that are new to the district	Director of Teacher Development & Professional Learning	Time, Travel expenses, materials	February 2022						
Develop emerging teacher-leaders and mid-level administrators for future positions within the district through a leadership academies and opportunities to lead campus and district professional development sessions • Advertise opportunity to teachers through A-Team, Curriculum Specialists, and Academic Coaches in advance of Summer PD catalog • Highlight and recognize teacher leadership by publishing articles about their contribution through Public Relations - Collaborate with Communications/Marketing Department • Network with local school districts for potential collaboration and discuss best practices and share ideas	Director of Teacher Development & Professional Learning	Training Materials	April 2022	September 2022					
<b>Strategy #3: Provide all staff with a package of benefits and services that addresses personal and professional needs.</b>									
Action Steps	Person(s) Responsible	Resources	Anticipated Completion date	Annual Update 2021-2022	Annual Update 2022-2023	Annual Update 2023-2024	Annual Update 2024-2025	Annual Update 2025-2026	Notes
Develop a comprehensive retention plan that provides avenues for DISD employees to seek degrees, certifications, and CPEs in accordance with district needs and priorities. • Certification Acknowledgments • Certification/Test-Prep Assistance	Executive Director of Human Resources	Test Prep Training and Materials, relationship with ACP and graduate programs	May 2022						

<p>Develop and make plans to implement Teacher Incentive Allotment (Cohort E).</p> <ul style="list-style-type: none"> <li>• 2021-2022 Form committee (review timeline, establish criteria - certifications, attendance, etc.)</li> <li>• April 2022 - Submit application</li> <li>• 2022-2023 - Data Capture Year (T-TESS, Student Growth)</li> <li>• February 2024 - Final Approval Notification</li> <li>• April 2024 - Final Designation and Allotment Notification</li> <li>• September 2024 or 2025 - Initial Payout with Reimbursements for Approved Systems</li> </ul>	Executive Director of Human Resources	Time	September Annually					
<p>Collaborate with the SHAC committee and Social-Emotional Learning Specialist to develop a comprehensive wellness program.</p> <ul style="list-style-type: none"> <li>• Develop and Implement a Multi-Tiered System of Supports (MTSS) Educator Wellness Program aligned to the recommendations provided by TEA</li> <li>• Offer Dickinson ISD staff a needs/climate survey to develop supports around</li> <li>• Work with Community Partnerships on providing staff</li> <li>• Form campus support teams to support DISDs Educator Wellness Program</li> </ul>	Executive Director of Human Resources, Executive Director of Special Programs, Social/Emotional Learning Specialist	Committee members, meeting times & locations	April 2022					
<p>Continue to provide district maintained employee daycare, ages birth to 5 years, to attract and retain highly qualified candidates.</p>	Executive Director of Human Resources	Facility, Staff, Utilities, Cleaning Supplies, Food Supplies, Teaching Materials	September 2021	March 2022 (staffing)				

## Goal #5 Infrastructure

**DISD will provide operational services to support the success of student learning.**

### Strategy #1- Build and maintain infrastructure connectivity for the district.

Action Steps	Person(s) Responsible	Resources	Anticipated Completion date	Annual Update 2021-2022	Annual Update 2022-2023	Annual Update 2023-2024	Annual Update 2024-2025	Annual Update 2025-2026	Notes
Increase network bandwidth as well as NOC to campus connectivity to provide support for increased digital learning	Technology Network Team	ERate and Local Funds	October 2021						
All staff will be annually trained on data privacy and security. Any company housing DISD data will be required to comply with all FERPA and COPPA Laws	All Staff	Local Funds	September 2021						
Maintain Software and Update as needed *Skyward *Finance System *Security Servers *Call Manager	Technolgy Team, Business Office	Local Funds	October 2021, January 2022, Summer 2022, Summer 2024						
Refresh hardware in NOC, MDFs and IDFs	Technology Team	Federal and Local Funds via ERate	Funding is in 5 year increments, Updates occur based on funding rotation						

### Strategy #2- Utilize district funds and resources in a fiscally responsible manner.

Action Steps	Person(s) Responsible	Resources	Anticipated Completion date	Annual Update 2021-2022	Annual Update 2022-2023	Annual Update 2023-2024	Annual Update 2024-2025	Annual Update 2025-2026	Notes
Enhance internal controls to protect district assets *Inventory Runs *Bar Coding *Attendance Accountability via TCP	Technology Team, Business Office	Finance System, Inventory System	October 2021						
Increase resources through other funding options such as grants	Federal Programs Director	Various federal funds and grants	Summer 2022						
Maintain an efficient procurement system	Executive Director of Business Services	Finance System	August 31 annually						

### Strategy #3- Provide a safe, clean, and comfortable environment.

Action Steps	Person(s) Responsible	Resources	Anticipated Completion date	Annual Update 2021-2022	Annual Update 2022-2023	Annual Update 2023-2024	Annual Update 2024-2025	Annual Update 2025-2026	Notes
Maintain efficient operation of climate control to maintain facilities as well as instructional continuity *Investigate controls to help monitor district utility demand *Upgrade energy managment controls	Operations and Energy Management	Local Funds, Grant Funding possible	Summer 2022, Summer 2021						
Ensure that all doors and locks are functioning properly on all campuses and district buildings	Operations	Local Funds, Safety Funding	Summer 2022						
Maintain a cleaning/maintenance schedule that allows all buildings and areas inside and outside of the buildings to be properly cleaned and maintained *Supply PPE for all sites	Operations/Custodial	Local Funds	Summer 2021 and annually						

### Strategy #4- Provide a foundation for the instructional day through food and nutrition services and transportation.

Action Steps	Person(s) Responsible	Resources	Anticipated Completion date	Annual Update 2021-2022	Annual Update 2022-2023	Annual Update 2023-2024	Annual Update 2024-2025	Annual Update 2025-2026	Notes
--------------	-----------------------	-----------	-----------------------------	-------------------------	-------------------------	-------------------------	-------------------------	-------------------------	-------

Transportation- purchase additional buses; hire additional staff to add routes so the ride is shorter	Transportation	Local and Federal Funding	Summer 21 & ongoing						
Maintain a full Transportation Staff *Recruit *Retain *Incentivise	Transportation HR	Local Funding	Summer 21 & ongoing						
FNS- improve menu options and promote healthy eating habits	FNS	Contracted food service vendors	Summer 21 & ongoing						
FNS- continue providing breakfast and lunch free to all students	Director of Federal Programs	Grants	Summer 21 & ongoing						

**Strategy #5- Create safe educational spaces that promote effective teaching and learning.**

Action Steps	Person(s) Responsible	Resources	Anticipated Completion date	Annual Update 2021-2022	Annual Update 2022-2023	Annual Update 2023-2024	Annual Update 2024-2025	Annual Update 2025-2026	Notes
Implement Electronic alerts in all areas of district buildings *Train on use of alert button app *Develop, implement and practice reunification	Deputy Superintendent for Business Services, Technology Department	Local and Federal Funding	Fall 2021, Summer 2022						
Implement master plan for visitor entry *Vestibule Security Upgrades	Executive Director of Facilities and Planning	Local Funds	Summer 2021						
Develop master plan utilizing controlled access with district IDs	Executive Director of Facilities and Planning	Local Funds	Summer 2022						



## Dickinson ISD Board of Trustees

David Swartz, President  
Corey Magliolo, Vice-President  
Veanna Veasey, Secretary  
Mike Mackey, Trustee  
Jeff Pittman, Trustee  
Jessica Rodriguez, Trustee  
Fritzie Samford, Trustee

## Dickinson ISD Superintendent

Carla Voelkel



*Visit [www.dickinsonisd.org/strategicplan](http://www.dickinsonisd.org/strategicplan) or scan the QR code on the left for more information on Dickinson ISD's Strategic Plan and Action Plan!*