

**Mission:** The Newport Independent School District will partner with families and the community to nurture, educate, and instill core values in all students to ensure they reach their fullest potential.

**Vision:** We envision a day when every student in Newport Independent Schools engages and thrives in educational excellence.

- *Educational excellence imparts a perpetual thirst for learning*
- *Excellence is defined as the condition of being superior and outstanding*

**Strategic Critical Priorities:**

- **Critical Priorities** are those that must be dealt with if the organization is to survive or recreate itself in the context of its own stated mission.
- **Critical Priorities** are those that must be accomplished within a certain amount of time using all available resources to complete the objectives or aims.

**Strategic Pillar I: Teaching and Student Achievement**

***Teaching and Student Achievement encompasses the following:***

- ***Quality and rigor of curriculum and instructional planning***
- ***Consistency and quality of instructional practice, specific strategies, and classroom routines***
- ***Use of data and assessments to improve instruction***
- ***Quality of the the Instructional Core, Critical Shifts of Instruction, and Interventions to meet the needs of all students***

**Anchor Goal:** NISD students thrive in a learning environment that ensures successful transition through all levels of learning and ultimately college, career, and life.

Critical Priorities	Strategy:
<b>Develop a district-wide balanced assessment system</b>	<b>1.1</b> NISD implements, monitors, and evaluates a balanced district and school level assessment system, in collaboration with teachers and leaders, that builds teacher capacity in assessment literacy including use of formative, authentic, and performance-based assessments and informs teacher next-step in corrective instruction and informs the curriculum.
<b>Establish leadership capacity</b> <ul style="list-style-type: none"> <li>• Individual leadership self efficacy</li> <li>• Leadership team efficacy</li> <li>• Leadership</li> </ul>	<b>1.2</b> NISD maintains a leadership pipeline that encompasses skills, knowledge, and capacity to ensure sustainability of district and school systems.  <b>1.3</b> NISD utilizes an onboarding process that builds a new leaders network that will enhance the capacity to sustain district/school systems

experiences in coaching to improve instructional practices	<b>1.4</b> NISD leadership calibrates and modifies instructional practices to cultivate high quality learning environments.
<b>Develop Data Driven Systems- DDI Calendering, Analysis of Impact</b> <ul style="list-style-type: none"> <li>Teaching, leadership, and resources</li> </ul>	<b>1.5</b> NISD implements a data driven system through a strategic approach designed to monitor, analyze, and evaluate to ensure accountability of effective teaching practices, systems impacting student learning have a direct positive impact on expected educational excellence.
<b>Execution of Core Instruction</b> <ul style="list-style-type: none"> <li>Capacity, skill and understanding of <b>Content</b></li> <li><b>Student</b> engagement</li> <li>Improvement of <b>Teacher</b> instructional practices</li> </ul>	<b>1.6</b> NISD supports the development of a guaranteed curriculum that serves to deliver viable content necessary to sustain the instructional core that ensures educational excellence.  <b>1.7</b> NISD engages teachers in professional learning that improves instructional practices of core instruction.

Strategic Pillar I: Key Performance Indicators	
<b><u>Proficiency:</u></b> No less than 75% of NISD students will perform at a proficient level in reading, writing, mathematics, science and social studies by 2025 as evidenced on state-wide assessments, summative unit assessments, or other criterion-based assessments.	
<b><u>Early Literacy:</u></b> No less than 80% of all students will read on grade level by 3rd grade by 2025.	
<b><u>Novice Reduction for Gap Closure:</u></b> 100% of all students representative of a subpopulation will increase achievement and growth so that novice performance is less than 5% of a total subpopulation. *EL, ECE, African American, Black, Hispanic, Mixed Race, Fr/R	
<b><u>Transition Readiness:</u></b> 100% of all NISD graduates will graduate college or career ready and illuminate the strategic vision of NISD as state measures determine.	

## **Strategic Pillar 2: Cultivate a Culture of Growth and Capacity**

Cultivating a Culture of Growth and Capacity demonstrates that stakeholders are collectively responsible to grow each other, share knowledge, and teach so that our impact is empowering.

A culture of growth and capacity achieves the following:

- **Recruits, retains, and develops talent** that demonstrates skills, knowledge and values necessary to serve and improve Newport Independent students, families, and community.
- **Ensures highly trained and supported staff will be highly engaged** in caring for our students and families.
- **Ensures a cultivation of a growth mindset** for all district and school stakeholders, (staff, teachers and leaders and students), to increase capacity for teaching and engagement in content to maximize learning.
- **Supports and holds district and school leaders accountable** for creating inclusive, equitable, high performing school communities for teachers, students, and the families they serve.
- **Improves district, school, and classroom culture** to ensure all students and staff serve and learn in a safe and respectful environment.
- **Develops high performing collaborative** teams that foster communication, continuous improvement, and professional learning.

**Anchor Goal: Maximize the capacity of staff, teachers, and leaders to provide high quality learning opportunities by cultivating a culture of continuous improvement, collaboration, and professional learning while holding each other accountable to a growth mindset and a culture of equity and excellence.**

### **Strategic Priorities**

<b>Critical Priorities</b>	<b>Strategy</b>
<p><b>Systemic Growth</b> NISD holds “itself” accountable for</p> <ul style="list-style-type: none"><li>● systemic growth<ul style="list-style-type: none"><li>○ Instructional</li><li>○ Operational</li></ul></li><li>● monitoring</li><li>● actionable planning</li></ul> <p><b>Accountability-</b> NISD is accountable for improvement and change:</p> <ul style="list-style-type: none"><li>● Teachers hold students accountable.</li><li>● School Leaders hold teachers accountable</li><li>● District Leaders hold</li></ul>	<p><b>2.1</b> NISD will apply data results in order to monitor, evaluate, and create actionable next-steps that ensure quality implementation of instructional and operational systems.</p> <p>NISD has a process to hold district leaders, school leaders, teachers, families, and students accountable for the district mission, student success, and continuous improvement. NISD will apply data results in order to monitor and evaluate actionable next-steps. (e.g., 30-60-90 Day Plan, 4-Part Action Plan, PDSA)</p>

<p>schools accountable</p> <ul style="list-style-type: none"> <li>Students hold themselves accountable             <ul style="list-style-type: none"> <li>Parents and community have shared accountability</li> </ul> </li> </ul>	
<p><b>Excellence of Expectations-</b> NISD has explicit expectations to attain excellence</p> <ul style="list-style-type: none"> <li>High expectations for all</li> <li>Core Values &amp; Parameters</li> <li>Integrity</li> <li>Relationships</li> <li>Equity</li> <li>Accountability</li> <li>Achievement</li> <li>Excellence</li> </ul>	<p><b>2.2</b> NISD has high expectations for students, teachers, leaders and administrators, which can be evidenced and observed at the district level, at the school level, and in the classrooms.</p> <ul style="list-style-type: none"> <li>high expectations as outlined within the profile of a student and graduate</li> <li>high expectations as outlined within the profile of a teacher</li> <li>high expectations as outlined within the profile of a leader and administrator</li> </ul>
<p><b>Collective Impact-</b> NISD has a culture of collective impact and responsibility to the shared vision of change.</p>	<p><b>2.4</b> NISD, through shared accountability, monitors and analyzes identified data points consistently to determine the impacts on the entire organization and creates adjustments to continually create action for improvement.</p>
<p><b>Recruitment and Sustainable Onboarding-</b> NISD will improve human resources by building an infrastructure that efficiently and effectively does the following:</p> <ul style="list-style-type: none"> <li>Recruitment</li> <li>Selection of Staff</li> <li>Assignments</li> <li>Onboarding</li> <li>Professional Learning</li> </ul>	<p><b>2.5</b> NISD develops and executes an educator recruitment and placement process that ensures:</p> <ul style="list-style-type: none"> <li><b>Recruitment:</b> identify effective and aligned staff candidates and target recruitment to fill high-need positions.</li> <li><b>Selection and Hiring:</b> implement rigorous screening and hiring procedures and identify and hire a diverse workforce.</li> <li><b>Staff Assignment:</b> hire and assign teachers and administrators with the capacities, skills and dispositions, necessary for the highest of quality teaching and learning. Retain staff in schools, taking into account teacher experiences and students with the highest needs.</li> <li><b>Onboarding:</b> provide job-embedded support opportunities and establish structures that facilitate collaborative planning and teacher or leadership learning.             <ul style="list-style-type: none"> <li>NISD utilizes an onboarding process that</li> </ul> </li> </ul>

	<p>builds a new leaders network that will enhance the capacity to sustain district/school systems</p> <ul style="list-style-type: none"> <li>• <b>Professional Learning:</b> provide continuous coaching, support, and mentoring to promote teacher growth and success.</li> </ul> <p><b>2.5</b> NISD maintains a leadership pipeline that encompasses skills, knowledge, and capacity to ensure sustainability of district and school systems.</p> <p><b>2.6</b> NISD utilizes an onboarding process that builds a new leaders network that will enhance the capacity to sustain district/school systems.</p>
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## Strategic Pillar 2: Key Performance Indicators

### **Increase the Teacher Retention Rate:**

NSID will increase the retention rate of new and existing teachers identified as effective to 90% on a yearly basis by 2025 (excluding retirement).

### **Reduction of monthly Student Behavioral Referrals:**

NSID will decrease classroom disruptions (decreased referrals by 50% and less than 5% of the total population to be repeated offenders) by 2025 in all schools. Schools to set individual and specific goals and monitored monthly by the district teams.

### **Teacher Satisfaction:**

By July 2025, 100% of teachers will indicate an increase in workplace satisfaction as indicated on Team's Systems Checks, consistently used survey data and increased teacher leadership roles within NISD.

**Student achievement data** will increase- KSA, MAP, District Interim Assessment  
100% of the student population will demonstrate growth on interim or state data points by 2023.

### **Parent and Community Perceptions and Satisfaction:**

By June 2025, NSID will incorporate a systematic process for collecting and analyzing communication, feedback and surveys to measure customer satisfaction by 50% parent and community participation rate that will support as well as feed school and district continuous improvement.

## **Strategic Pillar 3: Integrating Systems of Support and Activating Partnerships**

- **Goal Setting and Action Planning**
- **Assessing and Aligning Use of Time to Make Progress Toward Goals-** assess how time allocated and used and maximize instructional time with master schedule and access to rigorous content
- **Aligning Budget and Resources**
- **Create and Maintain External Partnerships** that support goal and priorities
- **Manage Facilities** to maximize safety and conducive to learning
- **Build and Manage Relationships**
- **Stakeholder Communication and Engagement**

**Anchor Goal:** Target and prioritize critical resources (physical, instructional, human) to ensure safe, well equipped and supported staff, students and schools.

### Strategic Priorities

Critical Priorities	Strategy
<b>Goal Setting and Action Planning:</b> NISD monitors and adjusts clear focused goals and regularly progress monitors.	<b>3.1.</b> NISD leadership executes and monitors a Strategic Action Plan with clear defined goals and priorities that are reflective of the Strategic mission and vision and creates an action plan to attain goals and establish milestones that regularly and consistently monitors district and school progress.
<b>Resource Management:</b> NISD aligns use of time, staff, funds, etc. to make progress toward attaining district-wide and school-wide goals.	<b>3.2</b> NISD establishes, implements, evaluates, and refines how resources are allocated/used to determine effectiveness/utilization of the specified resource and next steps to have an impact on student learning and progress towards goals.
<b>Alignment of Budget:</b> NISD aligns the budget to the strategic plan and all adjacent plans (CDIP, 30/60/90, etc).	<b>3.3</b> NISD ensures the budget is efficiently aligned to the strategic plan by: <ul style="list-style-type: none"> <li>• Creates, monitors, and evaluates a budget to manage resources.</li> </ul>
<b>Build and Manage Professional Relationships:</b> NISD develops internal and external professional relationships to ensure team cohesiveness constructed on team characteristics of trust, conflict, commitment, accountability, & results.	<p><b>3.4</b> NISD develops, communicates, and implements the roles, responsibilities, expectations, and hierarchy of and between systems.</p> <p><b>3.5</b> NISD creates a team of supportive individuals that encompasses team characteristics to effectively implement, analyze and revise organizational systems.</p>
<b>Stakeholder Communication:</b> NISD utilizes multi-tiered means of	<b>3.6</b> NISD develops and implements a communication plan to elicit feedback from various stakeholders to inform action planning and next steps.

one-way and two-way communication and engagement.	

Strategic Pillar 3: Key Performance Indicators	
<b>Customer Satisfaction:</b>	Increase percentage of families and external stakeholders reporting customer satisfaction (benchmark will be created for FY22) to compare through-out 2025.
<b>Data Driven Decision Making:</b>	4-Part Action Planning (diagnose, prioritize, plan, implement) creates a cycle of improvement at the district and school levels that is monitored for success no less than every 15 days . 100% of budgeting decisions are based on this improvement cycle.
<b>Job Descriptions, Roles and Responsibility</b>	By June 2022, NISD will ensure 100% of all district and school leadership positions have clear job descriptions and defined roles and responsibilities that are Board approved and embedded within the evaluation system and anchored in the standards of the position.  By June of 2022, NISD will formulate an organization chart indicating hierarchy, roles, and responsibilities to increase systems work-flow efficiency.