**KERRVILLE INDEPENDENT SCHOOL DISTRICT**  
**STRATEGIC PLAN 2018-2021**

**Vision Statement:** Kerrville ISD - An educational leader in the heart of the Hill Country, inspiring all students to become lifelong learners and productive citizens.

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| **Goal 1:** Provide students with engaging, rigorous, and personalized academic and social-emotional learning experiences to meet individual student needs, foster student ownership in learning and develop 21st century skills for lifelong learning. | 1.1 Perform peer observations/learning walks to do the following:  
- model effective practices and provide teachers feedback  
- create opportunities for teachers and staff to think critically about practice and utilize formative assessment to impact student learning  
- reflect on planning and strategies that ensure student choice and personalized academic learning experiences  
1.2 Provide on-going professional learning opportunities that equip staff and parents to address the social emotional learning needs of all students.  
1.3 Expand project-based learning opportunities at all grade levels to encourage problem solving and 21st Century Workforce Skills, such as; collaboration, creativity, innovation, critical thinking, and problem solving.  
1.4 Develop systemic use of grade level specific procedures that encourage students to take ownership for their learning by involving them in the goal-setting and assessment process; provide teachers with professional learning that supports student goal setting strategies and teacher/student conferencing methods. |
| **Goal 2:** Develop future-ready students and build a strong academic foundation in literacy and math by ensuring all student are reading on grade level by grade 3 and remain on grade level and by ensuring all students successfully complete algebra coursework. | 2.1 Launch KISD Literacy Initiative that includes parental involvement components, celebrations, and cross-curricular activities.  
2.2 Continue teacher professional learning that supports small group learning opportunities for all students in English language arts/reading and mathematics courses. District and campus administrators will monitor and provide feedback and support for teachers.  
2.3 Provide professional learning opportunities that support the incorporation of writing across the curriculum.  
2.4 Provide ECC-2nd grade teachers vertical alignment opportunities and ongoing professional learning on innovative instructional strategies for early literacy success and algebraic reasoning.  
2.5 Continue vertical alignment discussions between third grade math through Algebra II teachers and explore viable and cost-effective universal math screeners.  
2.6 Utilize teacher made resources to continue focus on Math Fact Fluency and implement a parent involvement component for grades K-5 at each elementary school.  
2.7 Develop K-12 universal screener system to measure and track reading levels of all students. |
| **Goal 3:** Empower all students to identify post-secondary pathways and provide personalized support for college, career and military readiness through Science, Technology, Engineering, Arts & Math (STEAM), Career and Technology Education (CTE), workforce certification, college credit, Advanced Placement and other program opportunities. | 3.1 Develop a comprehensive counseling guidance plan that will address career pathways and educational requirements to help all students grow to their fullest potential, academically, socially and intellectually.  
3.2 Develop a K-12 comprehensive Post-Secondary Educational Planning Guide to assist parents and students in making decisions about courses, colleges, and careers pathways and post-secondary costs.  
3.3 Identify reading and math TEKS aligned to Advanced Placement assessments and college entrance exams and provide professional learning opportunities for teachers to continue to maximize student success.  
3.4 Expand CTE course offerings based on student input and interest, Texas Workforce Commission data, and community feedback while balancing state accountability; continued recruitment of industry experts to support growth of programs.  
3.5 Provide all students opportunities to participate in STEM activities at the elementary level through STEM labs and other class room lessons such as STEM Lab Fridays.  
3.6 Expand co-op, apprenticeship, work shadow, and internship experiences for students.  
3.7 Increase student participation and (CCMR) college career military readiness success measures on SAT/ACT/ASVAB assessments.  
3.8 Develop systems to identify and monitor students’ post-graduation plans which will include annual progress monitoring sessions with feedback to students. |
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| **Goal 4:** Recruit, develop, and retain employees that are student-centered, focused on continuous learning and improvement, passionate, innovative, collaborative, goal oriented and ethical. | 4.1 Use the KISD Profile of a Graduate, Profile of a KISD Teacher, KISD Vision 2021 to drive recruitment, development, and retention processes.  
4.2 Utilize a district-wide “exit” and “stay” interview process and use the data to refine systems.  
4.3 Incorporate “IPLP” an individualized professional learning plan within the KISD three-year Professional Development Plan and scaffold the implementation of digital collaboration between faculty and staff.  
4.4 Implement a comprehensive teacher/staff induction program.  
4.5 Incorporate a new teacher mentoring plan and use participant feedback to refine the program.  
4.6 Design and implement KISD Leadership Academy for current professional staff; engage university partners for advanced degree opportunities for staff.  
4.7 Analyze benefit packages and salary ranges to continue to offer competitive comprehensive salary plans.  
4.8 Develop a systemic plan to recognize staff that includes campus and district personnel. |
| **Goal 5:** Maintain sound fiscal management of district budgets by aligning resources to improve student learning, ensure future-ready students and meet district goals while continuously advocating for an adequate and equitable Texas public school finance system. | 5.1 Use student progress data, resource usage data, and staff feedback to analyze the effectiveness of resources and curriculum alignment.  
5.2 Evaluate the professional learning program to ensure alignment with instructional practices and to improve student learning and engagement.  
5.3 Increase public and staff knowledge and awareness of district budgets and public school finance through intentional and transparent communication including meetings, editorials, and use of digital media outlets.  
5.4 Identify and develop replacement/upgrade cycles that include technology and technology infrastructure, furniture and instructional spaces and equipment that provide students with 21st century learning opportunities. |