

# **Bay City Independent School District**

## **District Improvement Plan**

### **2023-2024 Goals/Performance Objectives/Strategies**



# Mission Statement

All BCISD Learners are equipped to pursue their limitless futures in an ever changing, global society.

## Vision

### Academic Growth

Each learner will achieve academic growth through setting goals that are measured by threshold, target, and stretch outcomes annually.  
100% of students will achieve academic growth each year by participating in purposeful and individualized learning on a daily basis  
Every student will execute personal goals within an individualized success plan.

### Positive Relationships

100% of students will demonstrate respectful behavior towards their peers and adults daily.

### Community

All BCISD students will participate in community service each year.

### Learning Experiences

All students will be engaged through hands-on learning, problem-solving, and critical thinking each day.  
Each student will communicate effectively in collaborative settings weekly.  
All students will demonstrate effective use of instructional technology daily.

## Core Beliefs

## **We Believe.....**

Each student deserves an education comprised of high-quality staff in a safe and inclusive environment.

All students are worthy of opportunities that offer multiple pathways which are individually and clearly communicated.

All students have the ability to learn, when provided the appropriate relationships and options that are suitable to their needs.

Every student deserves a place where their needs are met, both academically and emotionally.

Every student has responsibility in laying a foundation in building their goals and visions that will lead to their success.

Teachers that focus on students' understanding of material instead of preparing for a test increase student achievement.

Positive student-teacher relationships and interaction are critical for student success.

We believe that collaboration among all stakeholders, which honors all voices, creates ownership that drives personal accountability toward education and lifelong opportunities.

We believe that a district that works in partnership with its community is synergistic.

We believe that it is necessary to empower families to build a strong personal, educational, and social foundation for learners' success.

Parental involvement in the schools changes the climate of the community as a whole.

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# Goals

**Goal 1:** Bay City ISD will engage parents and community members by providing opportunities for developing positive relationships in academic and non-academic settings.

**Performance Objective 1:** We will implement a professional development plan for parents to provide resources and educational opportunities.

Strategy 1 Details	Formative Reviews		
<b>Strategy 1:</b> The district will employ a Bilingual Parent & Family Engagement Liaison at each campus to assist campuses with parent involvement activities. <b>Strategy's Expected Result/Impact:</b> Increased parent involvement activities, reduce attendance issues and chronic absenteeism, reduce the count of discipline referrals <b>Staff Responsible for Monitoring:</b> Campus Principals Parent Liaison Chief Federal Program Compliance  <b>Funding Sources:</b> Parent Liaison - 211 - Title I	Formative		
	Nov	Mar	June
Strategy 2 Details	Formative Reviews		
<b>Strategy 2:</b> District PSL will attend parent engagement conferences with campus principals and parents (as pertinent) <b>Strategy's Expected Result/Impact:</b> Increased parent involvement <b>Staff Responsible for Monitoring:</b> Campus Principals, Chief Federal Program Compliance  <b>Funding Sources:</b> - 211 - Title I, - 255 - Title II, - 288 - Title IV	Formative		
	Nov	Mar	June
Strategy 3 Details	Formative Reviews		
<b>Strategy 3:</b> Parent Engagement activities will be offered by campuses to maintain communication and involvement of parents: Parent Education and learning nights/academies will be held district wide as appropriate to each student population. (Example: Parent Literacy Night, Bilingual Learner nights etc..) <b>Strategy's Expected Result/Impact:</b> Increased parent involvement activities, increase attendance issues and reduce chronic absenteeism, reduce the count of discipline referrals <b>Staff Responsible for Monitoring:</b> PL and campus principals  <b>Funding Sources:</b> - 211 - Title I, - 263 - Title III, - 288 - Title IV	Formative		
	Nov	Mar	June

Strategy 4 Details	Formative Reviews		
<b>Strategy 4:</b> The District will utilize web-based communication platforms and survey systems to effectively communicate with and solicit feedback from parents to gather input throughout the school year. <b>Strategy's Expected Result/Impact:</b> Increased parent involvement activities, increase attendance issues and reduce chronic absenteeism, reduce the count of discipline referrals <b>Staff Responsible for Monitoring:</b> Chief Communications Officer, Chief HR/ Federal Compliance Officer, Campus Principals  <b>Funding Sources:</b> - 211 - Title I, - 199 - Local	Formative		
	Nov	Mar	June
Strategy 5 Details	Formative Reviews		
<b>Strategy 5:</b> OSP Liaison will be actively involved and attend campus family engagement events and provide information on services offered for special populations: McKinney Vento, Military Connected, and Foster Care; promote family engagement, and eliminate barriers for family engagement as needed. <b>Strategy's Expected Result/Impact:</b> Increased parent involvement activities, increase attendance issues and reduce chronic absenteeism, reduce the count of discipline referrals <b>Staff Responsible for Monitoring:</b> Director of Special Programs, Parent/Student & Special Programs Liaison, and Campus Principals	Formative		
	Nov	Mar	June
<div>  No Progress            Accomplished            Continue/Modify            Discontinue         </div>			

**Goal 2:** Bay City ISD will develop a systematic approach that builds relationships between students, staff, and parents through a collaborative effort to accomplish our call to action.

**Performance Objective 1:** We will create a needs assessment to identify gaps in building collaborative relationships.





**Evaluation Data Sources:** CLNA

Strategy 1 Details		Formative Reviews		
<b>Strategy 1:</b> Campuses will develop Strategic plans to increase the Organizational Health of their campus, as measured by locally developed surveys of all stakeholders.  <b>Strategy's Expected Result/Impact:</b> Increased communication, organizational effectiveness, and goal focus of each campus will result in improved interpersonal relations of staff to staff and staff to students. Relational cohesiveness will result in learning environments that are conducive to active participating and learning for our diverse student population.  <b>Staff Responsible for Monitoring:</b> Campus principals  <b>Funding Sources:</b> - 199 - Local - \$10,000		Formative		
		Nov	Mar	June
<div><div><div><div><div></div><div>0%</div></div><div>No Progress</div></div><div><div><div>100%</div></div><div>Accomplished</div></div><div><div><div></div><div></div></div><div>Continue/Modify</div></div><div><div><div></div><div></div></div><div>Discontinue</div></div></div></div>				

**Goal 3:** Bay City ISD will establish positive school/classroom culture by continuously teaching and modeling respect among all students, personnel, and community.

**Performance Objective 1:** Bay City ISD will create and implement a behavior management system that will be used consistently at every school level to establish a positive classroom environment.

**Evaluation Data Sources:** PEIMS Discipline data counts: Reduction of disproportionality rate for subgroups targeted.





Strategy 1 Details	Formative Reviews		
<b>Strategy 1:</b> Campuses MTSS Teams will regularly receive support and professional development to create a RTI Plan for Behavior and coaching for implementation of Multi Tiered system of support for behavior/discipline <b>Strategy's Expected Result/Impact:</b> Improved fidelity of MTSS Implementation survey, reduction in discipline counts as reported on the PEIMS Discipline data report <b>Staff Responsible for Monitoring:</b> Asst. Superintendent and Campus Principals  <b>Funding Sources:</b> - 211 - Title I, - 288 - Title IV	Formative		
	Nov	Mar	June
Strategy 2 Details	Formative Reviews		
<b>Strategy 2:</b> District will continue to provide behavior/discipline support training to all campuses through regular implementation visits with a contracted service provider consultant and training for all new teachers. <b>Strategy's Expected Result/Impact:</b> Decreased student discipline. <b>Staff Responsible for Monitoring:</b> Asst. Superintendent, Campus Principals  <b>Funding Sources:</b> - 211 - Title I	Formative		
	Nov	Mar	June
Strategy 3 Details	Formative Reviews		
<b>Strategy 3:</b> District will strive to hire Behavior Intervention Specialists and Counselors at each campus to support behavior and mental needs of diverse student population. <b>Strategy's Expected Result/Impact:</b> Intense intervention of severe behavior issues will result in classrooms more conducive to learning for all students and result in higher academic achievement. <b>Staff Responsible for Monitoring:</b> Campus Principals  <b>Funding Sources:</b> - 199 - Local	Formative		
	Nov	Mar	June
<div>  No Progress            Accomplished            Continue/Modify            Discontinue         </div>			



**Goal 3:** Bay City ISD will establish positive school/classroom culture by continuously teaching and modeling respect among all students, personnel, and community.

**Performance Objective 2:** Bay City ISD will reduce disproportionality of out of classroom disciplinary placements by 5%, (ISS,OSS, DAEP)

Strategy 1 Details	Formative Reviews		
<b>Strategy 1:</b> District will provide professional development and coaching/implementation visits in Multi Tiered Systems of Support Positive Behavior Interventions, and Restorative practices. <b>Strategy's Expected Result/Impact:</b> Decreased disproportionality <b>Staff Responsible for Monitoring:</b> Campus Principals, Asst. Superintendent, BCISD Behavior Specialist  <b>Funding Sources:</b> - 211 - Title I	Formative		
	Nov	Mar	June
Strategy 2 Details	Formative Reviews		
<b>Strategy 2:</b> Tier 3 Behavior Teachers(PASS) will participate in the Region 3 Behavior Coach Endorsement program in order to build their skills and capacity to effectively intervene with Tier 3 behaviors . <b>Strategy's Expected Result/Impact:</b> PASS teachers will also use this knowledge as they serve on the MTSS committee, providing intervention suggestions for other teachers for Tier 1 and 2 intervention. <b>Staff Responsible for Monitoring:</b> Asst. Superintendent, Director of Special Programs, Campus Principals  <b>Funding Sources:</b> - 199 - Local, - 197 - State Compensatory	Formative		
	Nov	Mar	June
Strategy 3 Details	Formative Reviews		
<b>Strategy 3:</b> BCISD PD will work with campuses to provide ongoing programs to educate students on bullying and will provide process for reporting and addressing bullying situations. <b>Strategy's Expected Result/Impact:</b> Decrease in the number of students investigations involving bullying. <b>Staff Responsible for Monitoring:</b> District Chief of Police, Campus Principals, School Resource Officers  <b>Funding Sources:</b> - 199 - Local, - 288 - Title IV	Formative		
	Nov	Mar	June

Strategy 4 Details	Formative Reviews		
<b>Strategy 4:</b> District will utilize a web-based bullying notification system to provide students, parents, staff, and the community with the opportunity to report online anonymous bullying reports. <b>Strategy's Expected Result/Impact:</b> Increase student and staff safety and security. Decrease in bullying incidents <b>Staff Responsible for Monitoring:</b> Chief Communications Officer , Chief of Police  <b>Funding Sources:</b> - 199 - Local	Formative		
	Nov	Mar	June
Strategy 5 Details	Formative Reviews		
<b>Strategy 5:</b> Bay City ISD will implement a Mentoring Program for At-Risk Students in need of adult role model. <b>Strategy's Expected Result/Impact:</b> Decreased discipline, decrease drop-out rate, and increase in school attendance <b>Staff Responsible for Monitoring:</b> BCISD PD Chief of Police	Formative		
	Nov	Mar	June
<div>  No Progress            Accomplished            Continue/Modify            Discontinue         </div>			

**Goal 3:** Bay City ISD will establish positive school/classroom culture by continuously teaching and modeling respect among all students, personnel, and community.

**Performance Objective 3:** Bay City ISD will maintain school safety personnel and increase school safety equipment and school safety training as needed throughout the district.

**Evaluation Data Sources:** Reports from District and Campus Surveys that indicate positive school working environment.





Strategy 1 Details	Formative Reviews		
<b>Strategy 1:</b> The district and campus safety committees will meet regularly to revise and update plans and procedures as needed. <b>Strategy's Expected Result/Impact:</b> Increased awareness and fidelity of safety plans <b>Staff Responsible for Monitoring:</b> BCISD PD Chief of Police; safety committee members	<b>Formative</b>		
	<b>Nov</b>	<b>Mar</b>	<b>June</b>
Strategy 2 Details	Formative Reviews		
<b>Strategy 2:</b> Bay City ISD will continue to provide training and updates by private consultants, Safe Schools Online Learning Platform, and BCISD PD and Campus Safety Teams in areas of safety plans, conducting drills, threat assessment, and mental health first aid <b>Strategy's Expected Result/Impact:</b> Increase in school safety and preparedness <b>Staff Responsible for Monitoring:</b> BCISD PD Chief of Police, Campus Principals	<b>Formative</b>		
	<b>Nov</b>	<b>Mar</b>	<b>June</b>
Strategy 3 Details	Formative Reviews		
<b>Strategy 3:</b> School safety and screening software program will be used on all campuses to provide drill management, incident management platform, communication, accountability, and reunification of parents/students in the event of an incident. <b>Strategy's Expected Result/Impact:</b> Increase communication during safety incidences <b>Staff Responsible for Monitoring:</b> Chief of Police, Director of Technology,  <b>Funding Sources:</b> - 288 - Title IV	<b>Formative</b>		
	<b>Nov</b>	<b>Mar</b>	<b>June</b>
Strategy 4 Details	Formative Reviews		
<b>Strategy 4:</b> Bay City ISD will maintain security at all campuses for staff and students, which are to include: District Police Officers, Cameras, radios, etc. <b>Strategy's Expected Result/Impact:</b> Increase student and staff safety at school; and communication and efficiency during emergency situations. <b>Staff Responsible for Monitoring:</b> Chief of Police, Director of IT, & Campus Principals  <b>Funding Sources:</b> - 423 - Safety & Security Grant	<b>Formative</b>		
	<b>Nov</b>	<b>Mar</b>	<b>June</b>

Strategy 5 Details	Formative Reviews		
<b>Strategy 5:</b> Bay City ISD will provide additional buses to allow for social distancing and increase security for student safety. <b>Strategy's Expected Result/Impact:</b> Increase student attendance rates, increase student safety, <b>Staff Responsible for Monitoring:</b> Principals, campus police, transportation staff  <b>Funding Sources:</b> - ESSER III	Formative		
	Nov	Mar	June
<div> <div>0% No Progress</div> <div>100% Accomplished</div> <div>→ Continue/Modify</div> <div>✗ Discontinue</div> </div>			

**Goal 4:** Bay City ISD will integrate the most up to date technology district-wide, to enhance student development, growth, and learning.

**Performance Objective 1:** Bay City ISD will continue to update technology resources across the district so that all classrooms can facilitate 21st century learning communities.





**Evaluation Data Sources:** District technology committee and director reports.

Strategy 1 Details	Formative Reviews		
<b>Strategy 1:</b> Student devices will be purchased in order to provide device ratio necessary to facilitate a blended learning environment and while striving towards the state recommendation of 1 to 1 device to student ratio. <b>Strategy's Expected Result/Impact:</b> Implementation of the blended learning model. <b>Staff Responsible for Monitoring:</b> Asst. Superintendent, Director of Technology  <b>Funding Sources:</b> - 197 - State Compensatory, - 288 - Title IV	Formative		
	Nov	Mar	June
Strategy 2 Details	Formative Reviews		
<b>Strategy 2:</b> Digital technology based programs will be purchased when appropriate to support 21st century instructional practices and enhance learning for all student populations; including At Risk and Special Populations. <b>Strategy's Expected Result/Impact:</b> Enhance learning for all student populations; including At Risk and Special Populations. <b>Staff Responsible for Monitoring:</b> Assistant Superintendent, Principals, Director of Technology  <b>Funding Sources:</b> - 197 - State Compensatory, - ESSER III	Formative		
	Nov	Mar	June
<div>  No Progress            Accomplished            Continue/Modify            Discontinue         </div>			

**Goal 4:** Bay City ISD will integrate the most up to date technology district-wide, to enhance student development, growth, and learning.

**Performance Objective 2:** Bay City ISD will implement a professional continuous on time training program for all staff to ensure the effective integration of technology throughout the district.

**Evaluation Data Sources:** Student engagement and formative assessment data (Pear Deck, etc.)

Strategy 1 Details	Formative Reviews		
<b>Strategy 1:</b> Teachers will receive Professional development focused on strategies for student engagement and formative assessment. <b>Strategy's Expected Result/Impact:</b> Increased student engagement and increased achievement <b>Staff Responsible for Monitoring:</b> Principals, Instructional Technology Facilitator, Assistant Superintendent  <b>Funding Sources:</b> - 197 - State Compensatory	Formative		
	Nov	Mar	June
Strategy 2 Details	Formative Reviews		
<b>Strategy 2:</b> Instructional Technology Facilitator will provide professional development sessions, and make/take sessions during the summer and ongoing throughout the school year so that teachers can effectively implement web-based classrooms and integrate various digital learning resources <b>Strategy's Expected Result/Impact:</b> Increased use of technology in remote learning environment and in blended learning environment face to face <b>Staff Responsible for Monitoring:</b> Asst. Superintendent, Instructional Technology Facilitator	Formative		
	Nov	Mar	June
Strategy 3 Details	Formative Reviews		
<b>Strategy 3:</b> High Quality Instructional resources and web-based learning and instructional programs will be utilized for Tier 1 instruction as well as Tier 2 and 3 intervention. <b>Strategy's Expected Result/Impact:</b> Increased student achievement <b>Staff Responsible for Monitoring:</b> Asst. Superintendent, District Facilitators, Campus Principals  <b>Funding Sources:</b> - 197 - State Compensatory	Formative		
	Nov	Mar	June
<div>  No Progress            Accomplished            Continue/Modify            Discontinue         </div>			

**Goal 5:** Bay City ISD will integrate instructional practices that develop learning environments that are applicable to real-world experiences.





**Performance Objective 1:** Bay City ISD will increase the number of students who graduate with College, Career, Military Readiness for all subgroups as outlined in board adopted HB3 goals.

**Evaluation Data Sources:** Number of students achieving a CCMR credit

Strategy 1 Details	Formative Reviews		
<b>Strategy 1:</b> College and Career Liaison will be employed to increase number of students taking SAT, TSI and other college entrance exams as well as counsel students on college and career pathways. <b>Strategy's Expected Result/Impact:</b> Increased test registrations and increased performance success on tests <b>Staff Responsible for Monitoring:</b> High School Academic Dean, Counselors, Chief Academic Officer  <b>Funding Sources:</b> - 197 - State Compensatory	Formative		
	Nov	Mar	June
Strategy 2 Details	Formative Reviews		
<b>Strategy 2:</b> Counselors will track Career College and Military Readiness indicators for all students with goal of creating individual CCMR plan for each student based on interests and goals. <b>Strategy's Expected Result/Impact:</b> Increased student eligibility for CCMR indicators. <b>Staff Responsible for Monitoring:</b> High School Counselors	Formative		
	Nov	Mar	June
Strategy 3 Details	Formative Reviews		
<b>Strategy 3:</b> Continue to administer the PSAT exam to all high school sophomores, and all other students that have not taken the PSAT. <b>Strategy's Expected Result/Impact:</b> Enrollment number of students taking the PSAT test <b>Staff Responsible for Monitoring:</b> Chief Academic Officer, High School Principal, High School Counselors  <b>Funding Sources:</b> - 199 - Local	Formative		
	Nov	Mar	June
Strategy 4 Details	Formative Reviews		
<b>Strategy 4:</b> Provide transition services to support students promoting from the junior high school to high school and transitiioning from high school to postsecondary education (Meet the Teacher event, Open House, campus visits, college visits, etc.) <b>Strategy's Expected Result/Impact:</b> Increase student attendance and engagement <b>Staff Responsible for Monitoring:</b> Campus principals, counselors	Formative		
	Nov	Mar	June

Strategy 5 Details	Formative Reviews		
<b>Strategy 5:</b> District will increase AP and Dual Credit Courses and provide tuition and materials support for ECHS Designation with pathways to include Core Complete Programs, Associate degrees, and CTE Certifications <b>Strategy's Expected Result/Impact:</b> Enrollment number of students in Pre-AP, AP, and Dual Credit Courses and ECHS cohort. <b>Staff Responsible for Monitoring:</b> Asst. Superintendent High School Principal, High School Counselors  <b>Funding Sources:</b> - 199 - Local	Formative		
	Nov	Mar	June
Strategy 6 Details	Formative Reviews		
<b>Strategy 6:</b> Develop a strategic plan to ensure all Pre AP and AP teachers attend College Board Training as appropriate. <b>Strategy's Expected Result/Impact:</b> Teachers registered for Pre-AP and AP workshops and conferences; increase number and percentage of students completing pre-AP and AP courses and passing AP exams <b>Staff Responsible for Monitoring:</b> Chief Academic Officer, Secondary Principals  <b>Funding Sources:</b> - 199 - Local	Formative		
	Nov	Mar	June
Strategy 7 Details	Formative Reviews		
<b>Strategy 7:</b> AVID (Advanced Via Individual Determination) Program will increase enrollment from 6th - 12th grade with goal of achieving schoolwide AVID status <b>Strategy's Expected Result/Impact:</b> Student enrollment in AVID classes, AVID reports, number of students enrolling in colleges <b>Staff Responsible for Monitoring:</b> Chief Academic Officer, AVID District Director, Secondary Principals  <b>Funding Sources:</b> - 197 - State Compensatory	Formative		
	Nov	Mar	June
Strategy 8 Details	Formative Reviews		
<b>Strategy 8:</b> All CTE Pathways will be evaluated for student interest level, local market value, post secondary certification opportunity, and vertical alignment - with introductory courses being offered at elementary and/or junior high level. <b>Strategy's Expected Result/Impact:</b> Increased CTE enrollment <b>Staff Responsible for Monitoring:</b> Asst. Superintendent, BCHS Academic Dean, Campus Principals	Formative		
	Nov	Mar	June
Strategy 9 Details	Formative Reviews		
<b>Strategy 9:</b> District will provide supplemental materials/technology to support Career and Technical programs as well as student certifications <b>Strategy's Expected Result/Impact:</b> Increased achievement for CTE students. <b>Staff Responsible for Monitoring:</b> CTE Coordinator, BCHS Principal  <b>Funding Sources:</b> - 244 - Carl Perkins	Formative		
	Nov	Mar	June







Strategy 10 Details	Formative Reviews		
<b>Strategy 10:</b> Bay City ISD will assist schools in developing effective school library programs to provide students an opportunity to develop digital literacy skills and improve academic achievement. (books, online resources, professional development for library staff) <b>Strategy's Expected Result/Impact:</b> Increase student achievement across content areas through literacy <b>Staff Responsible for Monitoring:</b> Campus principals, librarian	Formative		
	Nov	Mar	June
<div> <div>  No Progress            Accomplished            Continue/Modify            Discontinue         </div> </div>			

**Goal 5:** Bay City ISD will integrate instructional practices that develop learning environments that are applicable to real-world experiences.

**Performance Objective 2:** Bay City ISD will increase the number of third graders achieving "Meets" level of mastery on STAAR Reading and Math for all subgroups as outlined in Board adopted HB 3 Goals.

Strategy 1 Details	Formative Reviews		
<b>Strategy 1:</b> MCLASS Reading and web-based/research-based reading programs will be implemented as universal screener for Grade K-2 as adopted on Commissioner's List of Assessments and data will be used to track student growth and prescribe intervention as needed. <b>Strategy's Expected Result/Impact:</b> Increased Reading fluency and comprehension levels <b>Staff Responsible for Monitoring:</b> Asst. Superintendent, Elementary Campus Principals  <b>Funding Sources:</b> - 197 - State Compensatory	Formative		
	Nov	Mar	June
Strategy 2 Details	Formative Reviews		
<b>Strategy 2:</b> Bay City ISD will continue to provide a certified Cohort Leader for Reading Academy, stipends for participating teachers, and will provide Comprehensive model for all participants for 2023-2024. <b>Strategy's Expected Result/Impact:</b> Increased reading fluency and comprehension levels <b>Staff Responsible for Monitoring:</b> Asst. Superintendent, Elementary Principals, District Facilitator, Elementary Instructional Coaches  <b>Funding Sources:</b> - 199 - Local	Formative		
	Nov	Mar	June
Strategy 3 Details	Formative Reviews		
<b>Strategy 3:</b> BCISD will utilize High Quality Instructional Materials for Tier 1 instruction for Reading and Math as well as Tier 2 and 3 Reading and Math intervention. <b>Strategy's Expected Result/Impact:</b> Increased student achievement <b>Staff Responsible for Monitoring:</b> Asst. Superintendent Campus Principals  <b>Funding Sources:</b> - 197 - State Compensatory	Formative		
	Nov	Mar	June
Strategy 4 Details	Formative Reviews		
<b>Strategy 4:</b> BCISD will implement an innovative PK program that includes a balanced approach to executive functioning brain development and meeting the needs of the whole child - academic, social, emotional, and physical. <b>Strategy's Expected Result/Impact:</b> Increased executive functioning of PK students <b>Staff Responsible for Monitoring:</b> Asst. Superintendent, Principal  <b>Funding Sources:</b> - 197 - State Compensatory	Formative		
	Nov	Mar	June





Strategy 5 Details	Formative Reviews		
<b>Strategy 5:</b> BCISD will provide transition support services for students promoting from Pre-K to K and elementary to junior high school through Meet the Teacher, Open House, and campus/classroom visits. <b>Strategy's Expected Result/Impact:</b> Increase student attendance and engagement <b>Staff Responsible for Monitoring:</b> Teachers, campus principals	Formative		
	Nov	Mar	June
Strategy 6 Details	Formative Reviews		
<b>Strategy 6:</b> BCISD will utilize data to identify academic needs of at-risk students through Professional Learning Communities and planning meetings. <b>Strategy's Expected Result/Impact:</b> Close achievement gaps for at-risk students <b>Staff Responsible for Monitoring:</b> Teachers, campus principals, Academic Deans, Instructional Coaches, counselors	Formative		
	Nov	Mar	June
Strategy 7 Details	Formative Reviews		
<b>Strategy 7:</b> BCISD will support schools to identify and implement support program and activities to address the needs of Gifted and Talented learners (curriculum, professional development, and instructional academic/enrichment activities) <b>Strategy's Expected Result/Impact:</b> Increase student achievement for Gifted and Talented students, increase G/T student identification <b>Staff Responsible for Monitoring:</b> Teachers, campus principals, counselors	Formative		
	Nov	Mar	June
<div>  No Progress            Accomplished            Continue/Modify            Discontinue         </div>			

**Goal 5:** Bay City ISD will integrate instructional practices that develop learning environments that are applicable to real-world experiences.

**Performance Objective 3:** We will increase percentage of students achieving one year academic growth on STAAR Reading and Math Grade 4-8 and EOC Eng. II and Algebra I as outlined in Board Lone Star Governance Goals.

**Evaluation Data Sources:** TAPR Data, Accountability Data, and Local Assessment Data.

Strategy 1 Details	Formative Reviews		
<b>Strategy 1:</b> Programs will be utilized to support the implementation of TEKS-based curriculum, TEKS Implementation resources, and TEA Gap Analyzer will be used to create pacing guides, and common assessments to ensure vertical and horizontal alignment and data driven instruction/intervention. <b>Strategy's Expected Result/Impact:</b> Increased student achievement <b>Staff Responsible for Monitoring:</b> Asst. Superintendent, Campus Administrators, Academic Deans, Instructional Coaches and Facilitators <b>Funding Sources:</b> - 199 - Local	Formative		
	Nov	Mar	June
Strategy 2 Details	Formative Reviews		
<b>Strategy 2:</b> Instructional coaches, academic deans, and district facilitators will work with Campus Instructional teams to disaggregate data on regular basis and utilize PLC time to improve instructional practices and analyze formative assessment data. <b>Strategy's Expected Result/Impact:</b> Increased student achievement <b>Staff Responsible for Monitoring:</b> Campus administrators, Instructional coaches/deans/facilitators	Formative		
	Nov	Mar	June
Strategy 3 Details	Formative Reviews		
<b>Strategy 3:</b> BCISD will provide targeted and intense small group intervention will be provided during school hours, after school, and during Saturday academies for students struggling to meet standards. <b>Strategy's Expected Result/Impact:</b> Increased student academic growth <b>Staff Responsible for Monitoring:</b> Asst. Superintendent, Campus Principals, Instructional Coaches, Deans <b>Funding Sources:</b> - 197 - State Compensatory	Formative		
	Nov	Mar	June
Strategy 4 Details	Formative Reviews		
<b>Strategy 4:</b> BCISD will provide ELL and students with disabilities with customized schedules and instructional support in classroom as per 504/ARD/LPAC by appropriately certified teachers and/or trained paraprofessionals. <b>Strategy's Expected Result/Impact:</b> Increased student growth <b>Staff Responsible for Monitoring:</b> Increase number of special populations meet state standards	Formative		
	Nov	Mar	June

Strategy 5 Details	Formative Reviews		
<b>Strategy 5:</b> BCISD will provide accelerated learning opportunities to 20% of students struggling to meet state standards. Intervention will be intentional and data driven. <b>Strategy's Expected Result/Impact:</b> Increased student academic growth <b>Staff Responsible for Monitoring:</b> Asst. superintendent, campus administrators  <b>Funding Sources:</b> - 197 - State Compensatory	Formative		
	Nov	Mar	June
Strategy 6 Details	Formative Reviews		
<b>Strategy 6:</b> BCISD will utilize research-based online/curriculum-based intervention program for at risk secondary students receiving DAEP services and/or credit recovery program. <b>Strategy's Expected Result/Impact:</b> Decreased drop out rate <b>Staff Responsible for Monitoring:</b> Asst. Superintendent, Campus Administrators  <b>Funding Sources:</b> - 197 - State Compensatory	Formative		
	Nov	Mar	June
Strategy 7 Details	Formative Reviews		
<b>Strategy 7:</b> BCISD will provide Homebound and PEP services to those students in need of homebound instruction due to medical issues and or PEP services. <b>Strategy's Expected Result/Impact:</b> Decreased drop out rate <b>Staff Responsible for Monitoring:</b> Asst. Superintendent, Campus administrators, Director of Special Programs  <b>Funding Sources:</b> - 197 - State Compensatory	Formative		
	Nov	Mar	June
<div>  No Progress            Accomplished            Continue/Modify            Discontinue         </div>			

**Goal 5:** Bay City ISD will integrate instructional practices that develop learning environments that are applicable to real-world experiences.

**Performance Objective 4:** Bay City ISD will increase component score for Science and Social Studies (Grade 5,8, and EOC's) by 7%.

**Evaluation Data Sources:** TAPR Data, Accountability Data, and Local Assessment Data.

Strategy 1 Details	Formative Reviews		
<b>Strategy 1:</b> Grades 1-8 will implement well-rounded education opportunities through hands on materials and manipulatives used during science labs and robotics to link real life experiences to TEKS for each grade level. <b>Strategy's Expected Result/Impact:</b> Increased Meets level in all tested grade levels for Science <b>Staff Responsible for Monitoring:</b> Campus Principals  <b>Funding Sources:</b> - 270 - Title V	Formative		
	Nov	Mar	June
Strategy 2 Details	Formative Reviews		
<b>Strategy 2:</b> Campuses will integrate field trip experiences that are curriculum based to enhance student learning and tie in real world experiences to the curriculum <b>Strategy's Expected Result/Impact:</b> Increased student achievement <b>Staff Responsible for Monitoring:</b> Asst. superintendent Campus principals  <b>Funding Sources:</b> - 211 - Title I	Formative		
	Nov	Mar	June
<div><div><div>0%</div>No Progress</div><div><div>100%</div>Accomplished</div><div><div>→</div>Continue/Modify</div><div><div>✗</div>Discontinue</div></div>			

**Goal 5:** Bay City ISD will integrate instructional practices that develop learning environments that are applicable to real-world experiences.

**Performance Objective 5:** Bay City ISD will focus on increasing/addressing student attendance and performance issues for special populations: McKinney Vento, Military Connected, and Foster Care in response to needs identified through the 2023 BCISD Office of Special Programs Self Assessment.

**Evaluation Data Sources:** Disaggregated Attendance Data

Strategy 1 Details	Formative Reviews		
<b>Strategy 1:</b> Campuses will review updated special populations list each six weeks and include the OSP Liaison and/or the campus-based Family Liaison in RTI meetings as needed to provide services/develop effective plans. <b>Strategy's Expected Result/Impact:</b> Equitable mobilization of services available, and increased student attendance and achievement for students served in special programs: McKinney Vento, Military Connected, and Foster Care. <b>Staff Responsible for Monitoring:</b> Director of Special Programs, Parent/Student and Special Programs Liaison, and Campus Principals.	Formative		
	Nov	Mar	June
<div><div><div><div></div><div>0%</div></div>No Progress</div><div><div><div></div><div>100%</div></div>Accomplished</div><div><div><div></div></div>Continue/Modify</div><div><div><div></div></div>Discontinue</div></div>			





**Goal 6:** Bay City ISD will recruit, attract, retain, and train diverse, high quality staff to carry out the district's beliefs, goals, and call to action.

**Performance Objective 1:** Bay City ISD will create a comprehensive plan to recruit staff.

**Evaluation Data Sources:** District Personnel and Recruitment Data

Strategy 1 Details	Formative Reviews		
<b>Strategy 1:</b> Recruit staff through district and university job fairs (in-person or virtual as available) from varied ethnic backgrounds and retain certified staff by providing materials and training to meet certification requirements and teacher needs. <b>Strategy's Expected Result/Impact:</b> Increased number of qualified and certified applicants <b>Staff Responsible for Monitoring:</b> Chief of Human Resource Officer and Human Resource Manager	<b>Formative</b>		
	<b>Nov</b>	<b>Mar</b>	<b>June</b>
Strategy 2 Details	Formative Reviews		
<b>Strategy 2:</b> BCISD will advertise salary, critical need area stipends, and signing bonuses for critical shortage areas. <b>Strategy's Expected Result/Impact:</b> Increased number of qualified and certified applicants <b>Staff Responsible for Monitoring:</b> Chief Human Resource Officer, Chief Financial Officer  <b>Funding Sources:</b> - 255 - Title II	<b>Formative</b>		
	<b>Nov</b>	<b>Mar</b>	<b>June</b>
Strategy 3 Details	Formative Reviews		
<b>Strategy 3:</b> Offer competitive sign on incentives for high need areas <b>Strategy's Expected Result/Impact:</b> Increased number of qualified and certified applicants to address hard to fill vacancies <b>Staff Responsible for Monitoring:</b> Chief Human Resource Officer  <b>Funding Sources:</b> - 255 - Title II	<b>Formative</b>		
	<b>Nov</b>	<b>Mar</b>	<b>June</b>
Strategy 4 Details	Formative Reviews		
<b>Strategy 4:</b> Continue New Teacher Academy for new teachers to the district. <b>Strategy's Expected Result/Impact:</b> Increased retention and recruitment <b>Staff Responsible for Monitoring:</b> Asst. Superintendent, District Facilitators  <b>Funding Sources:</b> - 211 - Title I	<b>Formative</b>		
	<b>Nov</b>	<b>Mar</b>	<b>June</b>



Strategy 5 Details	Formative Reviews		
<b>Strategy 5:</b> Bay City ISD will gather, review, and analyze information from new hires and staff leaving the district. <b>Strategy's Expected Result/Impact:</b> Increased retention and recruitment. <b>Staff Responsible for Monitoring:</b> Chief Human Resource Officer	Formative		
	Nov	Mar	June
Strategy 6 Details	Formative Reviews		
<b>Strategy 6:</b> Bay City ISD will simplify the hiring process to include digital onboarding paperwork and provide in-person new hire orientation for all staff (professional and axillary). <b>Strategy's Expected Result/Impact:</b> Increased teacher and staff retention and recruitment <b>Staff Responsible for Monitoring:</b> Chief Human Resource Officer, Human Resource Manager	Formative		
	Nov	Mar	June
Strategy 7 Details	Formative Reviews		
<b>Strategy 7:</b> Bay City ISD will provide a Grow Your Own program for paraprofessionals seeking teacher certification and for current teachers seeking degree and certification needed to teach dual credit courses at high school. <b>Strategy's Expected Result/Impact:</b> Increased retention of current employees <b>Staff Responsible for Monitoring:</b> Asst. Superintendent Chief of HR  <b>Funding Sources:</b> - 199 - Local	Formative		
	Nov	Mar	June
<div>  No Progress            Accomplished            Continue/Modify            Discontinue         </div>			





**Goal 6:** Bay City ISD will recruit, attract, retain, and train diverse, high quality staff to carry out the district's beliefs, goals, and call to action.

**Performance Objective 2:** Bay City ISD will increase professional growth opportunities for all staff : (teachers, paraprofessionals, and administrators)

**Evaluation Data Sources:** District and Campus professional Development Data

Strategy 1 Details	Formative Reviews		
<b>Strategy 1:</b> Instructional coaches, instructional facilitators, administrators, and Region 3 TIL coaches will provide instructional coaching to teachers to improve Tier 1 best practices in instructional strategies and Texas Instructional Leadership Data Driven Instruction practices. <b>Strategy's Expected Result/Impact:</b> increased student achievement, increased teacher and instructional effectiveness <b>Staff Responsible for Monitoring:</b> Principals, Asst. Superintendent  <b>Funding Sources:</b> - 211 - Title I	Formative		
	Nov	Mar	June
Strategy 2 Details	Formative Reviews		
<b>Strategy 2:</b> Bay City ISD will provide virtual and in person professional development opportunities through contracted service provider, and other consultants, based on Effective Schools Framework identified areas of focus, student achievement data, and District Strategic Plan <b>Strategy's Expected Result/Impact:</b> Increased student achievement, increased teacher and instructional effectiveness <b>Staff Responsible for Monitoring:</b> Asst. Superintendent Campus Principals  <b>Funding Sources:</b> - 211 - Title I, - 199 - Local	Formative		
	Nov	Mar	June
Strategy 3 Details	Formative Reviews		
<b>Strategy 3:</b> Bay City ISD will employ Elementary Instructional Coaches to provide in-class modeling, lead PLC's, and provide assistance in implementation of professional development and best practices for teachers. <b>Strategy's Expected Result/Impact:</b> Increased student achievement, increased teacher and instructional effectiveness <b>Staff Responsible for Monitoring:</b> Asst. Superintendent, Campus Principals	Formative		
	Nov	Mar	June
Strategy 4 Details	Formative Reviews		
<b>Strategy 4:</b> District will provide targeted PD support for teachers providing instructional services to English Language Learners. <b>Strategy's Expected Result/Impact:</b> Increased TELPAS passing rates and student achievement, increase English language acquisition skills <b>Staff Responsible for Monitoring:</b> Director of Special Programs, Campus Administrators  <b>Funding Sources:</b> - 263 - Title III, - 198 - Local Bilingual	Formative		
	Nov	Mar	June

Strategy 5 Details	Formative Reviews		
<b>Strategy 5:</b> Bay City ISD will provide ESL Test Prep certification class and pay for ESL test fees to increase number of ESL certified teachers. <b>Strategy's Expected Result/Impact:</b> Increased ESL certified teachers <b>Staff Responsible for Monitoring:</b> Chief of Human resources/Federal Programs  <b>Funding Sources:</b> - 263 - Title III	Formative		
	Nov	Mar	June
Strategy 6 Details	Formative Reviews		
<b>Strategy 6:</b> District will utilize data disaggregation programs to provide teachers with tools to analyze formative assessment, state assessment, track RTI plans, and monitor LPAC interventions <b>Strategy's Expected Result/Impact:</b> Increased student achievement <b>Staff Responsible for Monitoring:</b> Asst. Superintendent, Director Special Programs, Campus Administrators  <b>Funding Sources:</b> - 211 - Title I	Formative		
	Nov	Mar	June
Strategy 7 Details	Formative Reviews		
<b>Strategy 7:</b> Campus administrators and instructional leaders will utilized the Texas Instructional Leadership Data Driven Instruction (DDI) model to provide needed coaching and modeling to improve teacher performance. <b>Strategy's Expected Result/Impact:</b> Increased student achievement <b>Staff Responsible for Monitoring:</b> Asst. Superintendent Campus Principals	Formative		
	Nov	Mar	June
Strategy 8 Details	Formative Reviews		
<b>Strategy 8:</b> All campus principals will engage in ongoing leadership coaching with a leadership coach. <b>Strategy's Expected Result/Impact:</b> The coaching will be targeted to individual leadership growth goals; Increased student achievement. <b>Staff Responsible for Monitoring:</b> Assistant Superintendent.  <b>Funding Sources:</b> - 211 - Title I	Formative		
	Nov	Mar	June
Strategy 9 Details	Formative Reviews		
<b>Strategy 9:</b> All campus assistant principals will engage in ongoing leadership coaching with a leadership coach. <b>Strategy's Expected Result/Impact:</b> The coaching will increase assistant principal capacity in observation and feedback; Increased student achievement <b>Staff Responsible for Monitoring:</b> Assistant Superintendent and Campus Principals  <b>Funding Sources:</b> - 211 - Title I	Formative		
	Nov	Mar	June

Strategy 10 Details	Formative Reviews		
<b>Strategy 10:</b> Bay City ISD will recruit and train staff to create a guaranteed, viable, and equitable curriculum through curriculum and resource mapping. <b>Strategy's Expected Result/Impact:</b> The district curriculum map will provide teachers with the tools and resources necessary to guarantee equitable access for all students to a viable curriculum, strengthen Tier 1 instruction, and increases fidelity to the district adopted curriculum and resources,. <b>Staff Responsible for Monitoring:</b> Assistant Superintendent, Principals, Assistant Principals, Instructional Facilitators, Instructional Coaches.	Formative		
	Nov	Mar	June
<div> <div>  No Progress            Accomplished            Continue/Modify            Discontinue         </div> </div>			