

SP / Initiative #	Description
<b>SP #1:</b>	<b>Provide a clear vision of excellence and expectations for literacy and math instruction, and implement aligned and high-quality curricular materials, assessments, training, and support.</b>
1.1	Literacy: Develop and publish a K-12 literacy framework and vision of excellence with specific grade level descriptions/expectations and develop/curate aligned K-12 scopes and sequences, unit plans, exemplar lessons, interventions and enrichment, and assessments. These must support English Language Learners and be culturally responsive.
1.2	Literacy: Implement realigned and improved literacy PD and classroom-embedded coaching.
1.3	Math: Develop and publish a K-12 math framework and vision of excellence with specific grade level descriptions/expectations and develop/curate aligned K-12 scopes and sequences, unit plans, exemplar lessons, interventions and enrichment, and assessments. These must support English Language Learners and be culturally responsive.
1.4	Math: Implement realigned and improved math PD and classroom-embedded coaching.
1.5	Implement FWISD Learning Model as a component of classroom instruction at all campuses, with focused support at tiered campuses as needed.
<b>SP #2:</b>	<b>Provide schools with the resources and training needed to meet students' social-emotional needs and maintain safe and productive learning environments.</b>
2.1	Student Support Services, in collaboration with School leadership and Curriculum and Instruction, will provide ongoing universal and targeted training and support for campus based personnel to utilize best practices in Positive Behavioral Interventions and Supports (PBIS), Response to Intervention (RTI), Restorative and Trauma Informed Practices, and Social Emotional Learning (SEL) strategies to identify and address the root causes of students' social, emotional and behavioral challenges.
<b>SP #3:</b>	<b>Strengthen recruitment, development, and retention of teachers and school leaders, with an explicit focus on cultural competence and racial equity.</b>
3.1	Leaders: Define leader competencies and research and develop a plan to build our pipeline of APs/principals/principal managers, evaluating current partnerships and determining the best focused solution moving forward (funder willing to fund this work).
3.2	Develop a common definition of equity and define and embed the mindsets to create an inclusive, culturally competent work environment at the district and school level through the ongoing training and hiring processes.
3.3	Teachers: Create or partner with one or more teacher residency programs and/or certification programs, including for hard to fill positions.
<b>SP #4:</b>	<b>Tier schools based on a common definition of excellence, providing opportunities to increase autonomy and launch new school models.</b>
4.1	Establish and roll out a school performance framework (SPF).
4.2	Establish a systematic approach to tiering schools (using SPF), communicate what autonomies and accountability measures are associated with each tier, and design and implement a school portfolio review and planning cycle to place schools in tiers.
4.3	Organize the central office to serve a tiered set of schools and develop Service Level Agreements by functional area to outline services and expectations of central teams.
4.4	Create and implement systems to identify, select, empower, and support leaders of new schools (district schools, school partnerships, and innovative school models).
4.5	Expand opportunities for high school students who are off-track academically to get back on track.
<b>SP #5:</b>	<b>Improve customer service and communications between central office, schools, families, and the community.</b>
5.1	Establish communications expectations and protocols that streamline, coordinate and improve internal communications between departments and between central office and schools. (Look back at the specific issues cited in the challenges survey.)
5.2	Develop and implement a social media strategy and community engagement plan to build understanding about FWISD's goals and plans.
<b>SP #6:</b>	<b>Ensure fiscal health and sustainability.</b>
6.1	Assess effectiveness and efficiency of existing programs and operations services, align resources to investments that produce the greatest outcomes, and implement sunset plan for less effective practices.
6.2	Design and implement a campaign to increase enrollment in the District.