

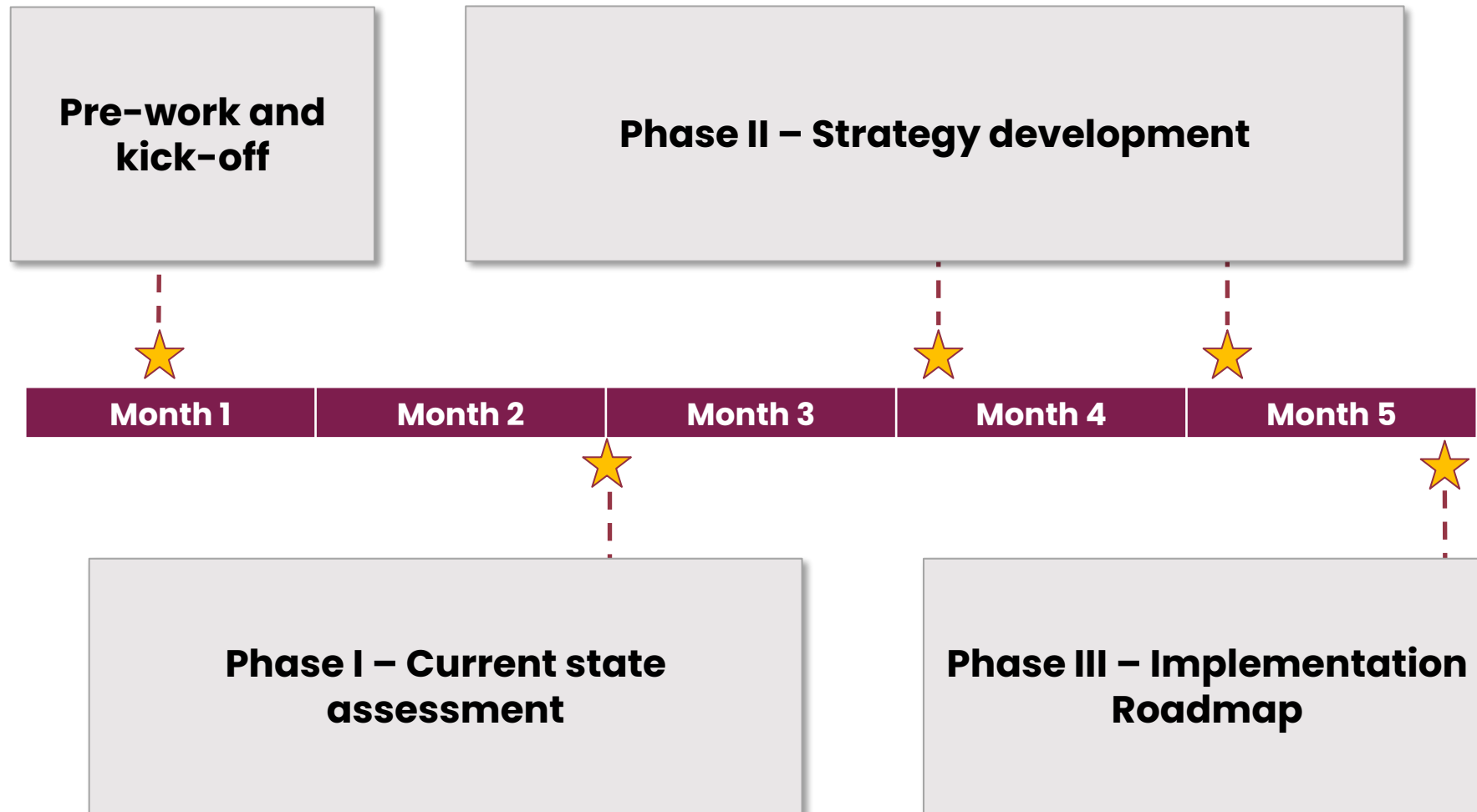


ILTexas Strategic Plan

Board Update

July 21, 2021

We have reached the end of this strategic planning process and are handing over implementation to the ILTexas team



In February, we set out to create a 5-year strategic plan

With our students at the center, we aimed to answer two key questions:

1

**What are our goals for
the next 5 years?**

2

**What work do we need to
prioritize to accomplish
those goals?**

We started by taking a close look at the current state of ILTexas to help inform where we should focus over the next 5 years

We gathered input from many sources to inform our current state “fact base:”



Detailed data review

(over 75 documents / data sets)



Campus/ classroom visits

(42 classrooms across 6 campuses)



Staff interviews + focus groups

(>25 interviews + focus groups at each campus visited)



Leadership + Board workshops

(6 workshops completed by June)

The following pages summarize some of the biggest strengths and opportunities this work surfaced -- and the resulting strategic plan

Our program offers something truly unique for students and families

We offer instruction across core content, languages, wellness, and leadership:

Reading
Language Arts/
English

Math

Science

Social Studies

Spanish

Mandarin
Chinese

Fitness

Leadership

Several elements of our program stand out as particularly unique and valuable for students:



Students in **all grade levels** receive instruction in **English, Spanish, and Mandarin Chinese**



Our program emphasizes overall **wellness of body, mind, and character**



Each year students work together to complete an **“Others Before Self” service learning project**

Families are excited about what we have to offer and believe our team delivers on what we promise

94% of families surveyed are satisfied with the education their child is receiving at ILTexas

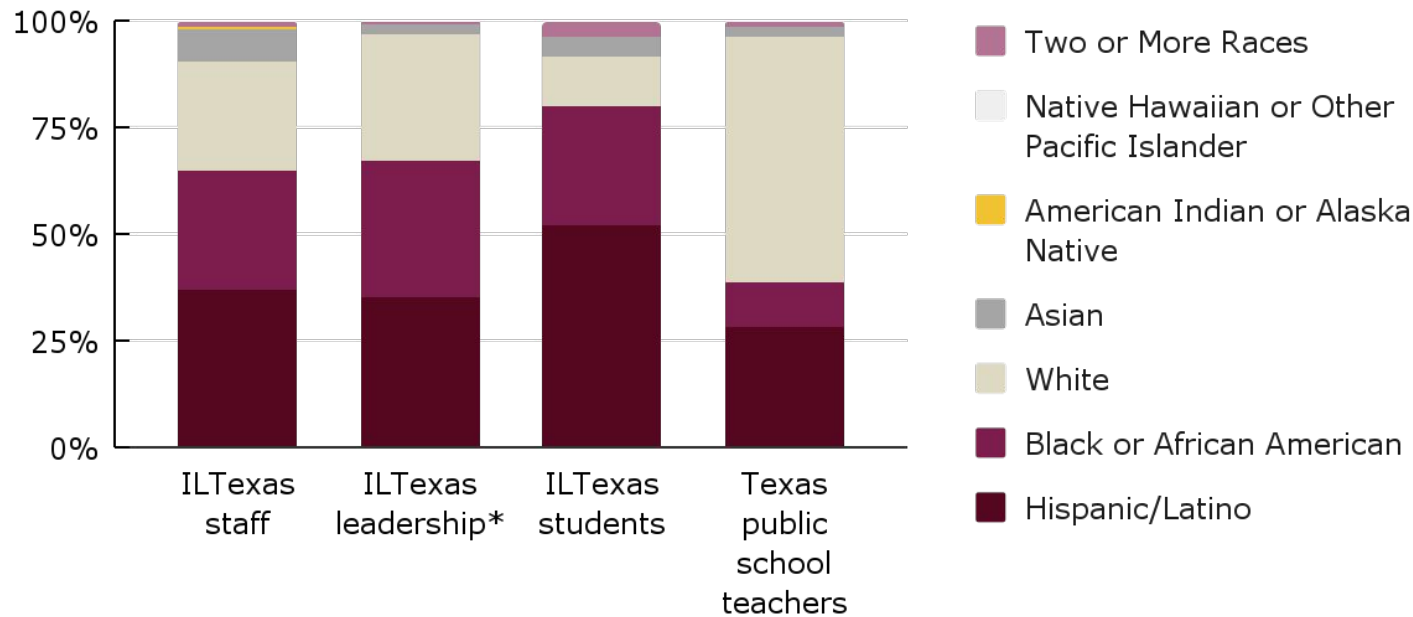


To effectively serve our students, we have built a diverse team deeply committed to our mission

Our staff are more representative of our student body than the general teaching population in Texas:

Our mission attracts talent and permeates our culture, all in service of our students:

Race/ ethnicity by population



“Our mission is what drives us. It’s what brought me here.”

“The mission statement is great and gives focus to our school.”

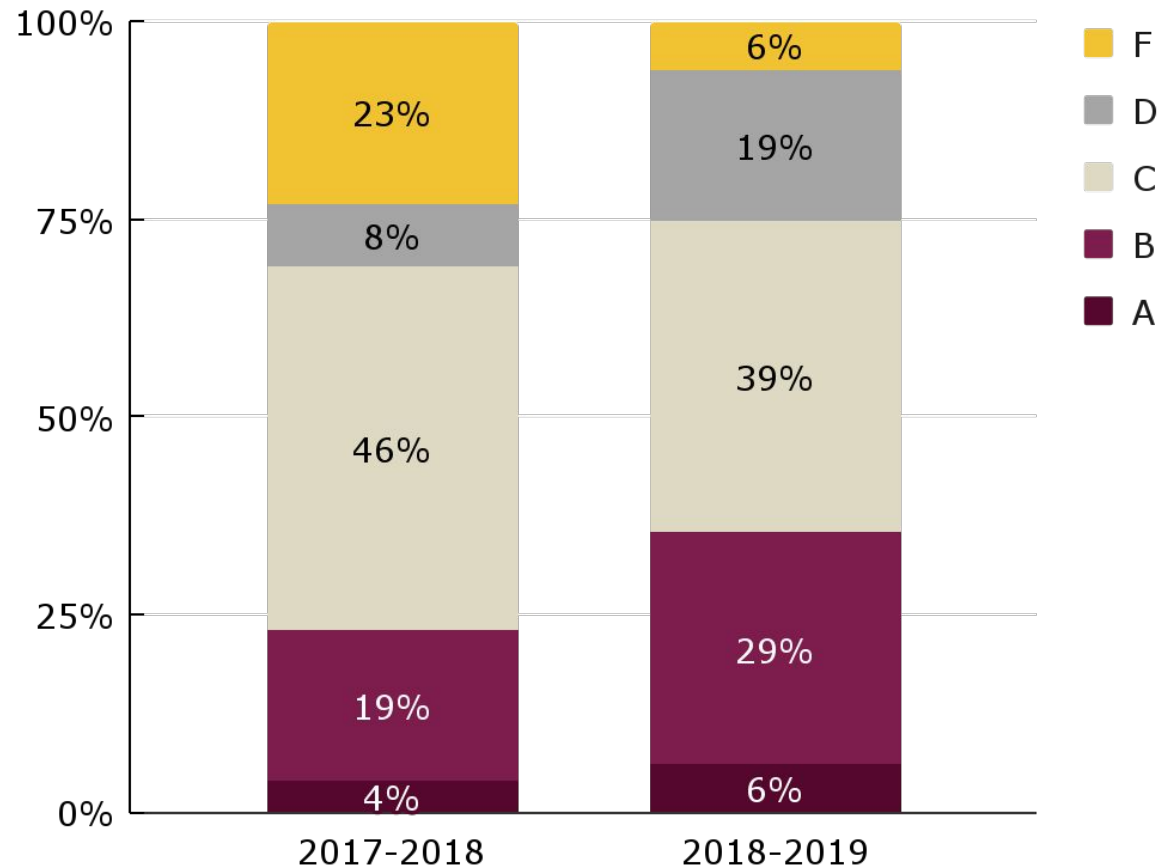
“ILTexas’ biggest strength is the institutional belief in the mission. People believe it and support it and get behind the message.”

“I think our biggest strength is mission alignment.”

*Leadership includes Assistant Principals, Principals, Assistant/ Associate/ Deputy Superintendents, Superintendent, and GLAs
Note: ILTexas staff reflects 2021 data; students and state-wide data reflects 2019-20

We see continued opportunity to ensure that all ILTexas students are achieving their full potential...

TEA campus accountability ratings by year



We are **continuing on a path to ensure all students consistently achieve the education they deserve** as a part of our unique program, and are working to **improve campus accountability ratings**.

Of 25 campuses rated in both 2018 and 2019:

- **13 improved their overall accountability rating** (letter)
- **22 improved their overall scaled score** (points out of 100)

Given what we learned, we created a set of ambitious goals to guide us over the next 5 years

Over the next 5 years, we aim to:

How will we know we are successful?

Ensure all ILTexas students receive a great education



85%+ of students will graduate meeting **CCMR, language***, servant leadership, and wellness goals



75%+ of campuses will be **STAAR-rated B or higher**; All campuses will be C or higher

Give more students the opportunity to attend ILTexas



We will **serve 33K+ students** across 45+ campuses that span 3+ regions



We will be **well-positioned to continue growth** (e.g., financially stable, strong central functions)

*Language goals focused on students attending ILTexas 7+ years

We will prioritize three bodies of work to accomplish our goals

1

Strengthen program implementation

Vision for success:

All leaders and staff have a shared understanding of expectations and desired outcomes, and that vision is implemented with rigor and fidelity.

2

Increase organizational alignment

Vision for success:

Every staff member understands their role and priorities, how to use data to inform their work, and who/ where to go to for support.

3

Prepare for continued growth

Vision for success:

ILTexas has the talent, expertise, relationships, and financial strength to support continued growth.

In the next 5 years, ILTexas will strengthen our foundation to prepare more globally aware, service-minded young people

Graduate profile:

Embodies servant leadership

Masters English, Spanish, Chinese

Possesses strong mind, body, character

5-year goals:

85%+ of students graduate meeting CCMR, language*, servant leadership, and wellness goals

75% of campuses STAAR-rated B or above; all campuses C or above

33,000+ students served through 45+ campuses across 3+ regions

ILTexas well-positioned for continued expansion (e.g., financially stable, central functions able to support growth)

Strategic priorities:

1 Strengthen program implementation

- Clarify and prioritize instructional leadership at the campus
- Increase teacher effectiveness
- Strengthen response to intervention (RTI)

2 Increase organizational alignment

- Clarify responsibilities and decision-making roles
- Communicate clear priorities from headquarters through campuses
- Codify key processes and policies
- Optimize data systems and processes

3 Prepare for continued growth

- Ensure strong pipelines and retention of campus talent
- Develop expansion-focused “playbooks”
- Strengthen/ build external relationships
- Continue to strengthen financial position and unlock new sources of funding