



# Seguin ISD: Rethinking the Middle School Design

**December 5, 2022**

National Superintendent's Forum



# Seguin ISD



Vision: Exceptional students to exceptional citizens.



Mission: To cultivate, inspire and empower students to grow and learn



Strategic Priorities:

1. Creating and Supporting Future-Ready Students
2. Supporting and Valuing Staff
3. Developing Relationships with Families and the Community
4. Creating a Thriving Learning Community

# Why Redesign?



## 2019 Accountability Ratings

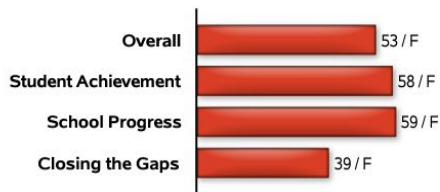
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BRIESEMEISTER MIDDLE earned an F (below 60) for unacceptable performance by serving only a small number of students well. Most students need more academic support for eventual success in college, a career, or the military.

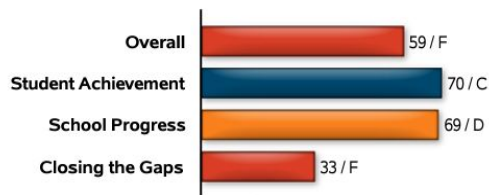
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State accountability ratings are based on three domains: Student Achievement, School Progress, and Closing the Gaps. The graph below provides summary results for BRIESEMEISTER MIDDLE. Scores are scaled from 0 to 100 to align with letter grades.



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# Accountability Realities

## 2021 Seguin ISD Quality Seats Analysis

Tier 2: Proficient	Tier 3: Developing
ORALIA R. RODRIGUEZ ELEM.	JEFFERSON AVE ELEM.
WEINERT ELEM.	KOENNECKE ELEM.
SEGUIN H.S.	BALL ECC (tied to Koen.)
VOGEL ELEM.	JIM BARNES M.S.
BRIESEMEISTER M.S.	MCQUEENEY ELEM.

# TEA's System of Great Schools



## The Strategy

District-level problem solving approach

Includes four levers

Used to:

- Expand what works
- Replace what doesn't
- Pursue all possible options to create high-quality, best-fit schools

**“We help districts understand and deliver the schools their families want, need, and deserve.”**

**TEA System of Great School Website**

# The SGS Strategy Levers



## Preconditions: Understand and Align

- Focus on strategic planning for the district
- North Star Goal: At least 80% of Seguin ISD students will be enrolled in an A or B rated campus by 2025.



## Level 1: Analyze School Performance

- Develop district process for reviewing campus performance
- Includes student achievement and additional identified measures



## Level 3: Improve Access

- Ensure equitable enrollment process



## Level 2: Expand Great Options

- Create potential opportunities for choice
- Execute at least one strategic School Action per year based on campus performance




## Level 4: Central Office

- Provide supports for campus-level innovation

## Middle School Redesign

# What is included in TCLAS?

Learning Acceleration Funding and Support Areas				
Strategic Planning	Instructional Materials	Teacher Pipelines	More Time	Innovative School Models
				

Within each area, an LEA selects specific supports of interest aligned with 10 key decision points:

Strategic Planning	Instructional Materials	Teacher Pipelines	More Time	Innovative School Models
Decision 1: LEA Accelerated Learning Strategic Planning	Decision 2: HQIM Core Approved Products	Decision 4: Teacher Recruitment Support	Decision 6: Tutoring Supports	Decision 9: P-TECH
	Decision 3: HQIM Supplemental Approved Products	Decision 5: Residency Program Support	Decision 7: School Day/Calendar Redesign	Decision 10: New School Models
			Decision 8: Strong Summer Program	
Similar TEA Initiatives: <ul style="list-style-type: none"> <li>Resilient School Support Program (RSSP)</li> </ul>	Similar TEA Initiatives: <ul style="list-style-type: none"> <li>Texas Home Learning (THL) / CRIMSI</li> <li>Math Innovation Zones</li> <li>Dyslexia Tools</li> <li>Phonics Reading System</li> <li>College Prep Course</li> </ul>	Similar TEA Initiatives: <ul style="list-style-type: none"> <li>Grow Your Own (GYO)</li> <li>Teacher Residencies</li> </ul>	Similar TEA Initiatives: <ul style="list-style-type: none"> <li>Additional Days School Year (ADSY)</li> <li>Vetted Texas Tutor Corps</li> </ul>	Similar TEA Initiatives: <ul style="list-style-type: none"> <li>PTECH</li> <li>Texas Regional Pathways Network</li> <li>School Action Fund (SAF)</li> </ul>

# SGS and ESSER



# District Theory of Action



**SGS Levers**



**Effective Schools Framework**



# Focus on Coherence



- How do we manage all of these initiatives?
  - Have **consistent point person** within the district and at the campus level
  - Leverage **support from outside providers**: Transcend, Relay, TNTP, Bellwether, RSSP
- How do we organize all of them?
  - Have **one district vision** we are all working towards - “North Star” and Strategic Plan
  - **District sets agenda**, partner supports
  - **One LLI team** - innovation office is not separate from curriculum
  - Meet **ALL** the time!

**Logic + Consistency + Unity = Coherence**

# Seguin ISD Strategic Planning



## Strategic Plan 2018 (1.0)

**District stakeholders developed  
over two-day retreat in  
December 2017**

**Three-year plan**

**Adopted March 2018**




## Strategic Plan 2025 (2.0)

**Process began July 2021**

**Over 80 district stakeholders  
developed over five-month period**

**Adopted June 2022**



Strategic planning is an organizational management activity that is used to set **priorities, focus** energy and resources, **strengthen** operations, and ensure that employees and other stakeholders are working toward **common goals**.



It sets a **clear direction** for an organization.

”

**Absent a clear goal -  
everything is  
negotiable.**



# Strategic Priorities

1. Creating Future Ready Students

2. Supporting + Valuing Staff

3. Developing Relationships with Family + Community

4. Building a Thriving Learning Community

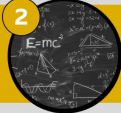
Seguin Independent School District

## STRATEGIC GOALS



### 1 Student Reading Performance

Increase the percentage of third grade students who score meets grade level or above on STAAR (State of Texas Assessment of Academic Readiness) Reading from 40% to 54% by August 2025.



### 2 Student Math Performance

Increase the percentage of third grade students who score meets grade level or above on STAAR Mathematics from 35% to 49% by August 2025.



### 3 Future Ready (College, Career, Military)

Increase the percentage of graduates who meet the College, Career, or Military Readiness (CCMR) requirements from 39% to 73% by August 2024.



### 4 Thriving Learning Community

Seguin ISD will build a thriving learning community as indicated on a numerical score of 80 or higher on the balanced scorecard.



### 5 Staff Satisfaction

Seguin ISD will improve staff satisfaction as determined by the Organizational Health Inventory (OHI).



### 6 Community Perception

Seguin ISD will improve student, staff, parent, and community perception as determined by the Net Promoter score.



### 7 80% Students in A or B campuses

80% or more of SISK students will be enrolled in a campus that is rated A or B by August 2025.

## Performance Objectives

30 total

Short-Term Measures

(12-18 months)

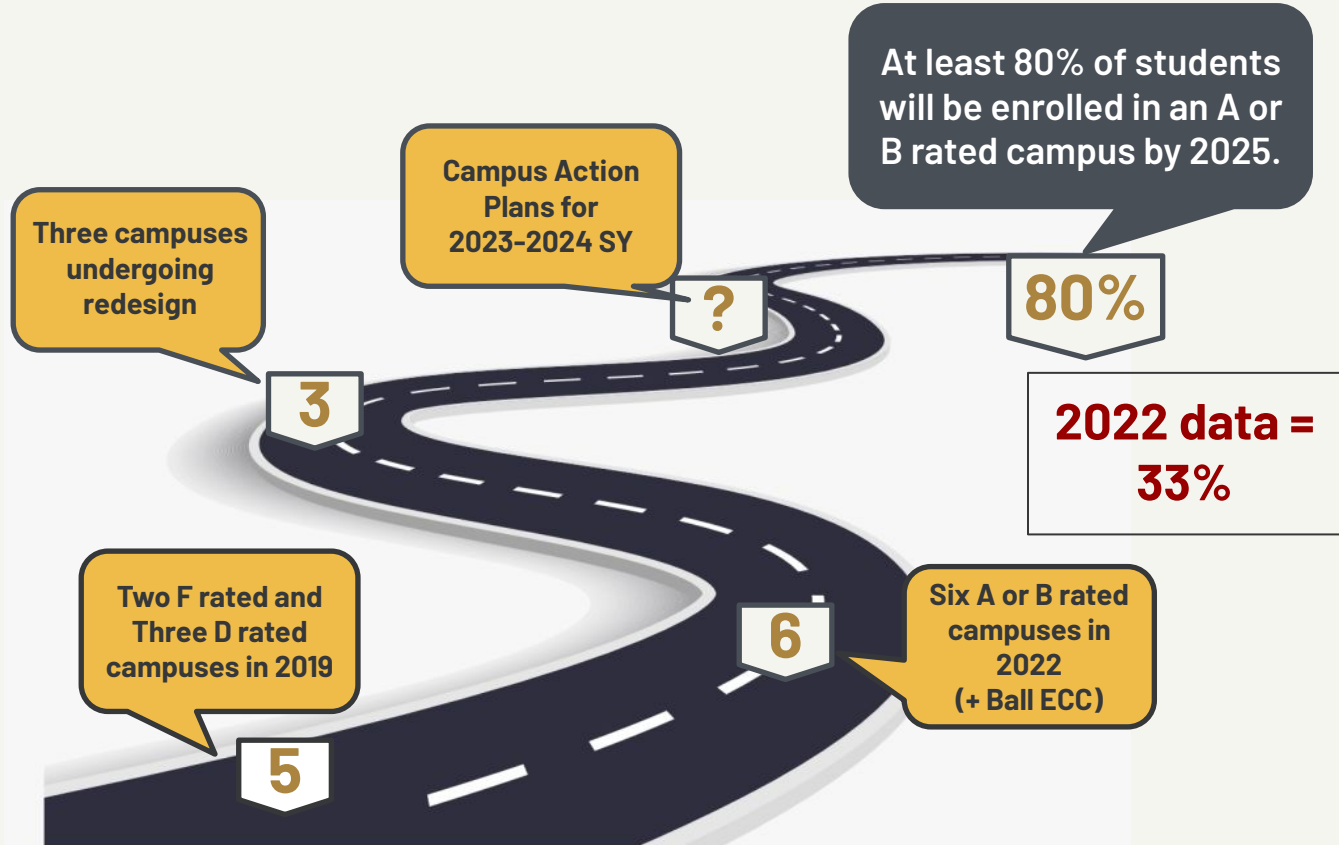
## Strategic Actions

80 total

Align to performance objectives

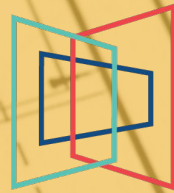
# SISD North Star Goal

- Seguin ISD will increase the number of "A or B" rated campuses from 2 to 5 by 2022.
- All campuses will show growth
- No "D and F" Rated Campuses by 2023



# Middle School Redesign

Transcend Partnership



# Transcend

BUILDING BEYOND THE LIMITS OF SCHOOL DESIGN

# Middle School Redesign



Part of ESSER Funding - TCLAS Decision 10 - School Action Fund



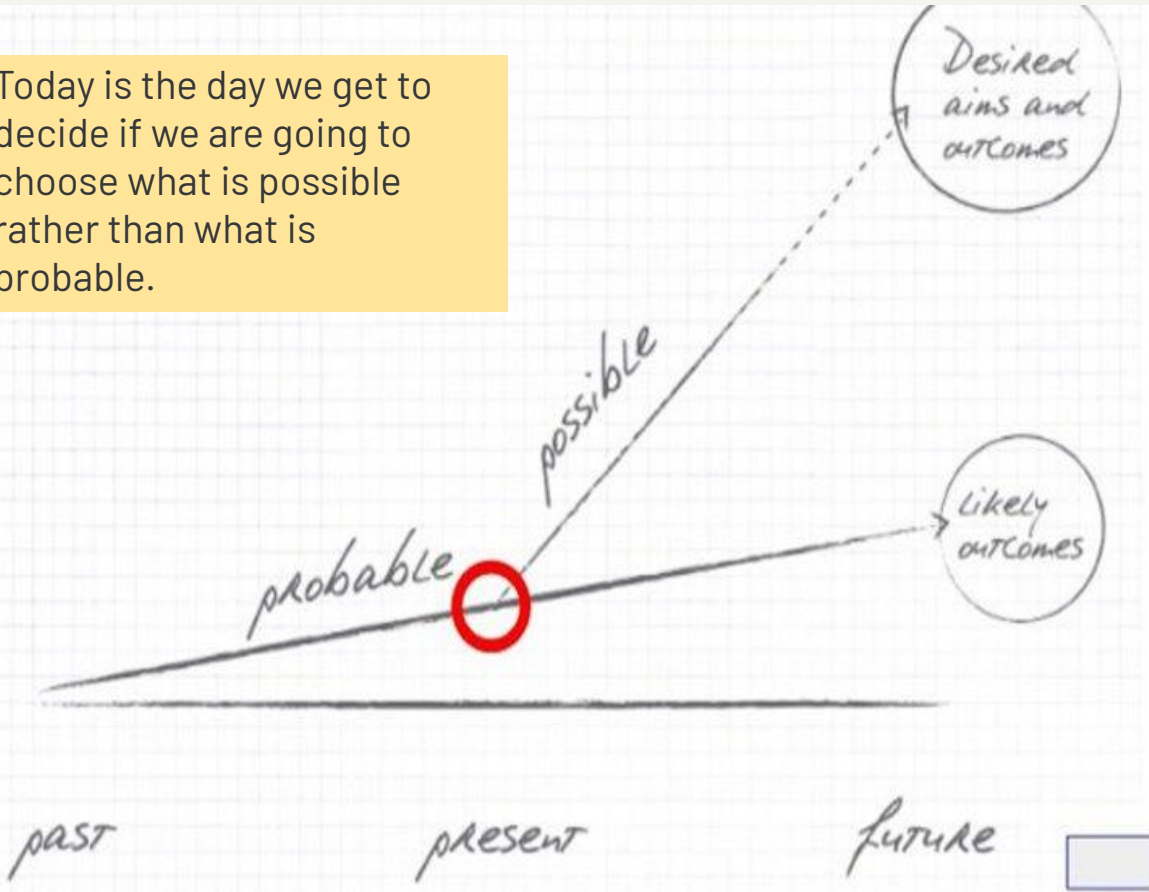
Total funding = \$750,000 per campus over three years



Transcend Education is the Technical Service Provider



Today is the day we get to decide if we are going to choose what is possible rather than what is probable.



# Redesign Opportunity

# TEA Required Elements



## ACADEMIC MODEL



Blended Learning



High Quality Instructional Materials (HQIM)



High-Dosage Tutoring



Social-Emotional Wellbeing

Extended Learning Time



# COMMUNITY-DRIVEN R&D PROCESS



LEARN 



  
ENVISION

TRY 

  
BUILD

# CONDITIONS FOR INNOVATION



## Clarity

COMPREHENSIVE AND CRISP  
UNDERSTANDING OF COMMUNITY  
ASPIRATIONS, VISION & JOURNEY PLAN

## Capacity

PERSONNEL, FUNDING & TIME REQUIRED  
TO SHAPE AND EXECUTE THE VISION

## Coalition

COMMITTED GROUP OF  
STUDENTS/FAMILIES, EDUCATORS/SCHOOL  
LEADERS, COMMUNITY

## Culture

VALUES AND NORMS THAT SUPPORT  
TRUST, LEARNING AND INNOVATION &  
INCLUSION AND HEALING ACROSS  
LINES OF DIFFERENCE

## Conviction

DEEP & SUSTAINING BELIEF IN NEED TO  
REDESIGN SCHOOL, MAKE CHANGE WITH  
(NOT FOR) COMMUNITY AND SCHOOL'S  
ROLE IN ADDRESSING PATTERNS OF  
INEQUITY

# OUR VISION OF REINVENTION

...we need essential **Leaps** in learners' experiences rooted in a fundamentally different purpose:

*Ensuring all young people can thrive in, and transform, the fast-changing world around them.*

## INEQUITABLE, INDUSTRIAL-ERA LEARNING

Unequal Expectations & Opportunities

Narrow Focus

Rote Activities

Irrelevance

Assimilation & Marginalization

Reinforcement of the Status Quo

Isolation

Inflexible Systems

Passive Compliance

Siloed Schooling

## EQUITABLE, 21ST-CENTURY LEARNING

High Expectations with Unlimited Opportunities

Whole-Child Focus

Rigorous Learning

Relevance

Affirmation of Self & Others

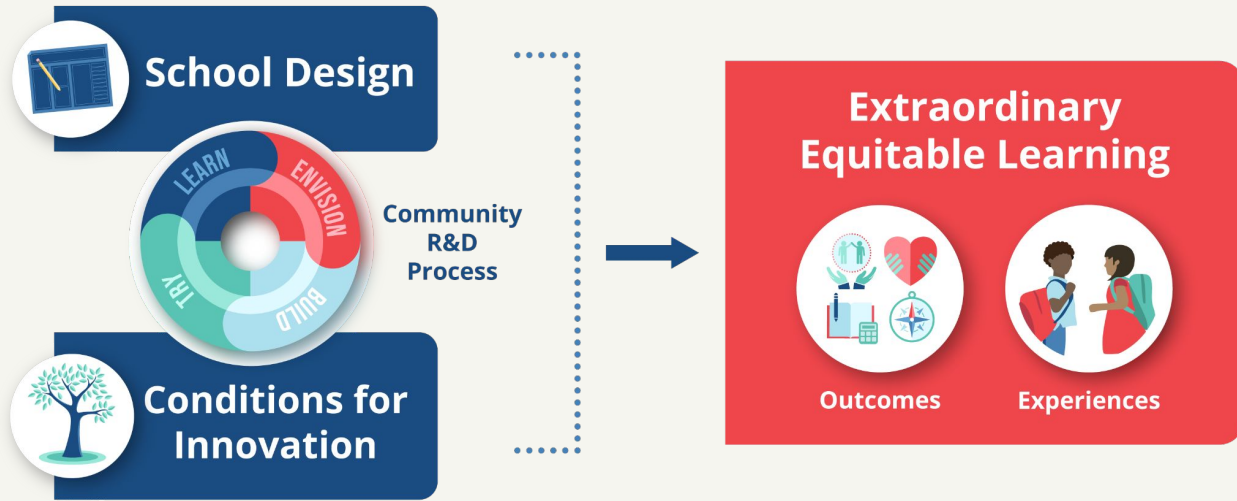
Social Consciousness & Action

Connection & Community

Customization

Active Self-Direction

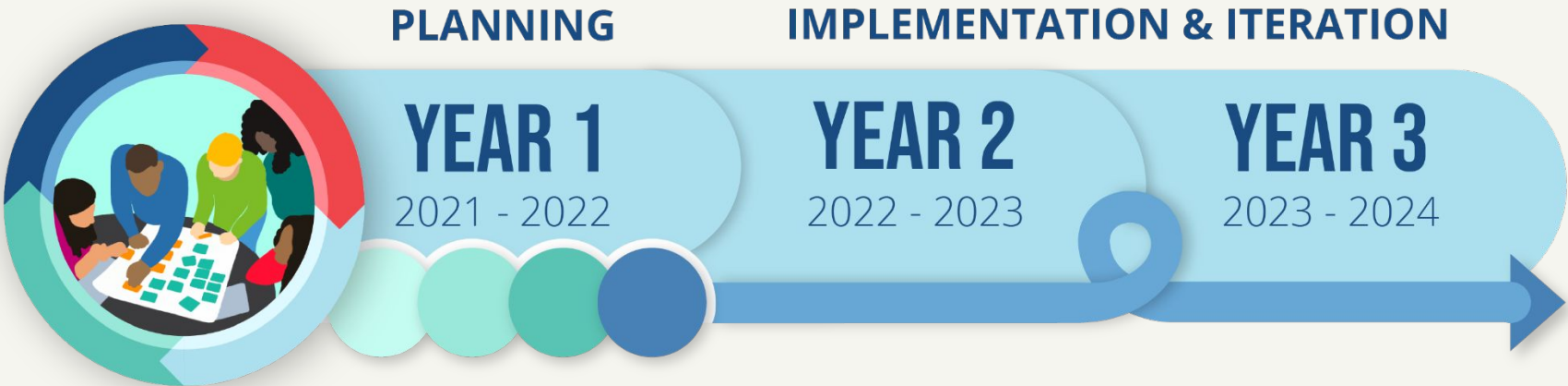
Anytime, Anywhere Learning



Transcend helps to facilitate the process to establish a new School Design.

One that moves toward extraordinary, equitable learning outcomes and experiences (i.e. More in line with *The Leaps*).

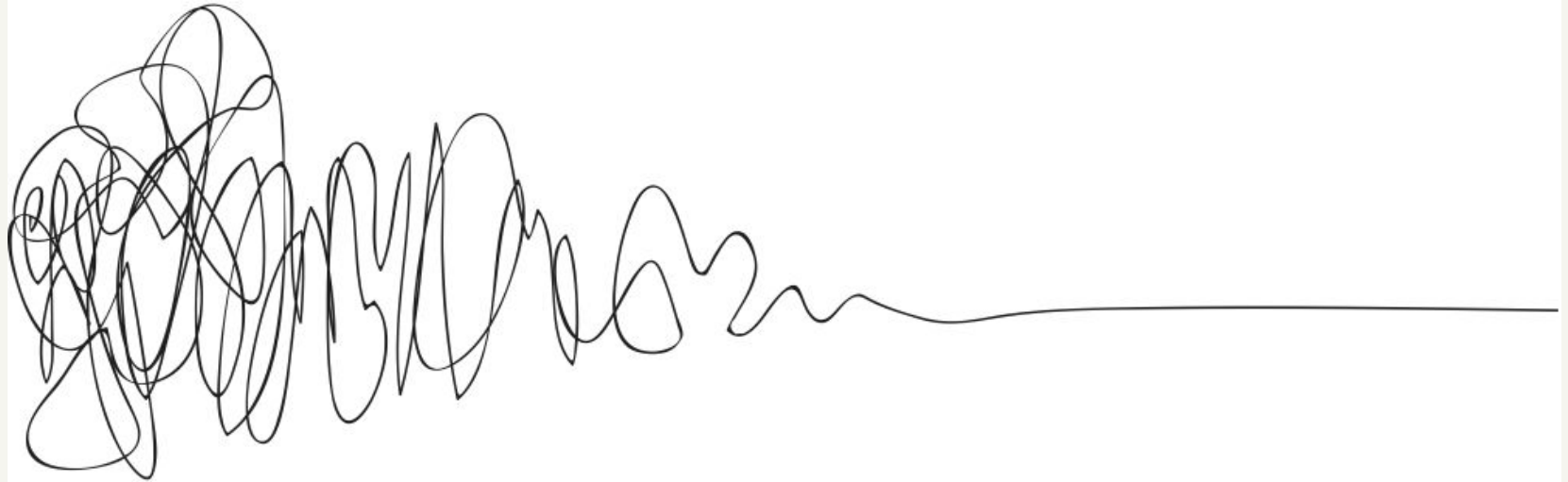
# The Design Journey



# The Design Squiggle

Noise / Uncertainty / Patterns / Insights

Clarity / Focus



Research & Synthesis

Concept / Prototype

Design



# AJB's Redesign Vision

**Vision:** *To make AJB the place to be!*

**Mission:** *To cultivate, inspire, and empower the AJB Community to grow and learn.*

## Students said they would benefit from:

- Respect from adults
- Time with counselors, or someone to talk to
- More field trips
- Time in electives

## Design Principles (Prioritized Leaps)

High Expectations  
Relevance  
Active Self-Direction  
Whole Child

**INTELLECTUAL PROWESS**  
AJB graduates display **Intellectual Prowess** by mastering knowledge and skills in *integrated literacy* and *thinking critically*.

**INTEGRATED LITERACY**

- Understand, use and reflect on various types of texts
- Reading + Writing
- Math Skills
- Financial Literacy
- Technology Literacy

**THINKING CRITICALLY**

- Analyzing
- Problem-solving
- Explaining
- Inferencing
- Being curious

**HABITS OF SUCCESS**  
AJB graduates display **Habits of Success** by embracing *growth mindsets* and maintaining a *healthy quality of life*.

**GROWTH MINDSETS**

- I believe in myself.
- I am not able to do that yet.
- I am able to work through hard things.
- I will not let failure stop my progress.
- I can improve my skills with effort and practice.

**HEALTHY QUALITY OF LIFE**

- Nutrition habits
- Good sleep habits
- Exercise habits

**RELATIONSHIP SKILLS**  
AJB graduates display **Relationship Skills** through *communication* and *empathy*.

**COMMUNICATION**

- Social awareness
- Patience
- Confidence
- Collaboration

**EMPATHY**

- Self-aware
- Active listener
- Emotional intelligence
- Open-mindedness

**PATH FINDING**  
AJB graduates display **Pathfinding** by engaging in *professionalism* and *responsible decision making*.

**PROFESSIONALISM**

- Organization
- Accountability
- Punctuality
- Flexibility

**RESPONSIBLE DECISION MAKING**

- Strong core values
- Ability to goal set
- Planning for the future



# Barnes' Redesign Vision

**Mission:** *To provide an environment where all learners explore, reflect, and grow.*

**Vision:** *JBMS inspires ALL learners to achieve excellence.*

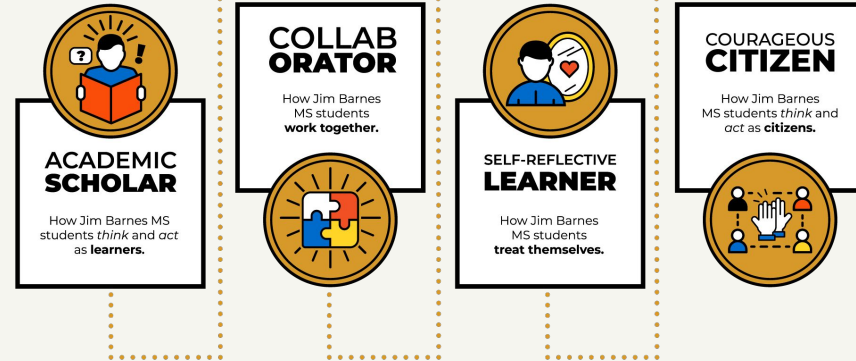
**Motto:** *Be BOLD!*

## Students said they learn most:

- Outside of core academics (enrichment)
- During group work, from peers
- When learning is dynamic and we get to speak (not just sit & listen)
- We have just in time help (i.e., we get help when we need it)

## Design Principles (Prioritized Leaps)

Relevance  
Rigorous Learning  
Connection +  
Community



# 22-23 Seguin ISD Middle School Master Schedule

A Days: Monday - Thursday			Minutes	B Days: Every Friday			Minutes
1st Period	8:00 AM	9:00 AM	60	Explore Block	8:00 AM	9:30 AM	90
2nd Period	9:03 AM	10:01 AM	58	Reflect Block	9:33 AM	10:29 AM	56
3rd Period	10:04 AM	11:02 AM	58	Explore Block	10:32 AM	12:34 PM	122
4th Period	11:05 AM	12:37 PM	92	<b>6th Grade Lunch</b>	11:02 AM	11:32 AM	30
<b>6th Grade Lunch</b>	11:05 AM	11:35 AM	30	<b>7th Grade Lunch</b>	11:33 AM	12:03 PM	30
<b>7th Grade Lunch</b>	11:36 AM	12:06 PM	30	<b>8th Grade Lunch</b>	12:04 PM	12:34 PM	30
<b>8th Grade Lunch</b>	12:07 PM	12:37 PM	30	Grow Block	12:37 PM	2:07 PM	90
5th Period	12:40 PM	1:38 PM	58	Explore Block	2:10 PM	3:40 PM	90
6th Period	1:41 PM	2:39 PM	58				

**HQIM: Math + RLA**

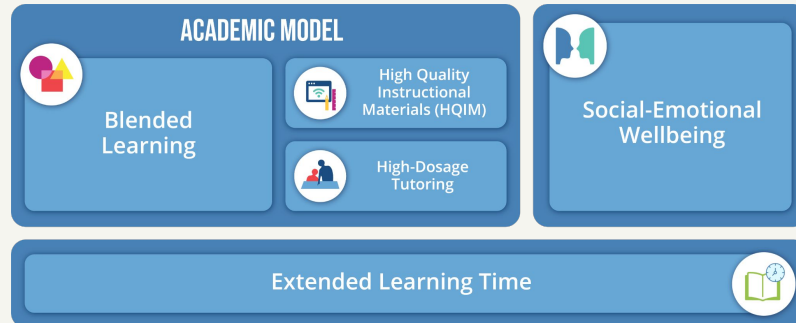
**Blended Learning: Math**

**Tutoring: Grow Block**

**SEL: Reflect Block**

**Extended Time: +10 mins**

**Relevance: Explore Block**



For more information, visit <https://www.seguin.k12.tx.us/page/msr.home>

# Master Schedule Development: 22-23 Schedule - Banking Time



A Days: Monday - Thursday			Minutes
1st Period	8:00 AM	9:00 AM	60
2nd Period	9:03 AM	10:01 AM	58
3rd Period	10:04 AM	11:02 AM	58
4th Period	11:05 AM	12:37 PM	92
<b>6th Grade Lunch</b>	11:05 AM	11:35 AM	30
<b>7th Grade Lunch</b>	11:36 AM	12:06 PM	30
<b>8th Grade Lunch</b>	12:07 PM	12:37 PM	30
5th Period	12:40 PM	1:38 PM	58
6th Period	1:41 PM	2:39 PM	58
7th Period	2:42 PM	3:40 PM	58
<b>TOTAL DAILY INSTRUCTIONAL MINUTES</b>			<b>412</b>

**+20**

- **Earlier** start time (8:00AM)
- **Reduced** transition time from four minutes to **three**
- **Reduced** lunches from five to **three** - also reduces transitions
- **No** intervention/enrichment time **daily**

# External Partnerships + Supports



TexasHomeLearning

**CRIMS:**  
**Blended Learning Support**

**RELAY/GSE**  
GRADUATE SCHOOL of EDUCATION

**Instructional Leadership Support**



**6-8 RLA HQIM Support:**  
**Wit + Wisdom**



**Redesign Support**



# Current Realities

# Fall 2022 Attendance Data

## AJB Middle School

	Aug	Sept	Oct As of (10.18)
<b>6th</b>	96.13	94.53%	92.96%
<b>7th</b>	93.8	92.72.%	89.47%
<b>8th</b>	91.22	92.44%	91.2%
<b>AJB Current</b>	<b>93.62 ↑</b>	<b>93.2% ↑</b>	<b>91.2 % ↑</b>
<b>2021-2022</b>	93.58%	88.18%	90.75%

## Barnes Middle School

	Aug	Sept	Oct As of (10.18)
<b>6th</b>	94%	93%	89%
<b>7th</b>	94%	94%	89%
<b>8th</b>	91%	90%	86%
<b>Barnes Current</b>	<b>93% ↑</b>	<b>92% ↑</b>	<b>87% ↓</b>
<b>2021-2022</b>	91%	78%	91%

# Fall 2022 Discipline Data: AJB

BOY to 10.21	ISS days		Suspension		DAEP	
	2021	2022	2021	2022	2021	2022
<b>6th</b>	0	29.5 ↑	2	0 ↓	5	1 ↓
<b>7th</b>	34	49 ↑	2	0 ↓	4	2 ↓
<b>8th</b>	66	58.5 ↓	3	1 ↓	6	8 ↑
<b>Totals</b>	100	<b>137 ↑</b>	7	<b>1 ↓</b>	15 <i>(1 mandatory)</i>	<b>11</b> <b><i>(5 mandatory) ↓</i></b>



# Fall 2022 Discipline Data: Barnes

BOY to 10.21	ISS Days		Suspension		DAEP	
	2021	2022	2021	2022	2021	2022
<b>6th</b>	31	18	9	10	1	3
<b>7th</b>	18	18	8	4	3	2
<b>8th</b>	77	32	36	8	13	5
<b>ALL</b>	126	<b>68</b> ↓	53	<b>22</b> ↓	17	<b>10</b> ↓

# Panorama Student SEL Survey Data

	AJB Middle School		Barnes Middle School	
	Fall 2022 (BOY)	Spring 2022 (EOY)	Fall 2022 (BOY)	Spring 2022 (EOY)
<b>Emotion Regulation</b>	32% (+2)	30%	32% (+1)	31%
<b>Grit</b>	43% (+5)	38%	45% (+3)	42%
<b>School Climate</b>	48% (+5)	43%	53% (+6)	47%
<b>Social Awareness</b>	44% (+5)	39%	47% (+5)	42%
<b>Supportive Relationships</b>	78% (+3)	75%	81% (+1)	80%

# Student Achievement Data: AJB

	Reading STAAR May 2022	Interim 1, Reading Sept. 2022	Math STAAR May 2022	Interim 1, Math Oct. 2022
<b>6th Grade</b>	App: 48% Meets: 24% Masters: 11%	App: <b>50%</b> Meets: 23% Masters: <b>12%</b>	App: 51% Meets: 14% Masters: 2%	App: <b>57%</b> Meets: <b>23%</b> Masters: <b>8%</b>
<b>6th Grade Adv.</b>				App: <b>88%</b> Meets: <b>49%</b> Masters: <b>5%</b>
<b>7th Grade</b>	App: 66% Meets: 35% Masters: 20%	App: 52% Meets: 18% Masters: 9%	App: 37% Meets: 13% Masters: 4%	App: <b>45%</b> Meets: 12% Masters: 1%
<b>7th Grade Adv.</b> <i>(Take 8 STAAR Math)</i>				App: <b>73%</b> Meets: <b>26%</b> Masters: <b>5%</b>
<b>8th Grade</b>	App: 66% Meets: 32% Masters: 17%	App: 59% Meets: 27% Masters: <b>18%</b>	App: 59% Meets: 21% Masters: 8%	App: 42% Meets: 5% Masters: 1%
<b>8th Grade Alg. 1</b>				App: 64% Meets: 45% Masters: 26%

# Student Achievement Data: Barnes

	Reading STAAR May 2022	Interim 1, Reading Sept. 2022	Math STAAR May 2022	Interim 1, Math Oct. 2022
<b>6th Grade</b>	App: 56% Meets: 28% Masters: 15%	App: 40% Meets: 18% Masters: 7%	App: 44% Meets: 11% Masters: 5%	App: 29% Meets: 5% Masters: 3%
<b>6th Grade Adv.</b>			App: 89% Meets: 44% Masters: 17%	App: 74% Meets: 30% Masters: 9%
<b>7th Grade</b>	App: 69% Meets: 40% Masters: 22%	App: 49% Meets: 19% Masters: 11%	App: 26% Meets: 7% Masters: 2%	App: <b>36%</b> Meets: <b>8%</b> Masters: 1%
<b>7th Grade Adv.</b> <i>(Take 8 STAAR Math)</i>			App: 70% Meets: 40% Masters: 13%	App: <b>74%</b> Meets: <b>43%</b> Masters: 2%
<b>8th Grade</b>	App: 72% Meets: 19% Masters: 22%	App: 68% Meets: <b>42%</b> Masters: <b>27%</b>	App: 35% Meets: 8% Masters: 0%	App: <b>50%</b> Meets: <b>13%</b> Masters: <b>1%</b>
<b>8th Grade Alg. 1</b>			App: 92% Meets: 62% Masters: 37%	App: 84% Meets: 62% Masters: 33%

# Friday Experience: Community Connections



**Jim Barnes Middle School** @JimBarnesMS · Nov 6

Thanks to Cinde Thomas-Jimenez and GBRA for working with our PBL Plastics students on Friday! #WeAreSeguin #ExploreReflectGrow



**Jim Barnes Middle School** @JimBarnesMS · Oct 14

Mrs. Salazar's Cyberbullying PBL class was treated to a presentation from SISD Communications Specialist Tanisha Hearn! #WeAreSeguin



**Shelly Ray** @MrsRayJBMS · Oct 15

PBL Friday with American Legion Post 245 Riders! These veteran heroes showed my students some love today as they answered their questions, posed for pictures, and helped them tell more "untold stories in Seguin" for their Photojournalism project. Stay tuned! #WeAreSeguin



**AJBriesemeisterToros** @AJBriesemeister · Nov 11

AJB's "Making Space for Change" PBL classes welcomed Robyn Popa, an architect from Pfluger Architects. Pfluger is the firm that designed the renovated campus. Ms. Popa shared insights about sustainable building and design in general and took many questions from students.



# Student Perspective on Friday Experience



A chessboard with various pieces in a strategic arrangement, symbolizing planning and strategy. The pieces are arranged on a light-colored board with a grid pattern. The pieces are in various colors, including white, dark grey, and light grey. The text "Next Steps" is overlaid on the left side of the image.

# Next Steps

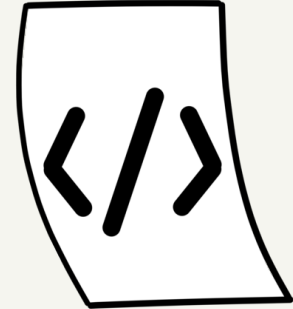
# Sustainability



**Budget  
Processes**



**Strategic  
Staffing**



**Operationalize  
streamlined  
district systems  
and processes**