

# Huntsville Independent School District

## District Improvement Plan

### 2018-2019 Goals/Performance Objectives/Strategies



# Mission Statement

The mission of Huntsville Independent School District is to establish a partnership with students, parents and the community to provide an equitable educational system characterized by a safe environment and academic excellence to empower all students with knowledge, competencies, and personal qualities to live and work successfully as lifelong learners and responsible citizens with a global perspective.

## Vision

### Our Call to Action

*All students thrive as lifelong learners and global citizens prepared for the futures they create.*

## Core Beliefs

We believe that...

- all students can learn;
- all students deserve opportunities to take ownership of their learning;
- diversity is essential to dynamic learning environments;
- real world applications connect all students to content and skills;
- all students are best served in schools by building positive relationships and connections inside and outside of school to help prepare them for the real world;
- all teachers are facilitators guiding students to deeper, profound learning through differentiated, meaningful lessons;
- teamwork, resources, and communication are essential at all levels.



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# Goals

## Goal 1: ACADEMIC PERFORMANCE

**All students will achieve academic success and demonstrate growth.**

**Performance Objective 1:** Increase percent of students meeting the state and district assessment standards.

**Evaluation Data Source(s) 1:** All students will pass state mandated assessments.





Achievement gaps between student populations will be eliminated.





The percentage of students from all student groups achieving advanced academic performance will increase from prior year.

### Summative Evaluation 1:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Jan	Mar	June
<p><b>Critical Success Factors</b> CSF 1 CSF 2</p> <p>1) District leadership team will analyze district and state level assessments to create a plan of action centered on increasing the percentage of students meeting the state and district standards.</p>	2.4, 2.6	Assistant Superintendent - Curriculum & Instruction, Directors of Elementary & Secondary Curriculum & Instruction	Increased student achievement in all core areas.				
<p><b>Critical Success Factors</b> CSF 1</p> <p>2) Monitor the Bilingual/English as a Second Language program model as defined by the district team.</p>	2.6	Assistant Superintendent - Curriculum & Instruction, Director of Accountability & Assessment, Bilingual/ESL -GT Coordinator	Increased achievement of ELs in all content areas. Growth in English Language Acquisition.				
Problem Statements: Student Academic Achievement 2							

<p><b>Critical Success Factors</b> CSF 1 CSF 2</p> <p>3) Review and revise the development of benchmark/common assessments in English Language Arts, Mathematics, Science, and Social Studies.</p>	2.5	Assistant Superintendent-Curriculum & Instruction, Directors of Elementary & Secondary Curriculum & Instruction,	Increased student achievement in all areas.				
Problem Statements: Student Academic Achievement 1							
<p><b>Critical Success Factors</b> CSF 1 CSF 2 CSF 7</p> <p>4) Kindergarten through grade 12 teachers will utilize achievement and progress data from benchmarks, common formative assessments, etc. to analyze student performance and instructional effectiveness.</p>	2.6	Assistant Superintendent - Curriculum & Instruction, Director of Accountability & Assessment, Director of Special Education, Directors of Elementary & Secondary Curriculum & Instruction	Increased student achievement through targeted instruction/interventions.				
Problem Statements: Student Academic Achievement 1							
Funding Sources: 255 - Title II, Part A - 128552.00							
<p><b>Critical Success Factors</b> CSF 1 CSF 2</p> <p>5) Implement the district-wide, systemic Response to Intervention (RtI) model for academic and behavioral needs to include research based interventions and progress monitoring for identified students.</p>	2.6	Assistant Superintendent - Curriculum & Instruction, Directors of Elementary and Secondary Curriculum	Decrease in the number of students receiving special education.				
Problem Statements: Student Academic Achievement 1							
<p><b>Critical Success Factors</b> CSF 1</p> <p>6) Provide a comprehensive, systemic special education continuum.</p>	2.6	Assistant Superintendent - Curriculum & Instruction, Director of Special Education, Campus Principals	Continuum of services guidelines, Staff Development logs, sign-ins and handouts				

<p><b>Critical Success Factors</b> CSF 1 CSF 2</p> <p>7) Provide research based interventions and progress monitoring for students.</p>	2.6	Assistant Superintendent - Curriculum & Instruction, Director of Special Education, Directors of Elementary & Secondary Curriculum & Instruction	Increased academic achievement in all core areas.				
Problem Statements: Student Academic Achievement 1							
<p><b>Critical Success Factors</b> CSF 1 CSF 7</p> <p>8) Instructional Coaches, Academic Specialists, Classroom Instructional Aides and state certified teacher tutors will provides supplemental instructional services designed to increase student achievement in the core academic areas at both the elementary and secondary levels.</p>	2.4, 2.6	Assistant Superintendent - Curriculum & Instruction, Director of Special Education, Directors of Elementary & Secondary Curriculum & Instruction	Increased student achievement in the core academic areas at all levels.				
Problem Statements: Student Academic Achievement 1 Funding Sources: 255 - Title II, Part A - 128252.00							
<p><b>Equity Plan Strategy</b> <b>Critical Success Factors</b> CSF 1 CSF 7</p> <p>9) Instructional Coaches for elementary and secondary will provide professional development, mentoring and modeling for instructional staff and technology integration support for district staff.</p>	2.5	Assistant Superintendent - Curriculum & Instruction, Directors of Elementary & Secondary Curriculum & Instruction	Increased academic achievement Increased classroom engagement				
Problem Statements: Student Academic Achievement 1 Funding Sources: 255 - Title II, Part A - 128252.00							
<p><b>PBMAS</b></p> <p>10) Develop, communicate, implement and monitor district wide instructional systems to increase student achievement (Lesson Cycle Model, PDCA, PLC, etc.)</p>		Assistant Superintendent- Curriculum & Instruction, Directors of Elementary and Secondary Curriculum & Instruction, Director of Accountability and Assessment	Increased student achievement				
Problem Statements: Student Academic Achievement 1							

<p>11) Conduct quarterly reviews of the district and campuses to analyze data (achievement, behavior, attendance, etc.), review progress on improvement plans (DIP, CIP, TIP) and to determine next steps.</p>		<p>Assistant Superintendent-Curriculum &amp; Instruction, Directors of Elementary and Secondary Curriculum &amp; Instruction, Director of Accountability and Assessment</p>	<p>Increased student achievement</p>				
<p>Problem Statements: Student Academic Achievement 1</p>							
<p>12) Develop a plan to address the social and emotional needs of students.</p>		<p>Assistant Superintendent-Curriculum &amp; Instruction, Directors of Elementary and Secondary Curriculum &amp; Instruction,</p>	<p>Increased student achievement</p>				
<p>Problem Statements: Student Academic Achievement 1, 2 - School Processes &amp; Programs 1 Funding Sources: 289 - Title IV, Part A, Sub 1 - 23940.00</p>							
<p>13) Provide additional supports for identified At-Risk students to meet their instructional needs.</p> <p>FTE 25.9</p>		<p>Assistant Superintendent-Curriculum &amp; Instruction, Directors of Elementary and Secondary Curriculum &amp; Instruction</p>	<p>Increased student achievement</p>				
<p>Problem Statements: Student Academic Achievement 1, 2 Funding Sources: State Comp Ed - 1700000.00</p>							
<p>14) Provide academic interventions for students identified as At-Risk placed in a DAEP who meet the requirements stated in Chapter 37.006, TEC.</p> <p>FTE 8</p>		<p>Assistant Superintendent-Curriculum &amp; Instruction, Director of Secondary Curriculum &amp; Instruction</p>	<p>Increased student achievement</p>				
<p>Problem Statements: Student Academic Achievement 1, 2 - School Processes &amp; Programs 1 Funding Sources: State Comp Ed - 377711.00</p>							



15) Provide all day Pre-K for eligible students who are identified as At-Risk.  FTE 8.5	Assistant Superintendent-Curriculum & Instruction, Director of Elementary	Increased student achievement				
Problem Statements: Student Academic Achievement 1 Funding Sources: State Comp Ed - 368480.00						
= Accomplished            = Continue/Modify            = Considerable            = Some Progress            = No Progress            = Discontinue						

**Performance Objective 1 Problem Statements:**

<b>Student Academic Achievement</b>
<b>Problem Statement 1:</b> For all grades and all subjects on STAAR 2017, 60% of the all student group met or exceeded the satisfactory standard which is a 4% decrease from the prior year.
<b>Root Cause 1:</b> Lack of effective tier I instruction due to ineffective training, support and monitoring.
<b>Problem Statement 2:</b> For all grades and all subjects on STAAR 2017, 40% of the English Language Learners met or exceeded the satisfactory standard. <b>Root Cause 2:</b> Lack of effective implementation, training and monitoring on ELL strategies and best practices.
<b>School Processes &amp; Programs</b>
<b>Problem Statement 1:</b> STAAR Scores for African American students in reading, math, writing and social studies are 11-16% lower than the all student group. <b>Root Cause 1:</b> Teachers do not have the tools and training to teach culturally diverse students.


**Goal 1: ACADEMIC PERFORMANCE**





All students will achieve academic success and demonstrate growth.

**Performance Objective 2:** Develop an annual comprehensive staff development plan based on best practices research, identified areas of weakness and required employee training.

**Evaluation Data Source(s) 2:** Professional development delivered will result in implementation of effective instruction to meet the needs of all students.

**Summative Evaluation 2:**

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Jan	Mar	June
<p><b>Equity Plan Strategy</b>  <b>Critical Success Factors</b>                      CSF 1 CSF 7</p> <p>1) Increase student achievement through ongoing professional development for teachers and all instructional staff.</p>	2.5	Assistant Superintendent - Curriculum & Instruction, Directors of Elementary & Secondary Curriculum & Instruction, Director of Special Education Bilingual/ESL-GT Coordinator	Increase capacity of all instructional staff which will result in increased student achievement.				
<p>Problem Statements: Student Academic Achievement 1, 2, 3 - School Processes &amp; Programs 1, 2                      Funding Sources: 255 - Title II, Part A - 93579.00, 289 - Title IV, Part A, Sub 1 - 30000.00</p>							

<b>Critical Success Factors</b> CSF 1 CSF 7  2) Increase technology integration into teaching and learning through sustained professional development.	2.5	Assistant Superintendent - Curriculum & Instruction, Director of Technology Directors of Elementary & Secondary Curriculum & Instruction	Increase teacher capacity to integrate technology.  Increase student achievement and college & career readiness.				
	Problem Statements: Student Academic Achievement 1, 4 - School Processes & Programs 2 Funding Sources: 289 - Title IV, Part A, Sub 1 - 10000.00						
<b>Equity Plan Strategy</b> <b>Critical Success Factors</b> CSF 7  3) Provide professional learning through the use of online professional development courses.	2.5	Directors of Elementary and Secondary Curriculum & Instruction	Increased availability of professional development offerings for staff.  Increase teacher quality/capacity.				
	Problem Statements: School Processes & Programs 2						
<b>Equity Plan Strategy</b> <b>Critical Success Factors</b> CSF 1 CSF 7  4) Provide ongoing professional development for teachers in the effective use of accommodations and Classroom support strategies for students with disabilities.	2.6	Director of Special Education	Increased student achievement of Special Education students.				
	Problem Statements: Student Academic Achievement 3 - School Processes & Programs 2 Funding Sources: IDEA B - 0.00						
<b>Equity Plan Strategy</b> <b>Critical Success Factors</b> CSF 7  5) Develop a new teacher induction program prior to the beginning of the school year, and provide ongoing support throughout the school year.	2.5	Assistant Superintendent - Curriculum & Instruction, Directors of Elementary & Secondary Curriculum & Instruction	Increased retention of quality teachers.				
	Problem Statements: School Processes & Programs 2 Funding Sources: 255 - Title II, Part A - 55325.00						

<b>Equity Plan Strategy</b> <b>Critical Success Factors</b> CSF 1 CSF 7  6) Evaluate programs and instruction through the use of instructional rounds and targeted walkthroughs.	2.5	Curriculum and Instruction Team	Monitoring and improvement of instruction, programs and district initiatives.				
	Problem Statements: Student Academic Achievement 1						
<b>Equity Plan Strategy</b> <b>Critical Success Factors</b> CSF 7  7) Develop a comprehensive district-wide professional development plan to address identified needs.	2.5	Assistant Superintendent - Curriculum & Instruction,	Increased teacher quality and effectiveness Increased teacher retention Increased student achievement				
	Problem Statements: School Processes & Programs 2						
<b>Critical Success Factors</b> CSF 1 CSF 7  8) Continue professional development for teachers of EL students on sheltered instruction, ELPS and other research-based strategies to increase student achievement.	2.6	Assistant Superintendent - Curriculum and Instruction Bilingual/ESL-GT Coordinator	Increase student achievement of ELs.				
	Problem Statements: Student Academic Achievement 2 - School Processes & Programs 2 Funding Sources: 263 - Title III, Part A - 4000.00						
<b>Critical Success Factors</b> CSF 1  9) Implement the vertically aligned curriculum (TEKS Resource System) K-12.	2.5	Assistant Superintendent- Curriculum & Instruction, Directors of Elementary and Secondary Curriculum & Instruction	Increased student achievement				
	Problem Statements: Student Academic Achievement 1						
= Accomplished     = Continue/Modify     = Considerable     = Some Progress     = No Progress     = Discontinue							

### Performance Objective 2 Problem Statements:

<b>Student Academic Achievement</b>
<b>Problem Statement 1:</b> For all grades and all subjects on STAAR 2017, 60% of the all student group met or exceeded the satisfactory standard which is a 4% decrease from the prior year. <b>Root Cause 1:</b> Lack of effective tier I instruction due to ineffective training, support and monitoring.
<b>Problem Statement 2:</b> For all grades and all subjects on STAAR 2017, 40% of the English Language Learners met or exceeded the satisfactory standard. <b>Root Cause 2:</b> Lack of effective implementation, training and monitoring on ELL strategies and best practices.
<b>Problem Statement 3:</b> For all grades and all subjects on STAAR 2017, 29% of the Special Education students met or exceeded the satisfactory standard. <b>Root Cause 3:</b> Lack of effective tier I instruction with appropriate supports due to ineffective training and monitoring of best practices.

**Problem Statement 4:** The percent of College and Career Ready Graduates (2015-2016) was 58.3% which is below the state average. **Root Cause 4:** Lack of thoroughly and thoughtfully created 4 year plans for students.

**School Processes & Programs**

**Problem Statement 1:** STAAR Scores for African American students in reading, math, writing and social studies are 11-16% lower than the all student group. **Root Cause 1:** Teachers do not have the tools and training to teach culturally diverse students.

**Problem Statement 2:** The teacher turnover rate for 2017 was 27.2% which is 10.8% higher than the state average.




**Goal 1: ACADEMIC PERFORMANCE**












All students will achieve academic success and demonstrate growth.

**Performance Objective 3:** Implement the district curriculum in all subjects/courses to facilitate academic success for all students.

**Evaluation Data Source(s) 3:** Curriculum content and programs implemented to meet the needs of student learners.

**Summative Evaluation 3:**

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Jan	Mar	June
<b>Critical Success Factors</b> CSF 1 CSF 7  1) Develop an implementation plan for the HISD Curriculum Management Plan as a resource for each of the four content areas: English Language Arts/Reading, Mathematics, Science, Social Studies	2.5	Directors of Elementary & Secondary Curriculum & Instruction	Developed Curriculum management plan Increased achievement scores				
	Problem Statements: Student Academic Achievement 1						
2) Continue the transformation of school libraries into digital media centers by providing students and parents online access to materials.	2.5	Director of Technology	Results: Increased student/parent use of materials. Increased student academic achievement.				
Problem Statements: Student Academic Achievement 1							
3) Prepare students for success beyond high school, including colleges, universities, technical schools and the military by providing resources and information.	2.5	Director of Career & Technical Education, Secondary Principals	Evidence: Documented training for counselors, 4 Year Plans, Interest and Aptitude Career Assessments TSI HB5 Resource utilization  Results: Increased number of students that graduate college and career ready.				
Funding Sources: 289 - Title IV, Part A, Sub 1 - 10000.00							

4) Direct Career and Technical Education (CTE) programs to address: Labor/Market demand, Programs leading to licensure and/or certification Community Needs, Student Interests.	2.5	Director of Career & Technical Education, Superintendent's Cabinet	Evidence: Documented Programs of Study and Coherent Sequence of Courses that reflect high demand career areas  Results: Increased number of students that graduate college/career ready. Increased number of students that graduate that have earned either an industry-level certification or stackable credential.				
5) Increase opportunities for college and career investigation/assessment at all grade levels.	2.5	Director of Career & Technical Education, Director of Elementary Curriculum & Instruction, Director of Secondary Curriculum & Instruction	Evidence: Documented training for counselors, Interest and Aptitude Career Assessments  Results: Increased number of students that graduate college and career ready.				
6) Actively validate and track students who participate in endorsements by creating, evaluating and updating 4-year plans.	2.5	Director of Career & Technical Education, Secondary Counselors	Evidence: Documented training for counselors, 4 Year Plans, Interest and Aptitude Career Assessments TSI HB5 Resource utilization  Results: Increased number of students that graduate college and career ready.				
<b>Critical Success Factors</b> CSF 1 CSF 7	2.5	Director of Technology	Increase teacher and student integration with Technology.				
	Problem Statements: Student Academic Achievement 1						
7) Provide ongoing professional development, collaboration and support for the Innovative Learning Specialists.							
8) Develop and provide summer school programs to address identified needs.		Assistant Superintendent-Curriculum & Instruction, Directors of Elementary and Secondary Curriculum & Instruction	Increased student achievement Increased graduation rate				
	Problem Statements: Student Academic Achievement 1 Funding Sources: State Comp Ed - 200000.00						
 = Accomplished  = Continue/Modify  = Considerable  = Some Progress  = No Progress  = Discontinue							

**Performance Objective 3 Problem Statements:**

<b>Student Academic Achievement</b>
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<p><b>Problem Statement 1:</b> For all grades and all subjects on STAAR 2017, 60% of the all student group met or exceeded the satisfactory standard which is a 4% decrease from the prior year.</p>
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<p><b>Root Cause 1:</b> Lack of effective tier I instruction due to ineffective training, support and monitoring.</p>
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**Goal 1: ACADEMIC PERFORMANCE**

All students will achieve academic success and demonstrate growth.

**Performance Objective 4:** Develop and implement a plan to ensure children are reading on grade level.

**Evaluation Data Source(s) 4:**

**Summative Evaluation 4:**

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Jan	Mar	June
<b>Critical Success Factors</b> CSF 1 CSF 2  1) Assess K-8 reading levels monthly to monitor progress and adjust instruction.		Directors of Elementary and Secondary Curriculum & Instruction	Increased percent of students reading on grade level in K-8.				
Problem Statements: Student Academic Achievement 1							
 = Accomplished  = Continue/Modify  = Considerable  = Some Progress  = No Progress  = Discontinue							

**Performance Objective 4 Problem Statements:**

Student Academic Achievement
<b>Problem Statement 1:</b> For all grades and all subjects on STAAR 2017, 60% of the all student group met or exceeded the satisfactory standard which is a 4% decrease from the prior year. <b>Root Cause 1:</b> Lack of effective tier I instruction due to ineffective training, support and monitoring.





## Goal 2: SAFE SCHOOLS

All schools will promote nurturing, safe and secure places for students, staff and parents.

**Performance Objective 1:** Develop and implement procedures and systems that promote and support positive behaviors.

**Evaluation Data Source(s) 1:** Trend data charts will reflect a decline in the number of referrals by all student groups.

### Summative Evaluation 1:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Jan	Mar	June
1) Create/refine discipline guidelines for grades PK-12 to improve consistency between the campuses.		Assistant Superintendent - Administration, Assistant Principals	Develop and implement a levels system matrix to guide the administration of discipline. The system will be published in the Student Code of Conduct. Results: 1.Consistent implementation of discipline between campuses and administrators. A reduction in monthly disciplinary actions required as the school year progresses.				
2) Refine and implement the plan for district-wide Positive Behavior & Support (PBIS).		Assistant Superintendent - Administration, Director of Special Education	Plan in place. The PBIS District Leadership Team will meet monthly to analyze data (Big 5, BOQ, SET), assess progress, establish strategies for district wide improvement. This will result and more effective campus PBIS implementation and ultimately fewer classroom disruption and better student performance.				
<b>Equity Plan Strategy</b> 3) Provide Positive Behavior Intervention & Support (PBIS) professional development for all campuses.		Assistant Superintendent - Business Administration Director of Special Education	Increased positive behaviors among and between students and staff. Decrease in discipline referrals.				
4) Monitor discipline referrals monthly to determine trends and patterns and report data to the Board of Trustees.		Assistant Superintendent - Administration, Principals, Assistant Principals	Monthly discipline reports are published in Board Book at monthly meetings.				

5) Require principal and assistant superintendent approval prior to any discretionary DAEP placement of any student.		Assistant Superintendent - Administration, Principals, Assistant Principals	All recommendations for DAEP will have a principal's signature and will be email to the assistant superintendent of administration for final approval. Result: All discretionary placements will be appropriate. Increase in consistency and compliance with policy. Improved PBMAS scores.				
6) Monitor discipline referrals to determine trends and patterns and report data to campus principals, assistant principals, central office staff.		Assistant Superintendent - Administration, Principals, Assistant Principals	Assistant superintendent will evaluate monthly discipline reports and share concerns with campus principals as needed. Results: Discipline referral numbers will be reduced. Consistency of discipline administration will increase.				
7) Provide "Blocksi" Chromebook Cloud Internet filtering software to enhance digital citizenship and provide a safe student internet environment.		Director of Technology	Blocksi is implemented district wide and is being used to monitor, run reports, block and add. Parent piece is also being utilized. Continue to adjust to our district needs.				
Problem Statements: Student Academic Achievement 1							
= Accomplished    = Continue/Modify    = Considerable    = Some Progress    = No Progress    = Discontinue							

**Performance Objective 1 Problem Statements:**

<b>Student Academic Achievement</b>
<b>Problem Statement 1:</b> For all grades and all subjects on STAAR 2017, 60% of the all student group met or exceeded the satisfactory standard which is a 4% decrease from the prior year. <b>Root Cause 1:</b> Lack of effective tier I instruction due to ineffective training, support and monitoring.





**Goal 2: SAFE SCHOOLS**












All schools will promote nurturing, safe and secure places for students, staff and parents.

**Performance Objective 2:** Develop, monitor and assess the effectiveness of the district health, safety and emergency plans.

**Evaluation Data Source(s) 2:** All plans in place and conducted by staff as needs arise.

**Summative Evaluation 2:**

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Jan	Mar	June
1) Meet with nurses each month and review and refine as needed a plan for improving coordinated school health programs on all campuses.		Assistant Superintendent-Administration, Lead Nurse	Health care provided to the students will improve. Consistent methods and processes will be used by nurses on each campus. Nurses from each campus will share resources and be equitably equipped to meet of the needs of the students on each campus.				
2) Meet with School Health Advisory Council (SHAC) to assure that we are in compliance with all state and federal guidelines.		Assistant Superintendent - Administration. Lead Nurse	Through the actions of the SHAC committee, stakeholders will be informed of programs and required policy compliance that directly impact the health and well being of all of our students. The SHAC committee will address community concerns.				
3) Review the Emergency Operations Plan to ensure compliance with National Incident Management System (NIMS) Guidelines and train all administrators.		Assistant Superintendent - Administration, District Emergency Management Team.	Compliance with all guidelines. All administrators will be able to respond appropriately in an emergency.				
4) Monitor implementation of required intervention programs and protocols for reporting to address issues related to topics such as: Drug/Alcohol/Tobacco Education, Choking Game Awareness, Character Education, Suicide Prevention, Sexual Harassment, Conflict Resolution, Violence Prevention, Dating Violence, etc.		Assistant Superintendent - Administration, Directors of Elementary & Secondary Curriculum & Instruction, Director of Student Counseling.	Intervention programs will result in better school attendance and an improved district culture and climate.				

5) A district team will review and make needed changes to Crisis Management Plan on an annual basis.		Assistant Superintendent - Administration, District Emergency Operation Planning Team	The Emergency Management Team meets monthly to evaluate current practices and make changes as needed. Results: More efficient responses to emergency situations.				
6) Create a digitized version of the district Emergency Operations Plan to allow for seamless access and updating.		Assistant Superintendent - Administration, District Emergency Operation Planning Team	An application will be available to all pertinent staff and first responders that will provide appropriate information to effectively respond to specific emergency situations.				
7) Provide the district staff the opportunity to participate in an annual school safety/campus climate survey.		Assistant Superintendent - Administration, Principals, Assistant Principals	The results of this survey will provide information for campus and district emergency management teams the will guide future effort and decision making that establish a safe school environment.				
8) Provide district staff the opportunity to participate in Civilian Response to an Active Shooter Event (CRASE) Training and active shooter/intruder campus drills		Assistant Superintendent - Administration, School Resource Officers	Each campus and building will establish specific strategies to improve survival of students and staff in the event of active shooter. The community will have confidence in the preparation and security of our schools.				
9) Pregnancy Related Services will be provided on campus when deemed necessary for the safety and security of the students and staff.		Assistant Superintendent- Curriculum & Instruction, Campus Principal, HISD Social Worker	Documentation of services PRS Waiver Students will be able to received uninterrupted educational services in a safe environment.				
 = Accomplished  = Continue/Modify  = Considerable  = Some Progress  = No Progress  = Discontinue							

**Goal 2: SAFE SCHOOLS**

All schools will promote nurturing, safe and secure places for students, staff and parents.

**Performance Objective 3:** Prepare students to become thoughtful, engaged citizens who appreciate the basic values of our state and national heritage.

**Evaluation Data Source(s) 3:** Policies and practices in addressing bullying are aligned across the system.

**Summative Evaluation 3:**

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Jan	Mar	June
1) Consistently implement the bullying protocol as defined in policy, including reporting and consequences to address and reduce incidents of bullying.		Assistant Superintendent - Administration, Principals, Assistant Principals	Bullying incidents are processed in Incident reporter. Result: All incidents of bullying are appropriately addressed using the protocol.				
2) Provide professional development for all district personnel, parents and students in recognizing bullying, reporting requirements, appropriate interventions and how to monitor technology devices to identify inappropriate behaviors.		Assistant Superintendent - Administration, Principals, Assistant Principals	Required Edu Hero training includes how to recognize, report and address bullying in schools. Result: Reports of bullying will result in resolution and prevent future bullying. The number of bullying reports will go down.				
Funding Sources: 289 - Title IV, Part A, Sub 1 - 1000.00							
3) Provide an Incident Reporting online system where any student, parent/guardian, or district employee may report.		Assistant Superintendent- Administration, Campus Administrators,	All stakeholders have a safe and effective way to report suspected bullying. Reports will be investigated in a timely manner.				
= Accomplished              = Continue/Modify              = Considerable              = Some Progress              = No Progress              = Discontinue							








**Goal 2: SAFE SCHOOLS**

All schools will promote nurturing, safe and secure places for students, staff and parents.

**Performance Objective 4:** Provide and reinforce character education opportunities to increase positive interactions among and between students and staff.

**Evaluation Data Source(s) 4:**

**Summative Evaluation 4:**

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Jan	Mar	June
<p><b>Critical Success Factors</b> CSF 6</p> <p>1) Research and develop a district wide character education program.</p>		Assistant Superintendent-Curriculum and Instruction, Director of College and Career Readiness	A fully developed character education program for the district.				
Problem Statements: Student Academic Achievement 1 - School Processes & Programs 2							
 = Accomplished  = Continue/Modify  = Considerable  = Some Progress  = No Progress  = Discontinue							

**Performance Objective 4 Problem Statements:**

Student Academic Achievement
<b>Problem Statement 1:</b> For all grades and all subjects on STAAR 2017, 60% of the all student group met or exceeded the satisfactory standard which is a 4% decrease from the prior year.
<b>Root Cause 1:</b> Lack of effective tier I instruction due to ineffective training, support and monitoring.
School Processes & Programs
<b>Problem Statement 2:</b> The teacher turnover rate for 2017 was 27.2% which is 10.8% higher than the state average.

### Goal 3: COMMUNITY INVOLVEMENT

The District will provide parent and community partnerships in an environment that promotes trust through effective communication.

**Performance Objective 1:** Provide opportunities for parent and community involvement which promote academic achievement and school spirit.

**Evaluation Data Source(s) 1:** Increased community involvement in all operations of the district.

#### Summative Evaluation 1:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Jan	Mar	June
<b>Critical Success Factors</b> CSF 5 1) Continue to provide special offers for admission to district events (athletic, fine arts).		Director of Communications, Athletic Directors	Increased community support of district events.				
	Problem Statements: Student Academic Achievement 1						
<b>Critical Success Factors</b> CSF 5 2) Celebrate student, staff and volunteer accomplishments and establish criteria for recognitions in a variety of ways.		Director of Communications	Increased opportunities to highlight and celebrate student, staff and district successes.				
	Problem Statements: Student Academic Achievement 1						
<b>Critical Success Factors</b> CSF 5 3) Provide opportunities for family involvement throughout the school year and review, revise and publish the Huntsville ISD Parent Involvement Policy.	3.1, 3.2	Director of Federal programs	Increased Parent Involvement				
	Problem Statements: Student Academic Achievement 1 Funding Sources: 289 - Title IV, Part A, Sub 1 - 1000.00						
<b>Critical Success Factors</b> CSF 5 4) Provide opportunities for parents to receive up-to-date information regarding state assessment and accountability via multiple media sources.		Director for Accountability & Assessment	Increased parent awareness of student achievement and accountability data.				
	Problem Statements: Student Academic Achievement 1						
<b>Critical Success Factors</b> CSF 1 CSF 5 5) Collaborate with local business/community leaders and parent groups to develop strategies to meet the needs of the students.		Superintendent, Assistant Superintendents, Directors	Increase parent and community involvement. Increased student achievement and opportunities.				
	Problem Statements: Student Academic Achievement 1						



<p><b>Critical Success Factors</b> CSF 1 CSF 5</p> <p>6) Provide a home to school liaison to support families, including those experiencing homelessness, to increase student success and parent involvement.</p>	3.2	Assistant Superintendent - Curriculum & Instruction	Increased parent support and involvement. Improved student welfare & increased academic achievement.				
<p>Problem Statements: Student Academic Achievement 1</p> <p>Funding Sources: 211 - ESEA, Title I, Part A, Improve Basic Program - 60679.00, LOCAL - 0.00</p>							
<p> = Accomplished    = Continue/Modify    = Considerable    = Some Progress    = No Progress    = Discontinue</p>							

**Performance Objective 1 Problem Statements:**

<p><b>Student Academic Achievement</b></p>
<p><b>Problem Statement 1:</b> For all grades and all subjects on STAAR 2017, 60% of the all student group met or exceeded the satisfactory standard which is a 4% decrease from the prior year.</p>
<p><b>Root Cause 1:</b> Lack of effective tier I instruction due to ineffective training, support and monitoring.</p>




**Goal 3: COMMUNITY INVOLVEMENT**









The District will provide parent and community partnerships in an environment that promotes trust through effective communication.

**Performance Objective 2:** Provide a variety of communication methods to share information with parents, student and community stakeholders.

**Evaluation Data Source(s) 2:** Completed list of communications shared with all stakeholders.

**Summative Evaluation 2:**

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Jan	Mar	June
<b>Critical Success Factors</b> CSF 6  1) Provide communications with internal and external stakeholders to promote awareness and a sense of community.		Superintendent, Director of Communications	Consistent communication with all internal stakeholders.				
	Problem Statements: School Processes & Programs 2						
<b>Critical Success Factors</b> CSF 5  2) Provide communication with external stakeholders regarding special populations, i.e., Gifted and Talented District Advisory Council (DAC) Special Education English as Second Language/Bilingual		Superintendent, Assistant Superintendent - Curriculum & Instruction, Director of Communications Curriculum & Instruction Directors and Coordinators	Consistent communication with all external stakeholders.				
	Problem Statements: Student Academic Achievement 1						
<b>Critical Success Factors</b> CSF 5  3) Increase opportunities for parental involvement via electronic submissions of school related forms, applications and/or other forms of required parental submissions.		Director of Communications, Director of Technology Director of PEIMS	Positive customer service to meet the needs of our families.				

<p><b>Critical Success Factors</b> CSF 5</p> <p>4) Develop a clearly defined set of guidelines for parent/community volunteers, parent volunteer organizations (PTO and booster clubs), ID's and background checks.</p>		<p>Assistant Superintendent - Administration, Executive Director of Human Resources, Principals Parent Representatives</p>	<p>All volunteers are vetted to ensure the safety of our students and staff. All volunteers and volunteer organizations act in accordance with the guidelines.</p>				
Problem Statements: Student Academic Achievement 1							
<p><b>Critical Success Factors</b> CSF 5</p> <p>5) Develop a welcoming, user friendly tool that allows volunteers to easily access our registration/approval system along with a process that includes follow-up by HISD personnel once a volunteer has been cleared for service.</p>		<p>Director of Communications Exec Dir of Human Resources Assistant Superintendent - Administration</p>	<p>Increase in the number of volunteers. Increase in positive experiences with onboarding system for community members wanting to volunteer.</p>				
Problem Statements: Student Academic Achievement 1							
<p> = Accomplished     = Continue/Modify     = Considerable     = Some Progress     = No Progress     = Discontinue</p>							

**Performance Objective 2 Problem Statements:**

<b>Student Academic Achievement</b>
<p><b>Problem Statement 1:</b> For all grades and all subjects on STAAR 2017, 60% of the all student group met or exceeded the satisfactory standard which is a 4% decrease from the prior year.</p>
<p><b>Root Cause 1:</b> Lack of effective tier I instruction due to ineffective training, support and monitoring.</p>
<b>School Processes &amp; Programs</b>
<p><b>Problem Statement 2:</b> The teacher turnover rate for 2017 was 27.2% which is 10.8% higher than the state average.</p>

**Goal 3: COMMUNITY INVOLVEMENT**

The District will provide parent and community partnerships in an environment that promotes trust through effective communication.

**Performance Objective 3:** Provide district and campus opportunities which encourage and support parent involvement in the education of their children.

**Evaluation Data Source(s) 3:**

**Summative Evaluation 3:**

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Jan	Mar	June
<b>Critical Success Factors</b> CSF 5  1) Provide opportunities for parents to learn how to pre-register their student(s) utilizing electronic submission of forms, visit campuses and meet teachers.	3.1	Director of Elementary Curriculum & Instruction Director of PEIMS	Increased student enrollment through pre-registration from Pre-K Round up and Headstart.				
	Problem Statements: Student Academic Achievement 1						
<b>Critical Success Factors</b> CSF 5 CSF 6  2) Conduct a parent and teacher survey regarding parent and community involvement.	3.2	Director of Federal Programs	Increased parent and community involvement.				
	Problem Statements: Student Academic Achievement 1, 2 - School Processes & Programs 1 Funding Sources: 211 - ESEA, Title I, Part A, Improve Basic Program - 0.00						
<b>Critical Success Factors</b> CSF 5 CSF 6  3) Review and revise the Value and Utility of parent involvement training annually.	3.1, 3.2	Director of Federal Programs	Increase partnerships between parents, teachers and schools to increase student achievement.				
	Problem Statements: Student Academic Achievement 1, 2 - School Processes & Programs 1 Funding Sources: 211 - ESEA, Title I, Part A, Improve Basic Program - 0.00						
= Accomplished                        = Continue/Modify                        = Considerable                        = Some Progress                        = No Progress                        = Discontinue							

**Performance Objective 3 Problem Statements:**

<b>Student Academic Achievement</b>
<b>Problem Statement 1:</b> For all grades and all subjects on STAAR 2017, 60% of the all student group met or exceeded the satisfactory standard which is a 4% decrease from the prior year. <b>Root Cause 1:</b> Lack of effective tier I instruction due to ineffective training, support and monitoring.
<b>Problem Statement 2:</b> For all grades and all subjects on STAAR 2017, 40% of the English Language Learners met or exceeded the satisfactory standard. <b>Root Cause 2:</b> Lack of effective implementation, training and monitoring on ELL strategies and best practices.
<b>School Processes &amp; Programs</b>

**Problem Statement 1:** STAAR Scores for African American students in reading, math, writing and social studies are 11-16% lower than the all student group. **Root Cause 1:** Teachers do not have the tools and training to teach culturally diverse students.




## Goal 4: RESOURCES







**The District will ensure fiscal accountability and responsibility through alignment and sound stewardship of our financial resources.**

**Performance Objective 1:** Implement a budget development process that ensures resources are identified, prioritized, aligned and allocated to reflect the districts mission and core belief statements.

**Evaluation Data Source(s) 1:** Completed reviews of studies related to effectiveness completed and findings implemented.

### Summative Evaluation 1:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Jan	Mar	June
<p><b>Critical Success Factors</b> CSF 1 CSF 3</p> <p>1) Provide professional development for district and campus administrators on state and federal timelines/guidelines related to resource allocations.</p>		Assistant Superintendent - Curriculum & Instruction, Director of Federal Programs Director of Special Education	<p>Results: Needed activities and documentation provided accurately and in a timely manner.</p> <p>Allocated resources will be used in accordance with state and federal guidelines to increase student achievement.</p>				
<p><b>Critical Success Factors</b> CSF 1</p> <p>2) Review allocation process and explore differentiated allocation process of district, state and federal resources.</p>	2.6	Assistant Superintendent - Curriculum & Instruction, Director of Federal Programs	Maximized use of district, state, and federal funds to increase student achievement.				
Problem Statements: Student Academic Achievement 1							
3) Research and investigate grant opportunities.		Assistant Superintendent - Curriculum & Instruction, Curriculum & Instruction Directors	Increased funding opportunities for our district				

<p>4) Meet all districts' monetary obligations (salary, utilities, bond payments, staff development, student events, and activities, etc.)</p>		<p>Superintendent Executive Director of Business &amp; Finance, Assistant Superintendents</p>	<p>All district monetary obligations will be met accurately and in a timely manner.</p>				
<p>Problem Statements: Student Academic Achievement 1</p>							
<p><b>Critical Success Factors</b> CSF 1</p> <p>5) Implement the use of technological devices to enhance student achievement.</p>	<p>2.5</p>	<p>Director of Technology, Directors of Elementary and Secondary Curriculum &amp; Instruction</p>	<p>Increased student achievement through the use of technology integration.</p>				
<p>Problem Statements: Student Academic Achievement 1</p>							
<p>6) Utilize the Educational Service Center, Region VI, to provide additional services as needed as a means of maximizing revenues and communicate to all stakeholders their availability.</p>		<p>Assistant Superintendent - Curriculum &amp; Instruction, Directors of Elementary and Secondary Curriculum and Instruction</p>	<p>Increase teacher capacity through expanded training offerings</p>				
<p>7) Continually review the effectiveness and efficiency of current district operations in the areas of transportation, child nutrition, maintenance, grounds, business and custodial needs.</p>		<p>Assistant Superintendent - Administration</p>	<p>Increased effectiveness and efficiency of the district support services (transportation, child nutrition, maintenance, grounds, business and custodial).</p>				
<p>Problem Statements: Student Academic Achievement 1</p>							
<p><b>Critical Success Factors</b> CSF 1 CSF 3</p> <p>8) Staffing Plans: Conduct staffing review in all areas of district operation including instruction, administration, operations and support staff.</p>		<p>Executive Director of Human Resources</p>	<p>Budget coding alignment to each staff position in Sungard system. Completed staffing plan for each campus and District department</p>				
<p>Problem Statements: Student Academic Achievement 1, 2, 3</p>							
<p>9) Identify and document needs of students on individual campuses that Federal resources may address.</p>	<p>2.5, 2.6</p>	<p>Assistant Superintendent - Curriculum &amp; Instruction, Director of Federal Programs, Principals</p>	<p>Federal resources will be used to address identified student needs and increase student achievement.</p>				
<p>Problem Statements: Student Academic Achievement 1, 2, 3, 5 - School Processes &amp; Programs 1</p>							

<b>Critical Success Factors</b> CSF 1  10) Identify one position (Director of Federal Programs) with sole responsibility for securing funding, monitoring all activities and providing specialized assistance to all Title I schools to better facilitate increasing student academic achievement.	2.6	Assistant Superintendent of Curriculum & Instruction	Increased student academic achievement throughout the school year as evidenced by effectively and efficiently utilizing federal funding.				
	Problem Statements: Student Academic Achievement 1						
11) Implement a new system to track, monitor, and archive time worked by nonexempt employees.		Executive Director of Human Resources	Ensure correct time reporting and support legislative/regulatory time reporting requirements				
	Problem Statements: Student Academic Achievement 1 Funding Sources: LOCAL - 13000.00						
= Accomplished            = Continue/Modify            = Considerable            = Some Progress            = No Progress            = Discontinue							

**Performance Objective 1 Problem Statements:**

<b>Student Academic Achievement</b>
<b>Problem Statement 1:</b> For all grades and all subjects on STAAR 2017, 60% of the all student group met or exceeded the satisfactory standard which is a 4% decrease from the prior year. <b>Root Cause 1:</b> Lack of effective tier I instruction due to ineffective training, support and monitoring.
<b>Problem Statement 2:</b> For all grades and all subjects on STAAR 2017, 40% of the English Language Learners met or exceeded the satisfactory standard. <b>Root Cause 2:</b> Lack of effective implementation, training and monitoring on ELL strategies and best practices.
<b>Problem Statement 3:</b> For all grades and all subjects on STAAR 2017, 29% of the Special Education students met or exceeded the satisfactory standard. <b>Root Cause 3:</b> Lack of effective tier I instruction with appropriate supports due to ineffective training and monitoring of best practices.
<b>Problem Statement 5:</b> 46% of all students met or exceeded the satisfactory standard on STAAR 2017 Writing which is 21% below the state average. <b>Root Cause 5:</b> Lack of a defined writing focus for tier I instruction for all grade levels.
<b>School Processes &amp; Programs</b>
<b>Problem Statement 1:</b> STAAR Scores for African American students in reading, math, writing and social studies are 11-16% lower than the all student group. <b>Root Cause 1:</b> Teachers do not have the tools and training to teach culturally diverse students.



**Goal 4: RESOURCES**

The District will ensure fiscal accountability and responsibility through alignment and sound stewardship of our financial resources.

**Performance Objective 2:** Develop a plan to maintain and/or improve, the educational environment and capabilities of our facilities.

**Evaluation Data Source(s) 2:** All facilities capable of meeting the needs of student learners.

**Summative Evaluation 2:**

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Jan	Mar	June
<b>Critical Success Factors</b> CSF 1  1) Maintain standards for technology, and upgrade current technology and infrastructure.		Director of Technology	Increase bandwidth between campuses and the internet.  Increase student achievement and access.				
	Problem Statements: Student Academic Achievement 1						
<b>Critical Success Factors</b> CSF 6  2) Evaluate and prioritize facility maintenance including visual appeal and functionality of current facility.		Assistant Superintendent - Administration, Director of Maintenance & Operations	Plan of action for addressing facility needs.				
	Problem Statements: Student Academic Achievement 1						
<b>Critical Success Factors</b> CSF 1 CSF 6  3) Evaluate and prioritize furniture, desk, educational support materials (marker boards, screens, etc.) for educational use.		Superintendent Assistant Superintendent - Business Administration, Principals	Staff and students will have the necessary resources for effective teaching and learning which results in increased student achievement.				
	Problem Statements: Student Academic Achievement 1						
<b>Critical Success Factors</b> CSF 7  4) Reduce the number of days missed by staff for professional development		Assistant Superintendent - Curriculum & Instruction, Executive Director of Human Resources, Campus Principals	Reduction in teacher absences due to professional development.  Increase in the use of job embedded professional development and online learning.				
	Problem Statements: Student Academic Achievement 1						

<b>Critical Success Factors</b> CSF 1 5) Monitor and promote student attendance including incentives that improve student attendance rates.		Assistant Superintendent - Curriculum & Instruction, Campus Principals	Increase in student attendance and achievement.				
	Problem Statements: Student Academic Achievement 1						
6) Continue to monitor dropout and dropout recovery each grading period.	2.6	Assistant Superintendent - Curriculum & Instruction, Director of Secondary Curriculum & Instruction	Reduction in dropout rate. Increased student achievement. Increased student attendance.				
	Problem Statements: Student Academic Achievement 1						
7) Continue open enrollment for out of district students.		Superintendent, Assistant Superintendent - Curriculum & Instruction	Increase in enrollment.				
	Problem Statements: Student Academic Achievement 1						
8) Expand Lone Star College CTE and dual credit options by providing funding to pay for tuition for all SED students.	2.5	Director of Career & Technical Education, High School Principal	Evidence/Results: Increased Enrollment numbers for CTE and dual credit. Increased number of course offerings.				
	Problem Statements: Student Academic Achievement 4 Funding Sources: 289 - Title IV, Part A, Sub 1 - 10000.00						
<b>Critical Success Factors</b> CSF 4 CSF 6 CSF 7 9) Develop incentives that will improve staff attendance.		Executive Director of Human Resources, Campus Principals	Increase in staff attendance. Increase in student achievement.				
	Problem Statements: Student Academic Achievement 1 - School Processes & Programs 2						
<b>Equity Plan Strategy</b> 10) Provide targeted, sustainable professional development that is aligned with district goals.		Superintendent, Assistant Superintendent - Curriculum & Instruction	increased capacity of instructional staff that will result in increased student achievement.				
	Problem Statements: Student Academic Achievement 1 - School Processes & Programs 2						
11) Utilize district resources to fund comprehensive staffing plan that supports the district's systems that directly impact student achievement.		Superintendent's Cabinet	Efficient use of district resources to fully staff district positions to support student achievement.				
	Problem Statements: Student Academic Achievement 1 - School Processes & Programs 2						

12) Allocate funds that promote academic achievement for all students.	2.5, 2.6	Assistant Superintendent - Curriculum & Instruction, Directors, Campus Principals	Effective allocation of funds to support increased student achievement.				
Problem Statements: Student Academic Achievement 1							
= Accomplished    = Continue/Modify    = Considerable    = Some Progress    = No Progress    = Discontinue							

**Performance Objective 2 Problem Statements:**

<b>Student Academic Achievement</b>
<b>Problem Statement 1:</b> For all grades and all subjects on STAAR 2017, 60% of the all student group met or exceeded the satisfactory standard which is a 4% decrease from the prior year.
<b>Root Cause 1:</b> Lack of effective tier I instruction due to ineffective training, support and monitoring.
<b>Problem Statement 4:</b> The percent of College and Career Ready Graduates (2015-2016) was 58.3% which is below the state average. <b>Root Cause 4:</b> Lack of thoroughly and thoughtfully created 4 year plans for students.
<b>School Processes &amp; Programs</b>
<b>Problem Statement 2:</b> The teacher turnover rate for 2017 was 27.2% which is 10.8% higher than the state average.

## Goal 5: STAFF











The District will retain and recruit qualified staff that will maintain standards that foster student success.

**Performance Objective 1:** Develop a plan to support and retain qualified personnel.

**Evaluation Data Source(s) 1:** Data charts reflect a decline in teacher turnover rate.

### Summative Evaluation 1:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Jan	Mar	June
<b>Equity Plan Strategy</b> <b>Critical Success Factors</b> CSF 1 CSF 6 CSF 7  1) Continue and expand the First Year Induction Program.		Curriculum & Instruction Staff, Campus Principals	Increased retention of qualified teachers. Increased student achievement.				
	Problem Statements: Student Academic Achievement 1 - School Processes & Programs 2 Funding Sources: 255 - Title II, Part A - 55325.00						
2) Continue the Teacher of the Year, the New Teacher of the Year Awards, Instructional Assistant of the Year Award, Support Person of the Year Award and Technology Teacher of the Year Award. *Review process at all campuses *Have a campus committee assist		Executive Director of Human Resources, Director of Communications	Accurate service records for each District employee. Improved district climate.				
	Problem Statements: School Processes & Programs 2						
3) Continue stipends for teachers in critical shortage areas of mathematics, science, Bilingual and Foreign Languages.		Executive Director of Human Resources	Decrease the number of staff shortages in critical areas.				
	Problem Statements: Student Academic Achievement 1 - School Processes & Programs 2						
<b>Equity Plan Strategy</b> 4) Tuition Reimbursement : Inform HISD employees of this funding source to increase awareness of HISD's continuing education effort.		Executive Director of Human Resources	Increase in applications and funding provided for continuing education.				
	Problem Statements: School Processes & Programs 2						
<b>Equity Plan Strategy</b> <b>Critical Success Factors</b> CSF 6 CSF 7  5) Explore and implement all possibilities to increase staff compensation.		Superintendent, Assistant Superintendent - Business Administration	Increased compensation for district employees.				
	Problem Statements: School Processes & Programs 2						

<b>Equity Plan Strategy</b> 6) Develop a district wide mentor program to be implemented on all campuses to support teachers who are new to the district and/or new to the profession.	Executive Director of Human Resources, Principals	Increase Teacher Retention Increase student achievement				
	Problem Statements: Student Academic Achievement 1 - School Processes & Programs 2 Funding Sources: 255 - Title II, Part A - 13187.00					
<b>Equity Plan Strategy</b> 7) Provide professional development for teachers selected as mentors in the district wide mentor program.	Executive Director of Human Resources Principals	Increased teacher retention Increased student achievement				
	Problem Statements: School Processes & Programs 2 Funding Sources: 255 - Title II, Part A - 13187.00					
<b>Equity Plan Strategy</b> 8) Implement a Principal mentoring program designed to assist in fully developing campus instructional leaders.	Superintendent, Assistant Superintendent of Curriculum & Instruction.	Retain teachers and increase student achievement.				
	Problem Statements: Student Academic Achievement 1 - School Processes & Programs 2					
9) Implement a new employee orientation (NEO) to on board employees new to the District and orientate them to District policy, Benefits, and on boarding process.	Executive Director of Human Resources	Orientate new employees to District policy, sign up new employees to the Benefits offered by the District and finalize all on boarding paperwork				
	Problem Statements: School Processes & Programs 2 Funding Sources: LOCAL - 3000.00					
10) Create, maintain, and monitor compliance Eduhero modules for all HISD staff. HR Dept. will oversee the implementation of this training.	Executive Director of Human Resources	Compliance with state mandate training, monitor progress of completion of modules of all employees				
	Problem Statements: Student Academic Achievement 1					
11) Create and monitor performance evaluations for all non-teaching staff District wide. Create a google sheet of all evaluations and update job descriptions as needed.	Executive Director of Human Resources	Create consistent evaluation procedures with all supervisors, create an accountability method to support employee work performance				
	Problem Statements: School Processes & Programs 2					
<b>Critical Success Factors</b> CSF 7 12) Monitor, review, and approve employee tuition reimbursement applications.	Executive Director of Human Resources	Increase employee retention. (1 year for up to \$1000 of tuition reimbursement)				
	Problem Statements: School Processes & Programs 2					
						

**Performance Objective 1 Problem Statements:**

**Student Academic Achievement**

**Problem Statement 1:** For all grades and all subjects on STAAR 2017, 60% of the all student group met or exceeded the satisfactory standard which is a 4% decrease from the prior year.

**Root Cause 1:** Lack of effective tier I instruction due to ineffective training, support and monitoring.

**School Processes & Programs**

**Problem Statement 2:** The teacher turnover rate for 2017 was 27.2% which is 10.8% higher than the state average.

**Goal 5: STAFF**

The District will retain and recruit qualified staff that will maintain standards that foster student success.

**Performance Objective 2:** Increase recruiting of qualified teachers for all positions with an emphasis on critical need areas such as, math, science, bilingual education and foreign languages.

**Evaluation Data Source(s) 2:** All positions filled with highly qualified, competent educators prepared to meet the needs of student learners.

**Summative Evaluation 2:**

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Jan	Mar	June
<b>Equity Plan Strategy</b> <b>Critical Success Factors</b> CSF 6 CSF 7  1) Investigate and develop programs to assist in retaining current staff. i.e. conflict resolution training, work/life balance		Executive Director of Human Resources	Implementation of programs/training				
	Problem Statements: School Processes & Programs 2						
<b>Equity Plan Strategy</b> <b>Critical Success Factors</b> CSF 1 CSF 6 CSF 7  2) Actively recruit Highly Qualified Teachers to come to HISD.		Executive Director of Human Resources	Conduct and participate in a wide range of job fairs.  Seek other avenues to attract and retain highly qualified teachers.				
	Problem Statements: Student Academic Achievement 1 - School Processes & Programs 2						
= Accomplished                        = Continue/Modify                        = Considerable                        = Some Progress                        = No Progress                        = Discontinue							

**Performance Objective 2 Problem Statements:**

<b>Student Academic Achievement</b>
<b>Problem Statement 1:</b> For all grades and all subjects on STAAR 2017, 60% of the all student group met or exceeded the satisfactory standard which is a 4% decrease from the prior year. <b>Root Cause 1:</b> Lack of effective tier I instruction due to ineffective training, support and monitoring.
<b>School Processes &amp; Programs</b>
<b>Problem Statement 2:</b> The teacher turnover rate for 2017 was 27.2% which is 10.8% higher than the state average.

**Goal 5: STAFF**

The District will retain and recruit qualified staff that will maintain standards that foster student success.

**Performance Objective 3:** Develop a plan to increase the number of ESL certified teachers.

**Evaluation Data Source(s) 3:** Number of certified ESL staff will increase in the system.

**Summative Evaluation 3:**

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Oct	Jan	Mar	June
<b>Equity Plan Strategy</b> <b>Critical Success Factors</b> CSF 1 CSF 7  1) Continue to provide professional development for current teachers to become ESL certified.		Assistant Superintendent - Curriculum & Instruction, Bilingual/ESL Coordinator	Agenda Sign-ins Increase in certifications				
	Problem Statements: Student Academic Achievement 2 - School Processes & Programs 2						
<b>Equity Plan Strategy</b> <b>Critical Success Factors</b> CSF 7  2) Investigate providing additional stipends for multiple certification.		Executive Director of Human Resources	Documentation of findings				
	Problem Statements: School Processes & Programs 2						
<b>Equity Plan Strategy</b>  3) Provide a one time \$200.00 stipend for successfully completing the requirements and receiving ESL certification.		Assistant Superintendent - Curriculum & Instruction, Bilingual/ESL Coordinator	Increased number of teachers with ESL certification.				
	Problem Statements: Student Academic Achievement 2 Funding Sources: 263 - Title III, Part A - 2000.00						
<b>Critical Success Factors</b> CSF 1  4) Provide Bilingual Classroom Instructional Assistants to supplement instruction.		Assistant Superintendent - Curriculum & Instruction, Bilingual/ESL Coordinator	Increased student achievement				
	Problem Statements: Student Academic Achievement 2 Funding Sources: 263 - Title III, Part A - 53498.00						





= Accomplished



= Continue/Modify



= Considerable



= Some Progress



= No Progress



= Discontinue

**Performance Objective 3 Problem Statements:**

**Student Academic Achievement**

**Problem Statement 2:** For all grades and all subjects on STAAR 2017, 40% of the English Language Learners met or exceeded the satisfactory standard. **Root Cause 2:** Lack of effective implementation, training and monitoring on ELL strategies and best practices.

**School Processes & Programs**

**Problem Statement 2:** The teacher turnover rate for 2017 was 27.2% which is 10.8% higher than the state average.