

Crowley Independent School District

District Improvement Plan

2021-2022



Mission Statement

Crowley ISD provides our students with excellence in education so that all students achieve their full potential.

Vision

Crowley ISD will provide all students with a world-class, high-quality education where students are inspired to succeed in the global community.

District Values

We value high academic achievement.

All students can learn through a variety of instructional methods and opportunities that meet their individual needs.

Learning is enhanced through social interaction in a diverse setting.

We value a safe and secure learning environment.

We value a positive work place in which each employee is appreciated and is provided opportunities for professional growth.

We respect and value the opinions of all students, employees and community members.

We encourage open, effective and timely communication with district stakeholders.

We support effective stewardship of public resources.

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Comprehensive Needs Assessment

Needs Assessment Overview

Annually, district and campus administrators collaborate with staff and respective planning committees (District-Wide Educational Improvement Committee-DWEIC and Campus Performance Objectives Committee-CPOC) to develop the district and campus improvement plans. They utilize the district's Comprehensive Needs Assessment and *Vision 2025* to guide the alignment and focus of the strategies to our mission, which is to provide our students with excellence in education so that all student achieve their full potential.

Vision 2025 is Crowley ISD's strategic plan for the future. It was developed with input from students, parents, staff and community members, a team consisting of more than 30 district stakeholders designed this five-year plan that includes our beliefs, learner outcomes and three specific goals for Crowley ISD. Our 3 Goals are:

GOAL 1: Thriving Students

GOAL 2: Engaged Community

GOAL 3: Empowered Staff

District and campus administrators review all strategies at least three times during the school year (October, January, and April) and perform a summative review in July. As they continue to work to complete their strategies throughout the school year, strategies may be modified to reach our Goal Performance Measures and all other targeted measures.

Demographics

Demographics Summary

Crowley Independent School District is a suburban school district covering 58.4 square miles in south Tarrant County and stretches over two municipalities: Fort Worth and Crowley. Crowley ISD serves 15,801 students in grades Pre-Kindergarten through 12th.

The completion of our new CTE/CCA building allowed us to open our new Richard Allie Middle School for 2020-21. This is the final step in our rezoning and grade reconfiguration plans. Crowley ISD currently has 25 campuses as follows:

Elementary Schools (PK-5)		Middle Schools (6-8)	High schools	
Bess Race	Parkway	Crowley	Crowley	Bill R. Johnson CTE/CCA
Dallas Park	Oakmont	H.F. Stevens	Crowley 9th Grade	Crowley Learning Center
David L. Walker	Mary Harris	Summer Creek	North Crowley	
Deer Creek	S.H. Crowley	Richard Allie	North Crowley 9th Grade	
J.A. Hargrave	Sidney Poynter			
Jackie Carden	Sue Crouch			
June W. Davis	Sycamore			
Meadowcreek				

Crowley ISD employs 2,080 staff members, including 1,156 classroom instructional employees.

Crowley ISD serves students of varied ethnic heritages and cultures and strives to be a diverse organization in a global society; one that values the difference in people recognizing that their backgrounds, skills, attitudes and experiences bring innovation and creativity to benefit our society.

SEE DATA CHART ADDENDUM FOR: Student Enrollment Comparison (Disaggregated, Enrollment by Campus, Student LEP Enrollment Comparison, Student Mobility Rate) and Snap Shot Enrollment - by Grade, Staff Comparison (Disaggregated)

In 2018, Crowley ISD launched an Early Childhood initiative and continues expanding the programs offered for preschool age children. The district currently offers:

- Early Head Start Program for children 8 weeks to three-years-old
- PreK Plus classroom (often referred to as Head Start classrooms) for three and four-year-old students
- Half and full day opportunities for three-year-old students
- Full day program for four-year-old students

CISD is committed to providing a loving and supportive learning environment for all of our young learners with the goal of equipping these students with tools to ensure success as they matriculate through elementary school and beyond. In 2018, prekindergarten for three-year-old students was launched, four-year-old classroom options expanded to full day and PreK Plus was introduced. PreK Plus is the name for the collaboration classrooms that are designed to support CISD prekindergarten students with both CISD and Head Start resources at targeted campuses.

To increase the district's offerings for the 2019-20 school year, CISD introduced tuition-based prekindergarten for families that do not meet the state qualifying criteria for prekindergarten. CISD utilizes a sliding fee scale to assign tuition to families that wish to pursue fee-based prekindergarten for their children. CISD also strengthened its partnership with Child Care Associates, operator for Head Start and Early Head Start in Tarrant County. This district now houses an Early Head Start Center at J.A. Hargrave. The Early Head Start center serves 48 students ages 8 weeks to three-years-old. The targeted population for the Early Head Start program includes children of CISD teen parents, income eligible families and families with young children diagnosed with special needs.

Early Childhood Demographics:

- Over 800 three and four-year-old students enrolled at 15 elementary schools (10/2020)
- 992 three and four-year-old students enrolled across 12 elementary campuses (2019-20)
 - 57% are identified as economically disadvantaged
 - 20% are Limited English Proficient
 - 48 students in Early Head Start program

SEE DATA CHART ADDENDUM FOR: Prekindergarten Program Distribution

The All Student graduation rate as well as most sub-population rates have exceeded the state average for the past several years. This accomplishment is worthy of celebration since the district percentages of drop-outs is also lower than the state average with most populations.

SEE DATA CHART ADDENDUM FOR: CISD Graduation Rates Compared to State

The district's attendance rate measured by Average Daily Attendance (ADA) has remained at 95% over the last three years. With the exception of COVID-19, 2019-20 being at 96.18% and the ADA almost met the District Goal of 96.5%. CISD for the last several years has been consistently averaging 95% or above.

SEE DATA CHART ADDENDUM FOR: 4-Year Attendance Comparison to State Average

The district's annual dropout rate is significantly lower than the State's for All Students and several student groups.

SEE DATA CHART ADDENDUM FOR: CISD Dropout Rate Comparison to State Average.

Demographics Strengths

The following sub-populations from the graduation class of 2019 met or exceeded the state average: African American, Asian, Hispanic, Caucasian, Multiracial, Economically Disadvantaged, English Learners, and Special Education. DATA SOURCE: 2019 Data Table posted on Texas Education Webpage (Federal Graduation Rate)

The 2019 graduation class had a lower dropout rate than the state for the following populations: All students, African American, Asian, Hispanic, Multiracial, Economically Disadvantaged, English Learners, and Special Education. DATA SOURCE: 2018 Data Table Posted on Texas Education Webpage (Federal Dropout Rate).

Early Childhood Strengths:

- Increased enrollment in prekindergarten
- Expanded programs to include tuition option for non-qualifying four-year-old students
- In-district Early Head Start program to serve children 8 weeks to 3 years old
- Age appropriate furnishings and learning materials in all classrooms
- Increased professional development offerings for prekindergarten teachers and paraprofessionals
- CISD utilizes the state approved CIRCLE assessment to inform instruction and assess kindergarten readiness

Early Childhood Opportunities for Growth and Exploration:

During the past year, teachers and administrators came together to discuss the ways to strengthen instruction and promote a climate that is safe and nurturing for students. From these conversations, CISD is tasked with developing in the areas below:

- Emphasis on developing social and emotional, literacy, and math skills for three and four-year old students
- Staff development for administrators with prekindergarten classrooms
- Consistent behavior management practices for all prekindergarten classrooms in CISD
- Increase the number of opportunities for parental involvement in the educational experience of young learners
- Explore the creation of an Early Childhood Center

Student Achievement

Student Achievement Summary

During the 2018-19 school year, the district earned an Accountability Rating of "B." This rating is earned based on performance in three components: 1) Student Achievement, 2) School Progress, and 3) Closing the Gaps. Due to an interruption in instruction and the subsequent cancellation of STAAR testing in the 2019-20 school year, the district's Accountability Rating remains unchanged for the 2020-21 school year.

SEE DATA CHART ADDENDUM FOR: District Accountability Results

In addition to the rankings, schools and districts are also evaluated in the areas of Distinctions and Safeguards. Nine of the nineteen campuses combined to earn a total of sixteen academic distinctions for outstanding achievement in the areas of: Student Progress, Reading, Science, Math, Closing Performance Gaps, and Postsecondary Readiness when compared to 40 other schools with similar demographic makeups to the Crowley schools. The district also met 74 of the 119 (62%) goals measured by the new targeted improvement system. The targeted improvement areas examine up to 11 sub-populations with up to 5 areas for each population. All schools have included the identified TEA Targeted Supports in the comprehensive needs' assessment process.

Beyond the state accountability system, the district and each campus reviews other data that includes among other things: various test results from the national and state levels such as (STAAR, Advanced Placement Exams, and College Entrance Exams), various surveys (parent, teacher, student), and other information (attendance and disciplinary referrals). For a complete listing of data sources used during evaluation, please see the Data Documentation page.

One major population included in any comprehensive needs' assessment is the at-risk populations (those identified as being eligible to receive services provided through Compensatory Education Funding). The data related to the at-risk populations indicate a generally successful program when comparing it to the state averages. State law requires that any student identified as Limited English Proficient (LEP) must be identified as at-risk. Therefore, one of the largest at-risk populations is LEP. Based on student test results as well as graduation and dropout rates, the services provided to these students have demonstrated great success over the years. The district percent of English Learners (EL) passing the test exceeds the state's EL population in the categories of: All Tests Taken, Reading, Math, Writing, Science, and Social Studies. The other major reason students are identified as at-risk in the district is performance on the State of Texas Assessments of Academic Readiness (STAAR). The 2019 comparison of state and district at-risk students passing the various tests at the "Meets Standard" level or above indicates that the district percent (30.26) and the state (30.04) are similar. Neither the state average nor the district average is at the desired level. However, the district has scored equal to or higher than the state in four of the five End-Of-Course tests as well as 56% of all of the at-risk tests taken.

Another population included in any comprehensive needs' assessment is the Migrant Population. The district did not identify any migrant students during the 2015-16, 2016-17 or 2017-18 school years. The district has identified a small number this year. The number is so small that FERPA regulations do not allow the district to publish or discuss student performance results.

Student Achievement Strengths

- The Domain 1 Academic Achievement score of 81 earned a "B" rating for the district. The Domain 2B Relative Progress score of 85 earned a "B" rating for the district.
- According to Graduation Data Tables provided on the TEA webpage the district graduation rates exceed the state average and the district dropout rates are lower than the state average with the vast majority of the sub-populations.
- The district average for LEP tests attaining "Meet Standard" or above (40%) exceeds the state average for LEP tests attaining "Meet Standard" or above (29%).

Problem Statements Identifying Student Achievement Needs

Problem Statement 1: The percentage of students in the district achieving "meets grade level standard or above" in Reading (40%) is below the state average (47%) **Root Cause:** The district's Reading curriculum was not sufficiently rigorous, guaranteed, or viable for all students in grades K-12. This has been addressed through the adoption of an aligned, rigorous Reading curriculum in grades K-8, as well as the creation of ELAR Curriculum Guides in a balanced literacy / workshop model format.

Problem Statement 2: The percentage of students in the district achieving "meets grade level standard or above" in Math (39%) is below the state average (50%). **Root Cause:** District instruction in Math was taught below grade level and not at the level of rigor required by the Texas Essential Knowledge and Skills and state assessments. This has been addressed through the purchase of rigorous, on-level resources, the creation of curriculum guides, and extensive teacher training in the use of manipulatives, problem-solving, and grade level content.

Problem Statement 3: The percentage of students in the district achieving "meets grade level standard or above" in Writing (29%) is below the state average (37%). **Root Cause:** The district did not have an aligned Writing curriculum for all grade levels, and students did not receive explicit Writing instruction at the secondary level. This has been addressed through the purchase of the Lucy Calkins "Units of Study" Writing curriculum for all elementary grade levels, and the adoption and training of teachers in the Jane Schaffer writing method in grades 6-12. Additionally, 7th grade English Language Arts classes have been double-blocked to allow for equal time for both Reading and Writing instruction.

Problem Statement 4: The percentage of students in the district achieving "meets grade level standard or above" in Science (42%) is below the state average (53%). **Root Cause:** The district's instructional model for Science did not align with best practices for Science instruction, time in elementary master schedules for Science was limited, and there was limited district-level support for Science teachers. This has been addressed by teacher training in the 5E model of Science Instruction, a minimum minutes requirement for Science at all grade levels in elementary master schedules, and the hiring of an elementary Science Coordinator as well as four district-level Science Instructional Coaches.

Problem Statement 5: The percentage of students in the district achieving "meets grade level standard or above" in Social Studies (44%) is below the state average (55%). **Root Cause:** The district did not have high-quality, rigorous resources for Social Studies instruction and there was limited district-level support for Social Studies teachers. This has been addressed by the purchase of high-quality Social Studies resources, the creation of aligned curriculum guides, and the hiring of a K-12 Social Studies Coordinator and a district-level middle school Social Studies Instructional Coach.

District Culture and Climate

District Culture and Climate Summary

The COVID-19 pandemic has brought undeniable challenges to every aspect of life and school districts have been in a unique position during this time period due to the need to keep all of our students and staff safe. Crowley ISD's response to the pandemic is intentional and carefully planned at every step. Under the steadfast and visionary leadership of our Superintendent, Dr. Michael D. McFarland, by March 30, 2020, our students were already learning remotely from home as our efforts to minimize "learning loss" was aggressively pursued. Through substantial planning, research, collaboration, consulting, testing, and retesting; Crowley ISD is prepared to implement our 2020-21 school year plan of successfully instructing our students and keeping all of them healthy and safe.

Students who have been unsuccessful in a virtual learning environment have been identified by campus leadership teams and shared with Central Office. These students have been notified of the district's intent to require their return to in-person learning, and have been asked to contact their campus for additional information. Per TEA requirements, an appeal process has been put in place, which also provides opportunities for students and families requiring a medical exemption to remain in a virtual environment. Any student identified as being unsuccessful in a virtual learning environment will be required to return to in-person learning on January 25th, 2021, if an appeal is not granted.

Health Services continues to engage in partnerships within our community to provide avenues and opportunities for our students and district to thrive.

Crowley ISD offers students a variety of advanced course options, including Advanced Placement (AP)/Pre-AP and Dual Credit (earning both high school and college credits simultaneously). For the 2020-21 school year, there are 1,492 AP students and 2,913 Pre-AP students. The number of AP exams given in spring of 2020 was 780, with 234 exams scored at a three (3) or higher (average to receive college credit). There were 2,907 college applications submitted by CISD students in 2020. The following enhancements have been made in our AP classes for 2020-21:

- We are using a common reflection form in all AP classes - used to create short-term goals prior to the next personal progress check
- All AP students are taking Personal Progress Checks after each unit of study
- All AP teachers are using the College Board Units of Study
- Creating Common semester exams using released test questions from College Board
- All exams (1,261) had to be ordered by November 13 – this locked kids into taking exams (October 31 is the district deadline to allow for internal audit for correct test order)
- High Schools have Advanced Academic Support Teams - support the success of the students especially first time Advanced Academic Participation.

SEE DATA CHART ADDENDUM FOR: Pre-AP and AP Enrollment, AP Performance, and College Applications (4-Year Comparison)

Crowley ISD has received the 21st Century Community Learning Center grant to provide academic, enrichment, parent involvement and college and career activities to seven campuses.

Fine and Performing Arts successes include an average number of All-State Choir members, First Division ratings for high school band(s), and the acclaimed 5th and 6th grade CISD Honor Choir. We are seeking to continue this trend.

In 2015-16, significant upgrades were made to both high schools' baseball and softball fields with the installation of field turf. This upgrade allows our athletes the opportunity to practice and have fewer games canceled due to inclement weather conditions. The District also received additional revenue due to our athletic facilities being rented and utilized by surrounding school districts for post district competition. In the 2016-17 school year the addition of newly constructed field houses for our football/soccer/baseball/softball/track teams will allow our student athletes as well as those from visiting districts a safe and secure place to dress. The updated facilities will provide our coaching staff additional office and training areas to better prepare our athletes for successful district and post district honors. In 2018-19, the Arbiter Payment system was implemented to more efficiently pay the game officials. In 2019-20, TicketRoar online ticketing was implemented for parties interested in attending CISD athletic Events. This system allows stakeholders to purchase their tickets in advance to avoid waiting in line on game days. The system also allows the Athletic Department to better monitor gate receipts from athletic events. The North Crowley High School gym renovation will be completed. The gym will seat over 2,000 fans, which is an upgrade from 1,350 previously held. The facility will be able to safely host campus and district events. 2020-21 ground has been broken for two indoor practice facilities. These facilities will allow teams to hold practices and workouts during inclement weather.

SEE DATA CHART ADDENDUM FOR: Fine Arts Participation and Athletics Participation

2020-21 marks the district's transition from Choice programming to "STEM+ for All." Our goal is to provide access, awareness, and exposure for all students in curricular, co-curricular, and extracurricular pathways over the next five years.

STEM Plus:

Vision: The STEM Plus vision in Crowley ISD is community empowerment through awareness, exploration, and engagement to prepare all learners for future global opportunities.

Mission: The STEM Plus mission in Crowley ISD is to transform learning through high quality instruction, real world experiences, and community partnerships to equip learners with 21st century skills for the pursuit of individual passions.

As our district continues to grow and serve the students of Crowley ISD the Office of Transformation and Innovation has extended their vision also. A key initiative to ensure all students in Crowley ISD are provided choices and access when they reach 9th grade is called STEM Plus. STEM Plus is a mix of STEM ideas, Vision 2025 Learner Profile skills, and a focus on end products that align to the Crowley ISD CTE Programs of study.

The STEM Plus vision in Crowley ISD is community empowerment through awareness, exploration, and engagement to prepare all learners for future global opportunities. The STEM Plus mission in Crowley ISD is to transform learning through high quality instruction, real world experiences, and community partnerships to equip learners with 21st century skills for the pursuit of individual passions.

In the past students were not exposed outright to all of the possible 27 programs of study available at the Bill R Johnson CTE center. Now, with an intentional focus on students' awareness, exposure, and exploration, students will enter middle school having an understanding of all the possibilities once they enter high school.

Elementary School

STEM Plus Teachers (7)

STEM Plus Campus Coordinators (15)

Middle School

STEM Plus Campus Coordinators

High School

STEM Plus Campus Coordinators (9th Grade Campus Only)

CTE Pathways

In addition to STEM Plus, the Office of Transformation and Innovation has launched the African American Studies program at both Crowley and North Crowley High School. Early this year the state of Texas (Texas Education Agency) approved a 1.0 weighted state credited course that can be offered to all 9-12 grade students throughout the state. As described in the course guidelines by TEA, The African American Studies course is a conceptually driven course that introduces students to the exploration of the rich and diverse history and culture of African Americans. The goal of this course is to broaden the knowledge and understanding of students interested in learning about history, citizenship, culture, economics, science, technology, geography, and the political realities of African Americans. In Crowley ISD, we designed the course with the thinking to ensure the course even further by offering our students the opportunity to discover their roots by embedding a project-based learning opportunity that includes learning about their own roots and ancestral story by DNA analysis through African Ancestry. Currently, the pilot of this course has 40 students enrolled collectively in the course.

The district's PEIMS reported discipline data for 2019-20 (4,806) indicates a 47% decrease in discipline offenses compared to 2018-19 (7,138).

The Discipline Population, number of students receiving one or more discipline referrals, for the 2019-20 school year as reported to PEIMS is 2,721. This value represents a 23.48% decrease from the 2018-19 discipline population of 3,360.

SEE DATA CHARTS ADDENDUM FOR: 4 Year Comparison - Discipline Population and # of Offenses

The Achievement department, in collaboration with our District Next Level Leadership (aspiring district leaders), finalized our Student Culture and Management Framework, which includes Positive Behavior Interventions and Supports (PBIS), Social and Emotional Learning (SEL), CHAMPS Classroom Management Approach, and Restorative Practices. Beginning with the 2020-21 school year, we will launch district-wide implementation of this framework as a uniform student management curriculum for addressing inappropriate student behavior and acknowledging positive student behavior.

SEE DATA CHARTS ADDENDUM FOR: Student Culture Matrix - by Grade, which is a result of this collaboration and will be included in the framework.

District Culture and Climate Strengths

- All campuses were 100% state compliant on Emergency Preparedness/Fire Drills in 2019-20
- Updated Multi-Hazard Emergency Operations Plan and Campus Emergency Operations Plans
- Implementation of safety protocols for emergency and drills due to Covid-19 (safe distancing, reducing pedestrian loads in hallways and exit points). After each drill, staff and students will be reminded that in an actual emergency, they must exit/evacuate without delay and without staggered exit/evacuation.
- Continue to assist with the newly created Crowley ISD Police Department
- All new administrators are receiving robust safety awareness training and continued support
- Promote partnerships with our SRO's in both jurisdictions through involvement in student meetings, safety meetings and incorporating classroom visits.
- Our continued partnership with UNT Health Science Center, Cooks Children's, and Tarrant County with regard to the Asthma 411 initiative
- CISD's Health Services partnerships with local universities to provide an opportunity to mentor Nursing students with University of Texas at Arlington, Tarrant County College, and Texas Wesleyan
- Our partnership with TCPH with regard to Pandemic operations and mitigation strategies
- CISD's Health Services Department will serve as mentors to CISD Nursing students and allow them to observe and serve in the district
- Our partnership with Urgent Care for Kids to provide telehealth services in the school setting

Problem Statements Identifying District Culture and Climate Needs

Problem Statement 1: According to discipline data, discipline has been improving through the implementation of Restorative Practices, such as PBIS and Social Emotional Learning, as well as other discipline intervention systems and/or programs. There continues to be a need for increasing our staff's practices on incorporating positive management skills for all students. Crowley ISD's response is the 2020-21 implementation of our district-wide Student Culture and Management Framework addressing inappropriate student behavior and acknowledging positive student behavior, as we must work to ensure that academics are being taught from bell to bell.

Staff Quality, Recruitment, and Retention

Staff Quality, Recruitment, and Retention Summary

With the passage of the Every Student Succeeds Act (ESSA), the Board of Trustees has prioritized maintaining the federal requirements for teachers to meet state licensure and certification standards. Developing and increasing the capacity of professional staff at all levels of the professional organization is a priority in Crowley ISD.

All of Crowley ISD instructional staff meet or exceed federal requirements for state licensure and certification standards.

SEE DATA CHART ADDENDUM FOR: Teachers by Years of Experience, Teachers' Experience Compared to State, Teacher Retention, and Teacher Turnover Rate.

A variety of Professional Development and teacher supports have been put in place for 2020-21:

- District Learning Academy
- Universal screeners
- Next Level Mentors
- Newbie Network
- TCEA course where educators are working towards becoming a "Certified On Line Educator"
- Established RtI Campus Representatives

The first year teacher mentor program is designed to provide teachers with targeted and scaffold support during the first year in CISD. In most of the reported categories, years of teaching experience for teachers in Crowley ISD mirror the averages across the state.

Our plans for 2020-21 include:

District Learning Academies:

- Crowley University
- New Professionals Orientation
- Newbie Network
- Tips and Tools

New Universal Screeners:

- MAPS
- iStation
- BASS
- Achieve 3000

Next Level Mentors:

- M.I.N.T.
- Next Level Leaders with aspiring APs and Principals

Established RtI Campus Representatives

- Each campus has an RtI lead
- RtI committee meets every 6 weeks
- RtI tracks student data using DMAC

Supports for New Teachers:

- Every new teacher is given a mentor
- The mentor and new teacher attend district level trainings focusing on instructional strategies and classroom management
- Each campus has a mentor advisor to assist mentors
- Mentor advisors conduct new teacher development
- Demonstration Tours for new teachers to observe master teachers conducted throughout the year

Staff Quality, Recruitment, and Retention Strengths

Crowley ISD continues to ensure that 100% of our instructional staff meet or exceed federal requirements for state licensure and certification standards. The salaries for teachers for every experience level are above the state averages and remain competitive within our region.

Additional successes include:

- Hired Crowley ISD's first Chief of Police
- Successfully opened the Employee Child Development Center on August 24th following COVID protocols for childcare licensing
- Teacher moves and class leveling was accomplished with minimal fiscal impact
- Ensured process for accounting of leavers was implemented

SEE DATA CHART ADDENDUM FOR: Teacher Salary Comparison Chart

Curriculum, Instruction, and Assessment

Curriculum, Instruction, and Assessment Summary

Crowley ISD believes that curriculum, instruction, and assessment must all be in alignment for students to be successful. Data driven decisions are made for improvement through the adopted curriculum. Effective instructional methodologies, walk-through information, feedback from the teachers, and assessment data. Continual monitoring and analysis of data will help to ensure curricular needs are being met.

In 2016-17, Crowley ISD underwent a Curriculum Audit because we want to provide the highest quality learning environment and outcome for our students. The audit's scope was centered on curriculum and instruction and any aspect of a school system that enhances or hinders its design and/or delivery. The audit is an intensive and focused look at how well a school system has been able to set valid directions for pupil accomplishment and well-being, concentrate its resources to accomplish those directions, and improve its performance; however, contextually defined or measured, over time. We have utilized the recommendations to develop strategies in the 2020-21 District Improvement Plan.

Curriculum, Instruction, and Assessment Strengths

A variety of Curriculum and Instruction supports have been implemented, updated, and revised or refined for 2020-21:

- Curriculum guides for all core content areas, K-12 are now in place
- Adoption of new ELAR resources for K-8, including teacher training
- Addition of personnel in the Instructional Support Specialist position, including 2 HS ISSs and 4 district level elementary science ISSs
- An interactive curriculum map has been created, K-12, showing the scope and sequence for all core content areas in one document, posted on the C&I website
- Horizontal Alignment Team meetings continue to occur every 6-8 weeks, allowing teachers from across the district to collaborate and receive training on best practices

Parent and Community Engagement

Parent and Community Engagement Summary

The Crowley Independent School District is a unique place to live and work with unprecedented community support provided by dedicated families, educators, corporations, and community leaders. Parents and community members contribute socially, emotionally, and financially toward the success of students in multiple arenas: academics, arts, athletics, and real-world applications; and are encouraged to participate in the district decision-making process as well as in promoting the attributes and successes offered here.

Crowley ISD's Faith-based Community Partnership has continued to increase since its initiation in 2016. We are continuing our efforts to match church resources with campus needs, e.g. Read2Win and Student of the Month recognition programs. Our goal is to have a Faith-based Community Partnership for every Crowley ISD campus.

Parent and Community Engagement Strengths

The spirit of *Every Student Succeeds Act (ESSA)* is at the heart of Crowley ISD's mission and vision. In order to provide each student with excellence in education so that all students achieve their full potential, the district and each campus plan activities and events to involve parents, families, and community leaders; use multiple forms of communication, in both English and Spanish, to promote successes and provide opportunities for questions and concerns; and, hold committee meetings which include parents and community partners.

Having a strong desire to reach out to parents, families, and community leaders, Crowley ISD strives to incorporate emerging technological tools for communication, e.g. online surveys to gather important feedback from stakeholders. To encourage involvement, the district showcases student successes and programs at each Board meeting and sponsors district-wide information sessions.

The district has developed partnerships with over 100 organizations to support students and their families. The following are just a few:

- Alcon
- All Pro Dads
- Canes Restaurant
- Chicken Express
- Chick-fil-A
- Chisholm Trail
- EECU -
- Burleson
- Frog Street Curriculum
- Girls Inc.
- Kroger Foods
- Lakeshore Learning
- Lockheed Martin
- Lynn Smith Auto Chevrolet
- My Brother's Keeper/S.T.E.P. - CEO
- My Credit Union
- Read2Win, Inc.
- Steele and Freeman
- Tarrant County College
- Tarrant County Food Bank
- Tarrant County Harambee Festival

- Texas Christian University
- The Women's Center
- YMCA

Crowley ISD could not fulfill its mission nor realize its vision without the support and dedication of its parents, families and community partners working collectively together to ensure *Every Student Succeeds*.

District Context and Organization

District Context and Organization Summary

The District and all Campus/Targeted Improvement Plans are reviewed by central office personnel to ensure plans clearly address measurable strategies having a high likelihood of generating the desired outcomes. Strategies for improvement are based on the root cause(s) associated with the identified needs. District level personnel, as well as campus level personnel and outside consultants, provide professional development related to best practices enabling campus personnel with necessary skills to achieve the established goals. District personnel also monitor the data, conduct building level walkthroughs and provide support and feedback in order to help ensure that progress is being made. As these improvement plans are developed by district and campus administrators in collaboration with staff and stakeholders, the District Improvement Plan (DIP) and each Campus/Targeted Improvement Plan (CIP/TIP) are also reviewed at least four times annually: Formative reviews during the months of October, January, and April and a Summative review during July.

Vision 2025 is Crowley ISD's strategic plan for the future. Developed with input from students, parents, staff and community members, a design team consisting of more than 30 district stakeholders designed this five-year plan that includes our beliefs, learner outcomes and three specific goals for Crowley ISD. Our 3 Goals are:

GOAL 1: Thriving Students

GOAL 2: Engaged Community

GOAL 3: Empowered Staff

Annually, district and campus administrators collaborate with staff and respective planning committees (District-Wide Educational Improvement Committee-DWIEC and Campus Performance Objectives Committee-CPOC) to develop the district and campus improvement plans. They utilize the district's Comprehensive Needs Assessment and *Vision 2025* to guide the alignment and focus of strategies to our mission, which is to provide our students with excellence in education so that all students achieve their full potential.

In fall 2019, we completed the first phase of Crowley ISD's two-year Rezoning and Restructuring Plan:

- All elementary schools, plus the new June W. Davis campus have become PreK-5th grade campuses
- All four intermediate schools have been transformed into K-6th grade campuses
- The three middle schools remain the same with 7-8th grade
- The two high schools remain the same

In fall 2020, we completed the final phase of the two-year plan:

- The four formerly intermediate schools have become PreK-5th grade campuses
- We have opened our fourth middle school, Richard Allie Middle School
- All middle schools have become 6th-8th grade campuses
- The high schools have remained the same

District Context and Organization Strengths

- Early childhood expansion resulted in hundreds of students being served in ½ day and full day settings

- Prekindergarten opportunities exist at all elementary campuses as of August 2020
- Early Head Start has serviced 48 infant and toddler students, which included teen parents from CISD high schools
- STEM Programming:
 - By providing opportunities at all Elementary Schools for students, Crowley ISD has opened the door for ALL students to be exposed to STEM plus activities and enrichment opportunities.
 - The district has a robust first year of programming planned focusing on three main areas; STEM Plus education PK- 5th through specials, STEM Plus Extra Curricular opportunities K-9th, The Flying Classroom for our virtual learners, and Tech Smart coding pilot at eight Elementary campuses in the district.
 - As part of the vision and mission of providing opportunities for students, all curriculum created will engage students in the Engineering Design Process with a focus on aligned Crowley ISD CTE pathways. In year one, Pathway focus areas are; Business, Marketing and Finance and STEM. More specifically Entrepreneurship, Financial services, marketing, Biomedical Science, and programming.
 - Students in grades K-9 will also have access to after school STEM focused clubs such as; Girls who code, gardening, robotics, cultural exploration and innovation through STEM, etc. Campus will have a STEM Plus campus coordinator that will intentionally embed additional STEM events and exposure opportunities to the campus whether the STEM Plus teacher is on campus or not.
- 21st Century Community Learning Centers Grant Opportunity:
 - Crowley ISD will be participating in the 21st Century Community Learning Center grant. This opportunity is being provided through an important study being sponsored by the U.S. Department of Education. As part of the National Study of Continuous Quality Improvement to Inform the 21st CCLC Program, a group of eligible centers within each grantee will be identified to participate in the study. Half of those centers will be selected by lottery to implement the system. They will receive training and support to implement the system—at no cost—for two years, in 2021-2022 and 2022-2023. Staff from the Forum for Youth Investment’s Weikart Center for Youth Program Quality will provide this training and support and work closely with the centers. Centers implementing the system as part of the study might be exempted from some aspects of the Blueprint process during the study period. The other half of the grantee’s participating centers will continue with their usual practices. We are excited for what the 21st CCLC community will learn from this study and for the opportunity being offered to our centers to gain experience with continuous quality improvement.
- Increase in Higher Education partnerships
- Increase in equitable enrollment in Dual Credit courses
- College applications and scholarships have increased
- 100% AVID seniors have at least one college application in Apply Texas
- CHS field houses and NCHS field house addition - Complete October 2017
- June W. Davis Elementary - Complete June 2019
- CHS and NCHS Fine Arts additions - Complete August 2019
- North Crowley High School gymnasium expansion - Complete October 2019
- Operations Facility - Complete June 2020
- Bill R. Johnson Career Tech Center - Complete August 2020
- High School Indoor Practice Facilities - Under construction
- New District Sports Complex - In design
- New Administration Building - In design
- Grants received by CISD for 2019-20 school year:
 - Grants and Innovation Department:
 - 21st Century Community Learning Centers for \$1,499,927 each year for three years
 - Blended Learning Grant for \$100,000
 - Student Success Initiative Community Grant for \$299,856
 - Pathways in Technology Early College High School (P-TECH) for \$197,245
 - Safety and Security Grant for \$245,495
 - Additional Days School Year for \$200,000
 - Instructional Continuity Grant for \$91,000
 - College/Career and Technology:

- Project Lead the Way Cybersecurity for \$20,000
- Perkins Reserve Aerial Robotics for \$50,000
- Texas Hurricane Homeless Children and Youth Program Grant for \$11,949
- Evaluation Capacity Grant for \$20,000
- Perkins Grant
- UT Grant
- Curriculum and Instruction:
 - Texas Network for School Improvement for \$25,600
 - Every Student Succeeds Act (ESSA) Grant
- Early Childhood:
 - Early Head Start Expansion Care Partnership \$8,900,000 (5-year Cycle)
- Special Education:
 - Special Education Federal Grant IDEA
 - SPED Fiscal Funding Grant \$338,000

Technology

Technology Summary

With the ever-changing needs of the campuses, it has become more important than ever to stay relevant and supportive of their needs. Technology provides leadership, analysis, and support for all technology needs of the students, faculty, and staff.

As you are aware of, technology is constantly evolving and updating to newer, more efficient ways of completing tasks. There is an old saying, "the only thing constant in the world is change." This is crucial to our Technology Services department as we strive to support the advancement of educational achievement.

Technology Services strives to follow these guiding principles:

1. Support the education of students by connecting the learner to the world around them through digital access
2. Ensure the accuracy of student data reported to internal and external sources to provide information for analysis of program sustainability
3. Level the digital playing field by providing technology access to instructional resources for all Crowley ISD students
4. Evaluate, analyze, and secure the digital environment to ensure that students, faculty, and staff have appropriate access to learn and grow

SEE DATA CHART ADDENDUM FOR: Chromebooks by Campus, Laptops by Campus, and Age of Computers by Deployment Date

Technology Strengths

Current district technology services offer the following:

- Mobile device distribution to all students as a 1:1 solution
- Mobile Hotspots to all families who do not have internet at home
- Wireless coverage in all classrooms
- Minimum Technology Standard (MTS) for every classroom teacher: Laptop, projector, document camera, and sound
- District standardized student information system
- Online library book
- Emergency back-up system for data preservation
- Six (6) Instructional Technology Consultants available for each campus to utilize with Technology Integration
- District mobile communication to all stakeholders via mobile application developments.

Additional successes include:

- ERATE funds awarded to support technology for our economically disadvantaged students
- Over 16,000 devices have been deployed over 25 campuses

Priority Problem Statements

Comprehensive Needs Assessment Data Documentation

The following data were used to verify the comprehensive needs assessment analysis:

Improvement Planning Data

- District goals
- HB3 CCMR goals
- Performance Objectives with summative review (prior year)
- Campus/District improvement plans (current and prior years)
- State and federal planning requirements

Accountability Data

- Texas Academic Performance Report (TAPR) data
- Accountability Distinction Designations
- Federal Report Card Data

Student Data: Assessments

- State and federally required assessment information
- (STAAR) current and longitudinal results, including all versions
- STAAR End-of-Course current and longitudinal results, including all versions
- STAAR released test questions
- Texas Primary Reading Inventory (TPRI), Tejas LEE, or other alternate early reading assessment results
- Advanced Placement (AP) and/or International Baccalaureate (IB) assessment data
- SAT and/or ACT assessment data
- PSAT
- Student Success Initiative (SSI) data for Grades 5 and 8
- SSI: Istation Indicators of Progress (ISIP) accelerated reading assessment data for Grades 3-5 (TEA approved statewide license)
- SSI: Compass Learning accelerated reading assessment data for Grades 6-8 (TEA approved statewide license)
- SSI: Apex Learning accelerated reading assessment data for English I and II (TEA approved statewide license)
- SSI: Think Through Math assessment data for Grades 3-8 and Algebra I (TEA approved statewide license)
- Running Records results
- Observation Survey results
- Istation Indicators of Progress (ISIP) reading assessment data for Grades PK-2

Student Data: Student Groups

- Dyslexia Data

Student Data: Behavior and Other Indicators

- Completion rates and/or graduation rates data
- Annual dropout rate data
- Attendance data
- Mobility rate, including longitudinal data
- Discipline records

- Violence and/or violence prevention records
- Tobacco, alcohol, and other drug-use data

Employee Data

- Professional learning communities (PLC) data
- Staff surveys and/or other feedback
- Teacher/Student Ratio
- Campus leadership data
- Campus department and/or faculty meeting discussions and data
- Professional development needs assessment data
- Evaluation(s) of professional development implementation and impact

Parent/Community Data

- Parent surveys and/or other feedback
- Parent engagement rate
- Community surveys and/or other feedback

Support Systems and Other Data

- Organizational structure data
- Processes and procedures for teaching and learning, including program implementation
- Communications data
- Capacity and resources data
- Budgets/entitlements and expenditures data
- Study of best practices
- Action research results
- Other additional data





Goals

Goal 1: THRIVING STUDENTS: All CISD students will be equipped to thrive today and in the future.

Performance Objective 1: Ensure safe, secure, and nurturing school environment.

Evaluation Data Sources: Discipline Data
Drop-out Data
Attendance Data
Academic Assessments


Strategy 1 Details	Reviews			
<p>Strategy 1: Ensure all Safe School Plans are implemented with fidelity and maintain Emergency Operations Plans that provide for staff training, emergency drills, and coordination with local agencies.</p> <p>Strategy's Expected Result/Impact: All campuses are compliant with safety requirements All staff and students know the Plans and what steps to follow in the event of an emergency situation Parents and community members know and adhere to the Plans</p> <p>Staff Responsible for Monitoring: Director of Safety and Security</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 2 Details	Reviews			
<p>Strategy 2: Monitor the implementation of the district-wide Student Culture & Management Framework which includes Social and Emotional Learning and Restorative Practices</p> <p>Strategy's Expected Result/Impact: Decrease in Student Discipline infractions Decrease in lost instructional time (suspensions) Increase in campus culture and climate</p> <p>Staff Responsible for Monitoring: Deputy Superintendent of Achievement</p> <p>Title I Schoolwide Elements: 2.5</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 3 Details	Reviews			
<p>Strategy 3: The School Health Advisory Committee (SHAC) will define an appropriate health curriculum for the district and promote mental and physical health and wellness programs for the students, staff, and community.</p> <p>Strategy's Expected Result/Impact: Increase in mental and physical health awareness Increase in attendance rates Decrease in lost instructional time Increase in academic achievement (annually)</p> <p>Staff Responsible for Monitoring: Director of District Health Services</p>	Formative			Summative
	Oct	Jan	Apr	July







Strategy 4 Details	Reviews			
<p>Strategy 4: Professional development for all staff on early mental health intervention using Youth Mental Health First Aid and Trauma Informed and Character Strong resources.</p> <ul style="list-style-type: none"> - Production and dissemination of self-care and mental health resource magnets. - Self-care staff calendar for Mental Health Awareness Month. - District Self-care Initiative <p>Strategy's Expected Result/Impact: Increase in early identification and support for students in need of mental health intervention Increase management of staff mental health burnout Promote greater development of SEL competencies for both students and staff</p> <p>Staff Responsible for Monitoring: Coordinator of Counseling Services</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 5 Details	Reviews			
<p>Strategy 5: Monitor attendance data, post attendance reports for campus access, promote attendance incentive program.</p> <p>Strategy's Expected Result/Impact: Increase in attendance rates to be equal to or above the State's average of 96.5%. Due to COVID-19, the 2 different attendance taking formats (Synchronous and Asynchronous) and the instructional delivery methods (In-person and Virtual) has created barriers causing the system to be challenging, currently. However, these barriers may be resolved in the future.</p> <p>Staff Responsible for Monitoring: Coordinator of Support Programs</p> <p>Title I Schoolwide Elements: 2.5</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 6 Details	Reviews			
<p>Strategy 6: Prioritization of emergency maintenance requests and improving response time.</p> <p>Strategy's Expected Result/Impact: Improved response time for emergency maintenance request Improved culture and climate Increase employee satisfaction</p> <p>Staff Responsible for Monitoring: Director of Maintenance and Operations</p>	Formative			Summative
	Oct	Jan	Apr	July
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> No Progress</div> <div style="text-align: center;"> Accomplished</div> <div style="text-align: center;"> Continue/Modify</div> <div style="text-align: center;"> Discontinue</div> </div>				

Goal 1: THRIVING STUDENTS: All CISD students will be equipped to thrive today and in the future.

Performance Objective 2: Provide a variety of learning and real-world experiences that enhance academic achievement.

Evaluation Data Sources: Pre-AP & AP Assessment Data
CTE & Dual Credit Courses/Certifications

Strategy 1 Details	Reviews			
<p>Strategy 1: Implement the following Goal Progress Measures to ensure the percentage of College, Career, and Military Ready students will increase from 58% to 73% by June 2025.</p> <p>GOAL PROGRESS MEASURES FOR 2021:</p> <ul style="list-style-type: none"> * The percentage of students meeting the college readiness standard for TSI criteria in Reading and Math will increase from 28% to 31%. * The percentage of students earning college credit hours through AP, Dual Credit, or OnRamps will increase from 18% to 21%. * The percentage of students earning an Industry-Based Certification will increase from 1% to 4%. <p>Strategy's Expected Result/Impact: The percentage of College, Career, and Military Ready students will increase from 58% to at least 61%.</p> <p>Staff Responsible for Monitoring: Director of Gifted and Talented, AVID, and Advanced Academics Director of CTE, College Career, and Military Readiness</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 2 Details	Reviews			
<p>Strategy 2: 100% of CTE pathways will have internship and job shadowing opportunities.</p> <p>Strategy's Expected Result/Impact: Every CTE program of study will have an industry advisory team with documented meeting minutes and a written plan that includes internship and job shadowing opportunities. Annual disaggregation of data will indicate that 100% of students enrolled in CTE Practicum or Capstone courses were involved in internships and job shadowing.</p> <p>Staff Responsible for Monitoring: Director of CTE, College, Career, and Military Readiness</p>	Formative			Summative
	Oct	Jan	Apr	July
				
Strategy 3 Details	Reviews			
<p>Strategy 3: Align district STEM Plus/CTE/Endorsement offerings and student achievement in post-secondary qualifications to occupation trends in the DFW and surrounding areas.</p> <p>Strategy's Expected Result/Impact: Enhanced student college and career opportunities</p> <p>Staff Responsible for Monitoring: School Transformation Officer</p>	Formative			Summative
	Oct	Jan	Apr	July





Strategy 4 Details	Reviews			
<p>Strategy 4: 100% of all CTE pathways will have Advisory Teams of local industry leaders to provide input and support relevant, rigorous curriculum and opportunities that lead to high-wage, high-skill career readiness.</p> <p>Strategy's Expected Result/Impact: Every CTE program of study will have an industry advisory team with documented meeting minutes.</p> <p>Staff Responsible for Monitoring: Director of CTE, College, Career, and Military Readiness</p>	Formative			Summative
	Oct	Jan	Apr	July
				
Strategy 5 Details	Reviews			
<p>Strategy 5: Implement Pathways in Technology Early College High Schools (P-TECH), an open-enrollment program that provides students with work-based education.</p> <p>Strategy's Expected Result/Impact: Enhanced student college and career opportunities</p> <p>Staff Responsible for Monitoring: Director of CTE, College, Career, and Military Readiness Coordinator of P-TECH and CTE Innovation</p>	Formative			Summative
	Oct	Jan	Apr	July
				
Strategy 6 Details	Reviews			
<p>Strategy 6: Create/develop non-traditional learning experiences in a multi-age classroom using Montessori.</p> <p>Strategy's Expected Result/Impact: Increased student achievement in elementary and beyond Increased opportunities for acceleration Retention of CISD students</p> <p>Staff Responsible for Monitoring: School Transformation Officer Director of Gifted and Talented, AVID, and Advanced Academics</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 7 Details	Reviews			
<p>Strategy 7: Create and maintain playful learning environments for prekindergarten students.</p> <p>Strategy's Expected Result/Impact: Students will develop learning habits that promote curiosity, independent exploration and problem solving skills. These skills will produce kinder ready students for the 2021-22 school year.</p> <p>Each prekindergarten classroom will undergo an environmental screener that is provided by the Children's Learning Institute. The screener will be administered at least twice per school year. The results of the environmental screener can be related to the CIRCLE assessment.</p> <p>Staff Responsible for Monitoring: Director of Early Childhood Programs</p>	Formative			Summative
	Oct	Jan	Apr	July
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> No Progress</div> <div style="text-align: center;"> Accomplished</div> <div style="text-align: center;"> Continue/Modify</div> <div style="text-align: center;"> Discontinue</div> </div>				

Goal 1: THRIVING STUDENTS: All CISD students will be equipped to thrive today and in the future.

Performance Objective 3: Nurture social and emotional development in all students

Evaluation Data Sources: Discipline Data
 Drop-out Data
 Attendance Data
 Academic Assessments

Strategy 1 Details	Reviews			
<p>Strategy 1: Continue to monitor Social and Emotional Learning and Restorative Practices district-wide.</p> <p>Strategy's Expected Result/Impact: Improvement in student social skills Decrease in student discipline infractions Improved culture and climate</p> <p>Staff Responsible for Monitoring: Elementary School Leadership Secondary School Leadership</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 2 Details	Reviews			
<p>Strategy 2: Provide Professional Development on Social and Emotional Learning and Restorative Practices for all teachers, counselors, and administrators.</p> <p>Strategy's Expected Result/Impact: Improvement in student social skills Decrease in student discipline infractions Improved culture and climate</p> <p>All principals, leadership teams, SEL specialists, and counselors have been trained in restorative practices and SEL. A district wide training was held for all campus personnel on restorative practices and classroom management. SEL specialists attended a restorative conference and provided training to their campuses. In addition, training has been provided on: How to conduct Restorative Circles Emotional Intelligence Mindfulness Deescalation strategies</p> <p>Staff Responsible for Monitoring: Executive Director of Professional Development and Social and Emotional Learning</p>	Formative			Summative
	Oct	Jan	Apr	July

Strategy 3 Details	Reviews			
<p>Strategy 3: Provide Professional Development for Prekindergarten teachers and aides that is targeted to meeting the social and emotional needs of preschool aged children.</p> <p>Strategy's Expected Result/Impact: Improved social skills of preschool aged children. Greater school readiness for kindergarten students that promote from a CISD prekindergarten class.</p> <p>All prekindergarten teachers and teaching assistants will begin a self-paced course in Conscious Discipline for the 2020-21 school year.</p> <p>Staff Responsible for Monitoring: Director of Early Childhood Programs</p>	Formative			Summative
	Oct	Jan	Apr	July
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress </div> <div style="text-align: center;">  Accomplished </div> <div style="text-align: center;">  Continue/Modify </div> <div style="text-align: center;">  Discontinue </div> </div>				

Goal 1: THRIVING STUDENTS: All CISD students will be equipped to thrive today and in the future.

Performance Objective 4: Ensure equitable access to district curriculum, aligned instructional processes, resources and experiences for all learners.





Evaluation Data Sources: Academic Assessments

Strategy 1 Details	Reviews			
<p>Strategy 1: Implement the following Goal Progress Measures to ensure the percentage of 3rd grade African American students meeting standard on the STAAR in Reading increase from 28% to 48% by June 2025.</p> <p>GOAL PROGRESS MEASURES FOR 2021:</p> <ul style="list-style-type: none"> * The percentage of 3rd grade African American students performing on or above grade level as identified by the Fountas and Pinnell Benchmark Assessment System (BAS) will increase by: <ul style="list-style-type: none"> o 1st Grade = from 35% to 37% o 2nd Grade = from 33% to 36% o 3rd Grade = from 35% to 37% * The percentage of 3rd grade African American students at "meets grade level" standard as measured by NWEA MAP in Reading will increase from 33% (BOY) to 36%. * The percentage of 3rd grade African American students at "meets grade level" standard as measured by the Reading Spring Benchmark will increase from: <ul style="list-style-type: none"> o 2nd Grade = from 19% to 24% o 3rd Grade = from 24% to 28% <p>Strategy's Expected Result/Impact: The percentage of 3rd grade African American students meeting standard on STAAR in Reading will increase from 28% to at least 31%.</p> <p>Staff Responsible for Monitoring: Director of Assessment and Accountability</p>	Formative			Summative
	Oct	Jan	Apr	July

Strategy 2 Details	Reviews			
<p>Strategy 2: Implement the following Goal Progress Measures to ensure the percentage of 3rd grade students meeting standard on the STAAR in Math increase from 45% to 60% by June 2025.</p> <p>GOAL PROGRESS MEASURES FOR 2021:</p> <ul style="list-style-type: none"> * The percentage of 3rd grade students performing at or above grade level as measured by the NWEA MAP in Math will increase in: <ul style="list-style-type: none"> o Kindergarten = from 40% to 43% o 1st Grade = from 49% to 51% o 2nd Grade = from 40% to 44% o 3rd Grade = from 32% to 37% * The percentage of 3rd grade students at "meets grade level" standard as measured by the Math Spring Benchmark will increase in: <ul style="list-style-type: none"> o 2nd Grade = from 49% to 53% o 3rd Grade = from 38% to 42% * The attendance rate of elementary students will increase from 95.4% to 95.6%. <p>Strategy's Expected Result/Impact: The percentage of 3rd grade students meeting standard on the STAAR in Math will increase from 45% to at least 48%.</p> <p>Staff Responsible for Monitoring: Director of Assessment and Accountability</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 3 Details	Reviews			
<p>Strategy 3: Implement the following Goal Progress Measures to ensure the percentage of 5th grade students meeting standard on the STAAR in Reading increase from 42% to 57% by June 2025.</p> <p>GOAL PROGRESS MEASURES FOR 2021:</p> <ul style="list-style-type: none"> * The percentage of 5rd grade students performing at or above grade level as measured by the NWEA MAP in Reading will increase in: <ul style="list-style-type: none"> o 4th Grade = from 37% to 41% o 5th Grade = from 34% to 38% * The percentage of 5th grade students at "meets grade level" standard as measured by the Reading Spring Benchmark will increase in: <ul style="list-style-type: none"> o 4th Grade = from 39% to 42% o 5th Grade = from 37% to 41% * The percentage of 4th grade students meeting standard on the STAAR in Reading increase from 36% to 42% <p>Strategy's Expected Result/Impact: The percentage of 5th grade students meeting standard on the STAAR in Reading will increase from 42% to at least 49%.</p> <p>Staff Responsible for Monitoring: Director of Assessment and Accountability</p>	Formative			Summative
	Oct	Jan	Apr	July

Strategy 4 Details	Reviews			
<p>Strategy 4: Implement the following Goal Progress Measures to ensure the percentage of 8th grade students meeting standard on the STAAR in Math increase from 37% to 58% by June 2025.</p> <p>GOAL PROGRESS MEASURES FOR 2021:</p> <ul style="list-style-type: none"> * The percentage of 8th grade students at "meets grade level" standard as measured by the Math Spring Benchmark will increase in: <ul style="list-style-type: none"> o 6th Grade = from 32% to 37% o 7th Grade = from 9% to 18% o 8th Grade = from 19% to 26% * The percentage of 7th grade students at "meets grade level" standard as measured by the STARR in Math will increase in: <ul style="list-style-type: none"> o 6th Grade = from 18% to 26% o 8th Grade = from 15% to 23% * The percentage of 8th grade students at "meets grade level" standard as measured by the NWEA MAP in Math will increase in: <ul style="list-style-type: none"> o 4th Grade = from 32% to 37% o 5th Grade = from 30% to 35% o 6th Grade = from 23% to 29% o 7th Grade = from 24% to 30% o 8th Grade = from 15% to 23% <p>Strategy's Expected Result/Impact: The percentage of 8th grade students meeting standard on the STAR in Math will increase from 37% to at least 41%.</p> <p>Staff Responsible for Monitoring: Director of Assessment and Accountability</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 5 Details	Reviews			
<p>Strategy 5: Implementation of district-wide Literacy Framework</p> <p>Strategy's Expected Result/Impact: Growth in student achievement as measured by STAAR tests in the area of English Language Arts/Reading.</p> <p>Staff Responsible for Monitoring: Executive Director of Curriculum and Instruction</p> <p>Title I Schoolwide Elements: 2.4</p>	Formative			Summative
	Oct	Jan	Apr	July

Strategy 6 Details	Reviews			
Strategy 6: Monitor and support Equity Plan progress Strategy's Expected Result/Impact: Increase in identified student groups' achievement and participation in Advanced Academics and GT Development of District Yearly Equity Goals and action items Alignment of District Yearly Equity Goals and action items to campus goals Decrease in identified student groups discipline infractions Staff Responsible for Monitoring: Executive Director of Policy, Research, and Program Evaluation Title I Schoolwide Elements: 2.4 - Equity Plan	Formative			Summative
	Oct	Jan	Apr	July
Strategy 7 Details	Reviews			
Strategy 7: Implementation of ACE Demonstration and Design Lab at J. A. Hargrave Elementary Strategy's Expected Result/Impact: Increase in campus student achievement Improved campus culture and climate Elimination of opportunity gaps Decrease in campus student discipline Staff Responsible for Monitoring: School Transformation Officer Director of Grants & Innovation	Formative			Summative
	Oct	Jan	Apr	July
Strategy 8 Details	Reviews			
Strategy 8: Expand STEM Plus programs to accommodate all students. Strategy's Expected Result/Impact: Increase in students participating in STEM Plus programs Elimination of opportunity gaps Staff Responsible for Monitoring: Coordinator of STEM and Innovation Equity Plan	Formative			Summative
	Oct	Jan	Apr	July
Strategy 9 Details	Reviews			
Strategy 9: Monitor data using Goal Trees, School Learning Objectives, T-PESS, and Campus/Targeted Improvement Plans to inform current practices, respond, and support where needed. Strategy's Expected Result/Impact: Improved student achievement Staff Responsible for Monitoring: Deputy Superintendent of Achievement, Executive Director of Secondary Leadership, Executive Director of Elementary Leadership, School Transformation Officer, Director of Assessment and Accountability	Formative			Summative
	Oct	Jan	Apr	July


Strategy 10 Details	Reviews			
<p>Strategy 10: Address the diverse instructional needs of students (with particular focus on At-Risk, Second Language, and special needs students) through a variety of innovative, engaging and rigorous instructional strategies, intervention activities, and the provision of support personnel for instruction as well as professional development.</p> <p>Strategy's Expected Result/Impact: Improved student achievement particularly for At-Risk, Second Language, and special needs students</p> <p>Staff Responsible for Monitoring: Chief of Special Services and Federal Programs</p> <p>Title I Schoolwide Elements: 2.6 - Equity Plan</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 11 Details	Reviews			
<p>Strategy 11: Implement the System of Great Schools, a continuous improvement process that annually evaluates school quality, parent demand, and neighborhood needs to take strategic action to both improve schools and provide parents with the schools and programs they desire.</p> <p>Strategy's Expected Result/Impact: Improved school performance</p> <p>Staff Responsible for Monitoring: Deputy Superintendent of Achievement, Director of Grants and Innovation</p> <p>Title I Schoolwide Elements: 2.4</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 12 Details	Reviews			
<p>Strategy 12: Monitor results of CIRCLE assessments that are administered to prekindergarten students three times per academic year.</p> <p>Strategy's Expected Result/Impact: Increase in the number of students demonstrating kinder readiness based on data from CIRCLE assessments in Math and Literacy. Just over 60% of CISD's prekindergarten students were screened to be on track for kindergarten in the areas of Math and Literacy in March 2020.</p> <p>Staff Responsible for Monitoring: Director of Early Childhood Programs</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 13 Details	Reviews			
<p>Strategy 13: Implement partnership with Texas Network for School Improvement Collaborative (TXNSI) focused on 8th grade math outcomes and middle school readiness indicators.</p> <p>Strategy's Expected Result/Impact: Increase the number of middle schoolers considered ready for 9th grade as measured by attendance (+96%), behavior (0 in- or out-of-school disciplinary placements) and course completion (no failing grades in any core course).</p> <p>Staff Responsible for Monitoring: Executive Director of Curriculum and Instruction</p> <p>Equity Plan</p>	Formative			Summative
	Oct	Jan	Apr	July
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> No Progress</div> <div style="text-align: center;"> Accomplished</div> <div style="text-align: center;"> Continue/Modify</div> <div style="text-align: center;"> Discontinue</div> </div>				





Goal 1: THRIVING STUDENTS: All CISD students will be equipped to thrive today and in the future.

Performance Objective 5: Cultivate future-ready students.

- Evaluation Data Sources:** Academic Assessments
 Pre-AP AP Assessment Data
 CTE & Dual Credit Courses/Certifications
 Graduation Data
 College Application Data

Strategy 1 Details	Reviews			
<p>Strategy 1: Implement the following Goal Progress Measures to ensure the percentage of College, Career, and Military Ready students will increase from 58% to 73% by June 2025.</p> <p>GOAL PROGRESS MEASURES FOR 2021:</p> <ul style="list-style-type: none"> * The percentage of students meeting the college readiness standard for TSI criteria in Reading and Math will increase from 28% to 31%. * The percentage of students earning college credit hours through AP, Dual Credit, or OnRamps will increase from 18% to 21%. * The percentage of students earning an Industry-Based Certification will increase from 1% to 4%. <p>Strategy's Expected Result/Impact: The percentage of College, Career, and Military Ready students will increase from 58% to at least 61%.</p> <p>Staff Responsible for Monitoring: Director of Gifted and Talented, AVID, and Advanced Academics</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 2 Details	Reviews			
<p>Strategy 2: All advanced academics curricular offerings will use data to inform instructional practices for college readiness and to ensure equitable access to all students.</p> <p>Strategy's Expected Result/Impact: 80% or higher of core academic subjects at the high school level will include courses for college credit</p> <p>Advanced academic programming will mirror the district demographics within 5 percentage points. For current demographics, SEE DATA CHART ADDENDUM: Advanced Academic's Demographics.</p> <p>Middle School Pre-AP enrollment will increase by 10%</p> <p>8th grade Algebra I enrollment will increase by 5%</p> <p>Staff Responsible for Monitoring: Director of Gifted and Talented, AVID, and Advanced Academics</p>	Formative			Summative
	Oct	Jan	Apr	July





Strategy 3 Details	Reviews			
<p>Strategy 3: All Gifted and Talented curricular offerings will use data to inform instructional practices for rigor and ensure equity and equality for access to all students.</p> <p>Strategy's Expected Result/Impact: Elimination of opportunity gaps</p> <p>Staff Responsible for Monitoring: Director of Gifted and Talented, AVID, and Advanced Academics</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 4 Details	Reviews			
<p>Strategy 4: 100% of students entering 9th grade will have a personal graduation plan (PGP) on file with a parent signature and will receive personal advisement on CISD initiatives that lead to post-secondary college and career readiness.</p> <p>Strategy's Expected Result/Impact: Increase in college and career readiness. Additionally, support all CISD students completing coursework that leads to an identified endorsement, in order to increase post-secondary success and opportunities.</p> <p>Staff Responsible for Monitoring: Coordinator of Counseling Services</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 5 Details	Reviews			
<p>Strategy 5: 100% of career pathways will culminate with a certification, dual-technical credit, or licensure opportunity.</p> <p>Strategy's Expected Result/Impact: 100% of CTE students enrolled in Practicum or Capstone Courses will achieve an industry certification, CTE dual credit, or licensure.</p> <p>Staff Responsible for Monitoring: Director of CTE, College, Career, and Military Readiness</p>	Formative			Summative
	Oct	Jan	Apr	July
				
Strategy 6 Details	Reviews			
<p>Strategy 6: All high school students will have opportunities to take college readiness exams while in high school and guidance will be provided related to career & college choices, financial aid, and TEXAS grant programs.</p> <p>Strategy's Expected Result/Impact: Increase in college and career readiness Increase in college applications</p> <p>Staff Responsible for Monitoring: Director of Gifted and Talented, AVID, and Advanced Academics</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 7 Details	Reviews			
<p>Strategy 7: Use learning walk data to identify and implement current and emerging technology appropriately into the curriculum.</p> <p>Strategy's Expected Result/Impact: Increase in technology integration into curriculum</p> <p>Staff Responsible for Monitoring: Executive Director of Curriculum and Instruction</p>	Formative			Summative
	Oct	Jan	Apr	July

Strategy 8 Details	Reviews			
<p>Strategy 8: Encourage and promote student participation in extra-curricular Fine Arts activities, which benefit students in the areas of academic performance, self esteem, social skills, essential life skills, etc.</p> <p>Strategy's Expected Result/Impact: 100% of K-5 grade students are participating in extra-curricular Fine Arts activities and/or co-curricular academic activities.</p> <p>50% of 6-12 grade students are participating in extra-curricular Fine Arts activities and/or co-curricular academic activities.</p> <p>Staff Responsible for Monitoring: Chief of Student Services</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 9 Details	Reviews			
<p>Strategy 9: Encourage and promote student participation in extra-curricular Athletic activities, which benefit students in the areas of academic performance, self esteem, social skills, essential life skills, etc.</p> <p>Strategy's Expected Result/Impact: 25% of 7-12 grade students are participating in extra-curricular Athletic activities.</p> <p>Staff Responsible for Monitoring: Executive Director of Athletics</p>	Formative			Summative
	Oct	Jan	Apr	July
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress </div> <div style="text-align: center;">  Accomplished </div> <div style="text-align: center;">  Continue/Modify </div> <div style="text-align: center;">  Discontinue </div> </div>				

Goal 2: ENGAGED COMMUNITY: CISD will partner with families and the community to meet the needs of all students.

Performance Objective 1: Create opportunities for students, families, and community members to engage and learn together.





Evaluation Data Sources: Event Documentation

Strategy 1 Details	Reviews			
<p>Strategy 1: The district will provide a variety of high-interest meetings and workshops for parents throughout the year with the option to attend evening and weekend meetings.</p> <p>Strategy's Expected Result/Impact: Increased parent involvement Increased culture and climate Increased student achievement</p> <p>Staff Responsible for Monitoring: Chief of Special Services & Federal Programs</p> <p>Title I Schoolwide Elements: 3.2</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 2 Details	Reviews			
<p>Strategy 2: District departments will collaborate with community-based organizations to provide wrap-around services for the parent(s) of CISD students in need.</p> <p>Strategy's Expected Result/Impact: Increased community involvement Increase culture and climate Increased student achievement</p> <p>Staff Responsible for Monitoring: Chief of Special Services & Federal Programs</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 3 Details	Reviews			
<p>Strategy 3: The district will develop and implement a strategic marketing plan to recruit and retain students.</p> <p>Strategy's Expected Result/Impact: Increased student recruitment Increased student retention Increased awareness of district programs, offerings and successes</p> <p>Staff Responsible for Monitoring: Executive Director of Communications and Marketing</p>	Formative			Summative
	Oct	Jan	Apr	July
<p style="text-align: center;">  No Progress  Accomplished  Continue/Modify  Discontinue </p>				

Goal 2: ENGAGED COMMUNITY: CISD will partner with families and the community to meet the needs of all students.

Performance Objective 2: Engage in and sustain meaningful partnerships with community members and organizations to enhance the learner's experience.

Evaluation Data Sources: Partnership Assessment Data





Strategy 1 Details	Reviews			
<p>Strategy 1: Recognize community support, volunteers and mentors throughout the year.</p> <p>Strategy's Expected Result/Impact: Use variety of communication channels (website, social media, printed materials, etc.) and events to recognize partners.</p> <p>Staff Responsible for Monitoring: Executive Director of Communications and Marketing</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 2 Details	Reviews			
<p>Strategy 2: Promote Faith-based and business community partnerships to provide additional support to campuses.</p> <p>Strategy's Expected Result/Impact: Increase in mentorships Increase in CTE and STEM Plus industry partners Increase in internship opportunities Increase in student achievement Increase in culture and climate</p> <p>Staff Responsible for Monitoring: Coordinator of Stakeholder Involvement</p>	Formative			Summative
	Oct	Jan	Apr	July
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress </div> <div style="text-align: center;">  Accomplished </div> <div style="text-align: center;">  Continue/Modify </div> <div style="text-align: center;">  Discontinue </div> </div>				

Goal 2: ENGAGED COMMUNITY: CISD will partner with families and the community to meet the needs of all students.

Performance Objective 3: Engage in consistent, current, and interactive communication that meets the needs of our diverse community.

Evaluation Data Sources: Stakeholder Engagement Data





Strategy 1 Details	Reviews			
<p>Strategy 1: Utilize Campus Communicators at each campus to communicate to parents/families regarding campus meetings, events, etc. and conduct monthly communication meetings.</p> <p>Strategy's Expected Result/Impact: Increase in parent involvement Increase in student achievement Increase in culture and climate Improved satisfaction survey data</p> <p>Staff Responsible for Monitoring: Executive Director of Communications and Marketing</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 2 Details	Reviews			
<p>Strategy 2: Use analytic systems to track stakeholder engagement and continuously update communication tools accordingly.</p> <p>Strategy's Expected Result/Impact: Increase in parent involvement Increase in student achievement Increase in culture and climate Improved satisfaction survey data</p> <p>Staff Responsible for Monitoring: Executive Director of Communications and Marketing</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 3 Details	Reviews			
<p>Strategy 3: Use wide variety of communication channels to engage community including, social media, internet, printed materials, billboards, etc.</p> <p>Strategy's Expected Result/Impact: Families and the community will have multiple opportunities to be informed and engaged.</p> <p>Staff Responsible for Monitoring: Executive Director of Communications and Marketing</p> <p>Title I Schoolwide Elements: 3.1</p>	Formative			Summative
	Oct	Jan	Apr	July

Strategy 4 Details	Reviews			
<p>Strategy 4: Engage with families to ensure that unique/diverse alternative early learning experiences are implemented in CISD, such as Montessori.</p> <p>Strategy's Expected Result/Impact: Increased parent involvement Increased student achievement</p> <p>Staff Responsible for Monitoring: School Transformation Officer Director of Gifted and Talented, AVID, and Advanced Academics</p>	Formative			Summative
	Oct	Jan	Apr	July
<div style="display: flex; justify-content: space-around; align-items: center;">  No Progress  Accomplished  Continue/Modify  Discontinue </div>				

Goal 2: ENGAGED COMMUNITY: CISD will partner with families and the community to meet the needs of all students.

Performance Objective 4: Ensure a safe, welcoming, and engaging environment that fosters a sense of community among our families and staff.





Evaluation Data Sources: Satisfaction Surveys
 Discipline Data
 Employment Data

Strategy 1 Details	Reviews			
<p>Strategy 1: Utilize Parent Community Advisory Committee for regular feedback and collaboration on continuous improvement of stakeholder satisfaction.</p> <p>Strategy's Expected Result/Impact: Increase in parent involvement Improved satisfaction survey data Improved culture and climate</p> <p>Staff Responsible for Monitoring: Coordinator of Stakeholder Involvement</p>	Formative			Summative
	Oct	Jan	Apr	July
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress </div> <div style="text-align: center;">  Accomplished </div> <div style="text-align: center;">  Continue/Modify </div> <div style="text-align: center;">  Discontinue </div> </div>				

Goal 2: ENGAGED COMMUNITY: CISD will partner with families and the community to meet the needs of all students.

Performance Objective 5: Identify campus liaison to create and maintain relationships with families, community members and organizations.





Evaluation Data Sources: District Documentation
Satisfaction Surveys

Strategy 1 Details	Reviews			
<p>Strategy 1: Campus liaisons will regularly communicate with community organizations and parents encouraging additional student supports.</p> <p>Strategy's Expected Result/Impact: Increase in student state test performance for Title One schools</p> <p>Staff Responsible for Monitoring: Coordinator of Stakeholder Involvement</p>	Formative			Summative
	Oct	Jan	Apr	July
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress </div> <div style="text-align: center;">  Accomplished </div> <div style="text-align: center;">  Continue/Modify </div> <div style="text-align: center;">  Discontinue </div> </div>				

Goal 2: ENGAGED COMMUNITY: CISD will partner with families and the community to meet the needs of all students.

Performance Objective 6: Ensure financial responsibility and transparency to meet student needs.






Evaluation Data Sources: Financial Integrity Rating System
Comprehensive Annual Financial Report

Strategy 1 Details	Reviews			
<p>Strategy 1: Continue financial integrity and transparency with monthly financial reports to the Board of Trustees and CISD website postings of Accounts Payable check register.</p> <p>Strategy's Expected Result/Impact: Transparency of effective stewardship of taxpayer funds Increase in stakeholder satisfaction</p> <p>Staff Responsible for Monitoring: Chief Financial Officer</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 2 Details	Reviews			
<p>Strategy 2: The Capital Fund Advisory Council (CFAC) participates in the decision making and prioritization of district projects as funds are available.</p> <p>Strategy's Expected Result/Impact: Transparency of effective stewardship of taxpayer funds Increase in stakeholder satisfaction</p> <p>Staff Responsible for Monitoring: Chief Financial Officer</p>	Formative			Summative
	Oct	Jan	Apr	July
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress </div> <div style="text-align: center;">  Accomplished </div> <div style="text-align: center;">  Continue/Modify </div> <div style="text-align: center;">  Discontinue </div> </div>				

Goal 3: EMPOWERED STAFF: CISD will empower all staff to provide a quality education for all students.

Performance Objective 1: Evaluate and enhance current professional development.

Evaluation Data Sources: Program Evaluations
Satisfaction Surveys
Academic Assessments





Strategy 1 Details	Reviews			
<p>Strategy 1: Provide Instructional Technology Integration training that encompasses teachers, teacher leaders, and administration.</p> <p>Strategy's Expected Result/Impact: Improved technical skills at the educators level Improved technical skills at the students level</p> <p>Staff Responsible for Monitoring: Executive Director of Curriculum and Instruction</p>	Formative			Summative
	Oct	Jan	Apr	July
				
Strategy 2 Details	Reviews			
<p>Strategy 2: The Professional Development Framework will be aligned with the needs of the district and will include data driven learning opportunities.</p> <p>Strategy's Expected Result/Impact: Professional development aligned with needs Improved instructional quality Increase student achievement</p> <p>Staff Responsible for Monitoring: Executive Director of Professional Development and Social and Emotional Learning</p>	Formative			Summative
	Oct	Jan	Apr	July
<div style="display: flex; justify-content: space-around; align-items: center;">  No Progress  Accomplished  Continue/Modify  Discontinue </div>				

Goal 3: EMPOWERED STAFF: CISD will empower all staff to provide a quality education for all students.

Performance Objective 2: Implement a comprehensive, tiered program of learning opportunities for all staff.

Evaluation Data Sources: Professional Development Plan
 District Documentation
 Satisfaction Surveys

Strategy 1 Details	Reviews			
<p>Strategy 1: Continue implementing the Next Level Leadership Program which addresses hiring highly qualified leaders. Strategy's Expected Result/Impact: Increased level of professional development opportunities Increased support for district administrators Enhanced administrator skills Employee retention Staff Responsible for Monitoring: Deputy Superintendent of Achievement</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 2 Details	Reviews			
<p>Strategy 2: Professional Development will provide high quality training for new teachers and mentors as well as oversee the district's mentor program. Strategy's Expected Result/Impact: Increased support for new teachers and mentors Improved instructional quality Increased productivity Employee retention Decrease in performance problems Staff Responsible for Monitoring: Executive Director of Professional Development and Social and Emotional Learning</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 3 Details	Reviews			
<p>Strategy 3: Pursue the implementation of the Teacher Incentive Allotment program to establish an optional local teacher designation system dedicated to recruiting, rewarding, and retaining effective teachers in all schools. Strategy's Expected Result/Impact: Expanded level of professional development opportunities Increased productivity Employee retention Staff Responsible for Monitoring: Director of Human Resources</p>	Formative			Summative
	Oct	Jan	Apr	July





Strategy 4 Details	Reviews			
<p>Strategy 4: Provide Montessori Certification Training to Montessori staff for national credentialing and consistent support throughout the school year to ensure effective implementation of the Montessori method.</p> <p>Strategy's Expected Result/Impact: Increased capacity of teacher/staff Increased student achievement</p> <p>Staff Responsible for Monitoring: School Transformation Officer Director of Gifted and Talented, AVID, and Advanced Academics</p>	Formative			Summative
	Oct	Jan	Apr	July
<div style="display: flex; justify-content: space-around; align-items: center;">  No Progress  Accomplished  Continue/Modify  Discontinue </div>				

Goal 3: EMPOWERED STAFF: CISD will empower all staff to provide a quality education for all students.

Performance Objective 3: Equitably distribute and effectively use resources across the district.

Evaluation Data Sources: Academic Assessments

Strategy 1 Details	Reviews			
Strategy 1: Increase the availability of technology at the elementary campuses. Strategy's Expected Result/Impact: Increase in technology skills at elementary level Staff Responsible for Monitoring: Executive Director of Technology	Formative			Summative
	Oct	Jan	Apr	July
Strategy 2 Details	Reviews			
Strategy 2: Monitor real time usage of technology products to measure cost effectiveness. Strategy's Expected Result/Impact: Efficient use of district resources Staff Responsible for Monitoring: Executive Director of Technology	Formative			Summative
	Oct	Jan	Apr	July
Strategy 3 Details	Reviews			
Strategy 3: Implement Phase II of the grade reconfiguration plans to positively impact student learning. Strategy's Expected Result/Impact: Increase in student achievement Increase in stakeholder satisfaction Decrease in mobility rate Staff Responsible for Monitoring: Superintendent, Executive Director of Communication and Marketing	Formative			Summative
	Oct	Jan	Apr	July
Strategy 4 Details	Reviews			
Strategy 4: Monitor effectiveness of district programs using a Systematic Program Review Process. Strategy's Expected Result/Impact: Develop and monitor Continuous Improvement Plan in identified program evaluation areas Present recommendations at completion of evaluation Staff Responsible for Monitoring: Executive Director of Policy, Research, and Program Evaluation	Formative			Summative
	Oct	Jan	Apr	July
Strategy 5 Details	Reviews			
Strategy 5: District personnel working with the district's demographer, developers, and builders within the district boundaries to stay abreast of growth and needs in the district. Strategy's Expected Result/Impact: Ensure all required infrastructures are adequate to meet district growth Staff Responsible for Monitoring: Executive Director of Operations	Formative			Summative
	Oct	Jan	Apr	July





Strategy 6 Details	Reviews			
Strategy 6: Continue to effectively manage grant funds and seek new grant opportunities to support student learning. Strategy's Expected Result/Impact: Increase in student opportunities Increase in district funding Increase in student achievement Staff Responsible for Monitoring: Director of Grants and Innovation	Formative			Summative
	Oct	Jan	Apr	July
<div style="display: flex; justify-content: space-around; align-items: center;">  No Progress  Accomplished  Continue/Modify  Discontinue </div>				

Goal 3: EMPOWERED STAFF: CISD will empower all staff to provide a quality education for all students.

Performance Objective 4: Recruit and retain diverse, high-quality staff.

Evaluation Data Sources: Employment Data
Satisfaction Surveys
Academic Assessments

Strategy 1 Details	Reviews			
<p>Strategy 1: Conduct annual certification audit to ensure all instructional staff meet state licensure and certification standards or the District of Innovation exemption for non-certified teachers in CTE courses or other non-traditional industry based courses.</p> <p>Strategy's Expected Result/Impact: 100% of teaching staff meet state licensure and certification standards</p> <p>Staff Responsible for Monitoring: Director of Human Resources</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 2 Details	Reviews			
<p>Strategy 2: Encourage early teacher hire recommendations (Spring) to ensure the selection of new hires come from the best possible candidates.</p> <p>Strategy's Expected Result/Impact: Increase in highly effective teachers</p> <p>Improved student achievement</p> <p>Improved student engagement</p> <p>Staff Responsible for Monitoring: Chief of Staff and Governance</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 3 Details	Reviews			
<p>Strategy 3: Ensure the Employee Child Development Center provides high quality child care for the children of district employees.</p> <p>Strategy's Expected Result/Impact: Increase in employee satisfaction</p> <p>Decrease in teacher turnover rate</p> <p>Increase in Child Development Center student enrollment</p> <p>Improved employee attendance</p> <p>Enhanced recruitment of high-quality staff</p> <p>Staff Responsible for Monitoring: Chief and Staff of Governance</p>	Formative			Summative
	Oct	Jan	Apr	July

Strategy 4 Details	Reviews			
<p>Strategy 4: Provide all CISD employees and eligible dependents access to the employee health care clinic (managed by Texas Health Physicians Group) for a low out-of-pocket fee.</p> <p>Strategy's Expected Result/Impact: Increase in employee satisfaction Decrease in teacher turnover rate Improved employee attendance Enhanced recruitment of high-quality staff</p> <p>Staff Responsible for Monitoring: Chief of Staff and Governance</p>	Formative			Summative
	Oct	Jan	Apr	July
Strategy 5 Details	Reviews			
<p>Strategy 5: Continue monitor and offer competitive salaries to retain high-quality staff and attract a large selection of new hires to ensure the best possible candidates.</p> <p>Strategy's Expected Result/Impact: Increase in employee satisfaction Decrease in teacher turnover rate Improved employee attendance Enhanced recruitment of high-quality staff</p> <p>Staff Responsible for Monitoring: Chief of Staff and Governance</p>	Formative			Summative
	Oct	Jan	Apr	July
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  0% No Progress </div> <div style="text-align: center;">  100% Accomplished </div> <div style="text-align: center;">  Continue/Modify </div> <div style="text-align: center;">  Discontinue </div> </div>				

State Compensatory

Budget for District Improvement Plan

Total SCE Funds:

Total FTEs Funded by SCE: 89

Brief Description of SCE Services and/or Programs

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Personnel for District Improvement Plan

<u>Name</u>	<u>Position</u>	<u>FTE</u>
Paraprofessional Staff	Office and Classroom	11
Professional Staff	Teachers	24
Professional Staff	Teachers	9
Professional Staff	Reading Specialist	23
Professional Staff	Administrative and Counseling	3
Professional Staff	Teachers	19

Title I Schoolwide Elements

ELEMENT 1. SWP COMPREHENSIVE NEEDS ASSESSMENT (CNA)

1.1: Comprehensive Needs Assessment

The district comprehensive needs assessment identified the following areas of concern as they relate to the stated goal of Title One: to help all students, particularly those in greatest need, master the state mandated curriculum.

1. The percentage of students in the district achieving "meets grade level standard or above" in reading (36%) is below the state average (46%)
2. The percentage of students achieving "meets grade level standard or above" in Writing (31%) is below the state average (41%).
3. The percentage of students in the district achieving "meets grade level standard or above" in Math (36%) is below the state average (50%)
4. The percentage of students achieving "meets grade level standard or above" in Science (36%) is below the state average (51%).
5. The percentage of students achieving "meets grade level standard or above" in Social Studies (43%) is below the state average (53%)

ELEMENT 2. SWP CAMPUS IMPROVEMENT PLAN (CIP)

2.1: Campus Improvement Plan developed with appropriate stakeholders

The district improvement plan was developed with appropriate stakeholders as the district solicited participation and feedback from parents, community members, teachers, principals, and other district and campus personnel. The central office departments participating in the development of the plan include: Curriculum and Instruction, Special Services & Federal Programs, School Leadership, Business Services, Staff and Governance, Professional Development, Student Services, Athletics, Safety and Security, Technology, and Operations.

2.2: Regular monitoring and revision

The district formally monitors the plan quarterly in terms of identifying the progress being made on each strategy. The quarterly designation is based on data collected during that quarter. In terms of Title One, a major data source is the Common Formative Assessment so that the district can determine areas of strength and weakness by campus and teacher. The assessment is designed to measure the effectiveness of the instruction taking place as it relates to the specific targeted items identified in the scope and sequence during the measured time frame.

2.3: Available to parents and community in an understandable format and language

The district has 3 major languages and bilingual programming: (English, Spanish, and Vietnamese). The district webpage allows translation into 102 different languages for many of the posted documents. The district also ensures that Spanish and Vietnamese interpreters are available for meetings as necessary. The district is also the host district for a deaf-education cooperative. Therefore, deaf-education interpreters are available.

2.4: Opportunities for all children to meet State standards

Among many of the items identified in the plan, the district has created an equity committee to help ensure that all students have access to high quality instruction and materials. The district is continuously reviewing data to find teachers/areas of unusual success and/or need for improvement. For example, although the district is not satisfied with the bilingual/ESL student performance, the district is pleased that the percent of students meeting or mastering the STAAR tests exceeds the state average for all current English Learners.

2.5: Increased learning time and well-rounded education

Increased learning time as well as a well-rounded education is a focus for the district. Although the district has several after-school opportunities, including the 21st Century grant as well as a Sports and Tutoring Grant, the district recognizes that not all students needing help can be served by after-school programming. Therefore, extra support time is built in to daily schedules and professional development is provided to help ensure that all students receive the highest level of tier one instruction. The district also monitors the programming offered during our RTI process to ensure that it provides the desired result. The district also has extensive co-curricular opportunities as well as Community-In-School Counselors to help ensure a well-rounded education. Finally, a major focus this year is work related to social-Emotional learning. A committee is formed for this purpose and the initial professional development has occurred.

2.6: Address needs of all students, particularly at-risk

Among many of the items identified in the plan, the district has created an equity committee to help ensure that all students have access to high quality instruction and materials. The district is continuously reviewing data to find teachers/areas of unusual success and/or need for improvement. For example, although the district is not satisfied with the bilingual/ESL student performance, the district is pleased that the percent of students meeting or mastering the STAAR tests exceeds the state average for all current English Learners.

ELEMENT 3. PARENT AND FAMILY ENGAGEMENT (PFE)

3.1: Develop and distribute Parent and Family Engagement Policy

See Campus Compliance Addendum

3.2: Offer flexible number of parent involvement meetings

The district has a Coordinator of Stakeholder Involvement who helps to coordinate meetings with parents. The meetings are scheduled for different times and locations in order to encourage greater participation. The coordinator also visits our greatest need communities to provide training on how to utilize the district webpage, look up student grades and schedules and test scores. This past year the district also conducted its first Parent University with multiple professional development opportunities related to enhancing parent knowledge in order to help their children.

Title I Personnel

<u>Name</u>	<u>Position</u>	<u>Program</u>	<u>FTE</u>
Betty Lewis Janice Layne	Coordinator of Stakeholder Involvement Family & Community Engagement Liaison	Title One	1

Addendums