

## **Goal: Ensure Continued Improvement in Student Learning**

### **Description:**

The major district goal is student learning with an emphasis on closing the achievement gap and ensuring learning for all students through high standards, integrated technology and the district-wide coherent curriculum. The following initiatives, both new and continuing, will collectively allow PISD to regain recognized status.

### **2007-08 New Initiatives:**

1. Update the district's five-year strategic plan. (*Strategic Area: Student Learning; Benchmark: Ensuring Learning for all Students*)
2. Initiate a Family Services component to be woven into all aspects of existing services. Working through a district committee to ensure alignment of auxiliary programs, Family Literacy (formerly Even Start), Practical Parent Education and the School Age parent program will be blended into this initiative. Existing family services will be enhanced and new components will be added to current social services, truancy programs, campus guidance counselor duties, the discipline management process and all facets of the Student Services Department. (*Strategic Area: Student Learning; Benchmark: Ensuring Learning for all Students*)
3. Analyze the results of the diversity cultural audit survey and develop strategies to address identified areas of concern. (*Strategic Area: Capacity Development; Benchmark: Expanding Organizational Effectiveness*)
4. Analyze the baseline and trend data from the annual new teacher survey and develop resulting action plans. (*Strategic Area: Capacity Development; Benchmark: Expanding Organizational Effectiveness*)
5. Begin tracking reasons for resignation in a more detailed fashion, including requesting information as to which "other Texas district" staff members are moving to. (*Strategic Area: Capacity Development; Benchmark: Expanding Organizational Effectiveness and Strategic Area: Data-Driven Decision Making; Benchmark: Using a Variety of Data Effectively*)
6. Monitor and refine K-12 college readiness programs to ensure vertical articulation of information and skills through the University Readiness project. (*Strategic Area: Student Learning; Benchmark: Ensuring Learning for All Students*)
7. Build and expand the elementary, middle school, and upper secondary differentiation initiatives to help teachers develop a wide array of instructional strategies to improve student achievement. (*Strategic Area: Capacity Development; Benchmark: Expanding Organizational Effectiveness*)
8. Pilot the Professional Learning Period in all middle schools and in Jasper and Vines High Schools, supported by the MyLearningPlan electronic journal. This PLP will support the application of district and campus professional learning initiatives targeting teacher efficacy and increased student achievement. (*Strategic Area: Capacity Development; Benchmark: Expanding Organizational Effectiveness*)
9. Explore methods for evaluating the effectiveness of professional learning on student achievement and teacher efficacy. (*Strategic Area: Capacity Development; Benchmark: Expanding Organizational Effectiveness*)

10. Realign the K-12 Music Curriculum to provide a more seamless transition from elementary through secondary ensembles leading to AP Music Theory. (*Strategic Area: Student Learning; Benchmark: Ensuring Learning for all Students*)
11. Develop a Special Education Services organizational framework that facilitates effective communication and provides quality services to district staff and students. (*Strategic Area: Student Learning; Benchmark: Ensuring Learning for all Students*)
12. Design, develop, and implement a Special Education secondary instructional program that parallels curriculum courses in all core subject areas based on researched best practices. Courses will target a variety of instructional levels that are sequenced along a curriculum to guide progress. (*Strategic Area: Student Learning; Benchmark: Ensuring Learning for all Students*)
13. Create Linear Growth Curves models that measure the academic development of students across years of education. (*Strategic Area: Data Driven Decision Making; Benchmark: Using Information to Improve Instructional Practice*)
14. Expand Measures of Academic Progress (MAP) testing into grades 6-12 to measure student achievement growth. (*Strategic Area: Data Driven Decision Making; Benchmark: Using Information to Improve Instructional Practice*)
15. Publish online documentation that assists teachers, campus leaders and district leaders to more effectively use the PISD assessment data system. (*Strategic Area: Data Driven Decision Making; Benchmark: Using a Variety of Data Effectively*)
16. Publish documentation and train professional staff on the use of MAP achievement and CogAT ability test scores to allow teachers to better understand student performance and to determine which students require intervention for improvement. (*Strategic Area: Data-Driven Decision-Making; Benchmark: Using Data to Affect Student Performance*)
17. Expand ability of the PISD assessment data system to perform longitudinal data analyses. (*Strategic Area: Data-Driven Decision-Making; Benchmark: Using a Variety of Data Effectively*)
18. Provide professional learning seminars to campus leadership on use of longitudinal data analyses. (*Strategic Area: Data-Driven Decision-Making; Benchmark: Relating Investments, Improvement Strategies and Outcomes*)
19. Expand pilot-use of online testing at secondary campuses. (*Strategic Area: Data-Driven Decision-Making; Benchmark: Relating Investments, Improvement Strategies and Outcomes*)
20. Implement version 2 of myPISD.net at all PISD campuses. This version provides similar network access for students and teachers while at school and at home for remote access. (*Strategic Area: Student Learning; Benchmark: Integrating Technology*)
21. Implement and administer the Random Steroid Testing Program as directed under the guidelines established by the University Interscholastic League. (*Strategic Area: Data Driven Decision Making; Benchmark: Using Data to Improve Student Performance*)

### **2007-08 Continuing Initiatives:**

1. Monitor, adjust, and solicit feedback from the 12 middle schools and 2 high school campuses that are implementing the focused planning and professional development time during the school day. Plan for the implementation in the 2008-09 school year for the focused planning and professional development time at the remaining high school and 3 senior high school campuses. (*Strategic Area: Capacity Development; Benchmark: Expanding Organizational Effectiveness*)

2. Monitor elementary school early release professional learning time, and continue to explore options that would provide professional learning opportunities for elementary staff within the school day without loss of instructional time. *(Strategic Area: Capacity Development; Benchmark: Expanding Organizational Effectiveness)*
3. Continue the development of a leadership model that focuses on instructional leadership, PR/communication skills, professional learning, and other targeted areas so that all administrators will have training to increase their capacity and expand their organization effectiveness. *(Strategic Area: Capacity Development; Benchmark: Expanding Organizational Effectiveness)*
  - Implement the McRel Leadership Training for building principals and other designated central office administrators.
  - Plan and develop a principal leadership academy in a way that they will continue to develop in their roles as instructional leaders so that students, staff, and community will recognize, understand, and appreciate the value of the school, its programs, and progress.
  - Focus Cluster goals and initiatives on instructional leadership.
  - Examine, through research, study, and design, options that would provide assistant principals and administrative interns with opportunities to develop and enhance their leadership skills.
4. Continue to partner with campus administrators to hire and retain staff members that are reflective of the Plano ISD student population and the communities served by the district. *(Strategic Area: Capacity Development; Benchmark: Expanding Organizational Effectiveness)*
5. Continue refining the process of determining staffing allocations as early in the Spring as possible to maximize hiring opportunities. *(Strategic Area: Capacity Development; Benchmark: Expanding Organizational Effectiveness and Strategic Area: Data-Driven Decision Making; Benchmark: Using a Variety of Data Effectively)*
6. Continue to closely monitor compliance with NCLB requirements, in regard to staffing, by auditing hires and assignments to ensure teachers and paraprofessionals meet highly qualified standards, when applicable. *(Strategic Area: Capacity Development; Benchmark: Improving Professional and Organizational Development)*
7. Continue to work to increase the diversity of the athletic coaching staff. Explore the possibility of establishing a relationship with colleges and universities that have a larger percentage of diverse students in order to promote Plano ISD to graduates entering the coaching field. *(Strategic Area: Capacity Development; Benchmark: Expanding Organizational Effectiveness)*
8. Reconvene with members of the Athletic Strategic Planning Committee to review the results of the program changes that have been previously implemented. Continue to work with the committee to identify areas in the Plano ISD athletic program that need to be strengthened and improved and to establish goals for 2008-2009. *(Strategic Area: Capacity Development; Benchmark: Expanding Organization Effectiveness)*
9. Continue development of the strategies and model for the implementation of an employee childcare program. *(Strategic Area: Capacity Development; Benchmark: Expanding Organizational Effectiveness)*
  - \* Identify childcare facility location and date for enrollment of children
  - \* Work through district benefits department to establish program insurance model
  - \* Continue work with licensing agency
  - \* Continue work through district committee to set processes for operation of program.

**District Based Improvement Committee Goals 2007-08** (*Strategic Area: Student Learning; Benchmark: Ensuring Learning for all Students*)

**1. Student Proficiency in Reading**

**Targets**

1. Student proficiency in Reading will maintain or improve annually for all students and for all AEIS student groups on TAKS and all AEIS student groups will achieve required improvement towards an Exemplary status within three years.
2. The district will achieve Gold Performance Acknowledgement.

*Required Improvement = (difference from 90% in 2004) / 3*

**Related Initiatives:**

1. Use LAS Links common scale to analyze English growth in English language acquisition among ELL students.

**2. Student Proficiency in Writing**

**Targets**

1. Student proficiency in Writing will maintain or improve annually for all students and for all AEIS student groups on TAKS and all AEIS student groups will achieve required improvement towards an Exemplary status within two years.
2. The district will achieve Gold Performance Acknowledgement.

*Required Improvement = (difference from 90% in 2004) / 2*

**3. Student Proficiency in Mathematics**

**Targets**

1. Student proficiency in Mathematics will maintain or improve annually for all students and for all AEIS student groups on TAKS and all AEIS student groups will achieve required improvement towards an Exemplary status within two years.
2. The district will achieve Gold Performance Acknowledgement.

*Required Improvement = (difference from 90% in 2007) / 2*

**Related Initiatives:**

1. Realign instructional objectives used in the Middle School math program in grades 5 – 8 to allow for all students to be proficient in algebra skills (Algebra I) by the end of their 8<sup>th</sup> grade year.
2. Use correlational-percentiles to identify grade-to-grade gaps in Science and Mathematics.

**4. Student Proficiency in Science**

**Targets**

1. Student proficiency in Science will maintain or improve annually for all students and for all AEIS student groups on TAKS such that
  - a. current Exemplary indicators will maintain Exemplary status and
  - b. current Academically Acceptable indicators will achieve Recognized status.
2. The district will achieve Gold Performance Acknowledgement in Science.
3. The district will conduct a focused analysis to understand the achievement gap among populations in Science.
4. The district will utilize the analysis to develop and implement a comprehensive plan to close the achievement gap among populations in Science.

**Related Initiatives:**

1. Use correlational-percentiles to identify grade-to-grade gaps in Science and Mathematics.

## **5. Student Proficiency in Social Studies**

### **Targets**

1. Student proficiency in Social Studies will maintain or improve annually for all students and for all AEIS student groups on TAKS and all AEIS student groups will achieve required improvement towards Exemplary status within two years.
2. The district will achieve Gold Performance Acknowledgement.  
*Required Improvement = (difference from 90% in 2004) / 2*

### **Related Initiatives supporting all five content and assessed areas:**

1. Create accountability predictive models that reduce the model-error inherent in TAKS measures.
2. Create campus target reports to assist campuses in defining accurate student performance targets.
3. Execute a formal standardized investigative process for scientifically identifying best teaching practices among highly-effective teachers in Mathematics and Science.

## **6. College Readiness**

### **Targets**

1. The rate of students taking a college entrance exam will maintain or increase such that
  - a. the measure is at least 70% for all students and all AEIS populations and
  - b. the participation gap among populations will reduce.
2. The rate of students taking AP/IB exams will maintain or increase such that
  - a. the measure is at least 15% for all students and all AEIS populations and
  - b. the participation gap among populations will reduce.
3. The graduate rate for all students and all AEIS student groups on RHS or DAP plans will maintain or increase.

### **Related Initiatives:**

1. Begin development on a college readiness guidance curriculum for middle school that will align with the elementary program. Counselors will encourage increased participation in the PSAT for 11<sup>th</sup> grade in order to provide more students with the opportunity to qualify for National Merit, National Achievement, and National Hispanic scholarships.
2. Concurrent enrollment has been established at the three senior high campuses. The counselors at 9-10 schools will work toward increasing 11<sup>th</sup> grade participation in concurrent enrollment by providing information about the program during academic conferences.
3. Provide leadership and support for expansion of the number of students served through AVID at non-original campuses. Guide planning and training activities for six campuses that will open AVID classes in 2008 – 2009.
4. Academic Diversity Specialist will offer campus training programs emphasizing family outreach opportunities to encourage and support high expectations and higher level course enrollment for all students and to set educational goals culminating in preparation for college.
5. Initiate the CaseNEX on-line professional learning opportunities to provide courses in differentiated instruction and deepen staff understanding of diversity, both of which support increased student achievement.
6. The elementary, middle school, and upper secondary differentiation initiatives will help teachers develop a wide array of instructional strategies to improve student achievement among today's diverse learners.

7. Report on college readiness indicators published by the National Clearinghouse and the Texas Schools Project.
8. Study use of PLAN (ACT) and PSAT (SAT) measures for middle school links to college readiness.
9. Model relationship among student performance indicators to develop Key Performance Indicators for college readiness.

***7. Career Education Proficiency in Industry/Professional Skills/Workplace Communication Skills/General Workplace Skills***

**Targets**

1. Increase the number of certification attempts in
  - a. Automotive Service Excellence Certification
  - b. CISCO Certified Network Associate
  - c. Emergency Medical Technician
2. Expand course offerings to meet enrollment demand.

***8. Dropout Rate / Completion Rate***

**Target**

1. Achieve Exemplary status for all students and all AEIS student groups.

**Related Initiatives:**

1. Implement a campus monitoring and reporting system for dropouts. Develop and implement a system to better track completion rate cohorts in order to increase completion rates toward an Exemplary status for all students and all AEIS student groups.

## **Goal: Ensure that Plano ISD efficiently uses its financial resources/budgeting**

### **Description:**

This goal will focus on aligning expenditures with available revenues for the 2007-08 school year budget. The impact of financial resources/budgeting must constantly be assessed as the District reviews programs, practices and delivery systems. In addition, the goal will focus on the processes and support services necessary to allow a greater focus of resources to work effectively with the instructional arm of the organization.

### **2007-08 New Initiatives:**

1. Develop a plan to be in compliance with new 403(b) regulations and move toward contracting with a third-party administrator to assist in the administration of the District's 403(b) plan. (*Strategic Area: Data Driven Decision Making; Benchmark: Relating Investments, Outcomes and Improvement Strategies*)
2. Work closely with Area Assistant Superintendents and Principals to develop a financial model to assist campuses in proper accounting practices for funds under campus control. (*Strategic Area: Data Driven Decision Making; Benchmark: Relating Investments, Outcomes and Improvement Strategies*)
3. Develop an audit schedule that transitions the financial audit conducted by new external auditors, while maximizing the resources of the District's internal auditor. (*Strategic Area: Data Driven Decision Making; Benchmark: Relating Investments, Outcomes and Improvement Strategies*)
4. Develop a 2008 Bond Facility and Technology capital initiative program that is submitted and approved by the Board of Trustees for major capital initiatives over the next four-year period. (*Strategic Area: Data Driven Decision Making; Benchmark: Using a Variety of Data Effectively*)
5. Transition of maintenance contracted services to a new company that results in lower management cost and consistent, effective management. (*Strategic Area: Data Driven Decision Making; Benchmark: Using a Variety of Data Effectively*)
6. Establish a goal to reduce the District's annual electric consumption by five percent, as required by legislation. (*Strategic Area: Data Driven Decision Making; Benchmark: Relating Investments, Outcomes and Improvement Strategies*)
7. Study the feasibility of establishing a district employee health care clinic. (*Strategic Area: Data-Driven Decision Making; Benchmark: Using a Variety of Data Effectively*)
8. Study the design elements of an Effective Performance Compensation System. A district planning committee will review the Texas Educator Grant program created by House Bill 1 by the 2006 Texas Legislature. (*Strategic Area: Data-Driven Decision Making; Benchmark: Using a Variety of Data Effectively*)
9. Participate in yearly incident management system training with local police, fire, and emergency management agencies. Insure that department heads and principals are versed in the principles of incident management through regular training and communications. (*Strategic Area: Data-driven decision making. Benchmark: Using a variety of data effectively*)
10. Complete school audit process mandated by SB11. The process will be completed by the end of school year 2007-2008, ahead of the state-mandated deadline of 08-31-08. Use

audit results to identify areas of concern in regard to school safety and security. (*Strategic Area: Data-driven decision making. Benchmark: Using a variety of data effectively*).

11. Implement an integrated web-based document management solution from document creation through delivery that will help the district create, manage and use content quickly and efficiently to respond to business needs. (*Strategic Area: Data Driven Decision Making; Benchmark: Using a variety of data effectively*)

### ***2007-08 Continuing Initiatives:***

1. Monitor the District's financial position as it relates to the three-year phase-in requirement for an instructional spending program. The State required spending percentage for instruction is 60% in 2007-08 and 65% in 2008-09. (*Strategic Area: Student Learning; Benchmark: Ensuring Learning for All Students*)
2. Continue revenue sharing agreement with Prologic. (*Strategic Area: Data Driven Decision Making; Benchmark: Relating Investments, Outcomes and Improvement Strategies*)
3. Continue year two of three-year plan to work toward placing Plano ISD in the top tier (75<sup>th</sup> percentile) in regard to teacher pay. (*Strategic Area: Data-Driven Decision Making; Benchmark: Using a Variety of Data Effectively*)
4. Continue efforts to sell curriculum products. (*Strategic Area: Data Driven Decision Making; Benchmark: Relating Investments, Outcomes and Improvement Strategies*)