

Richardson Independent School District

District Improvement Plan

2018-2019 Goals/Performance Objectives/Strategies



Mission Statement

To serve and prepare all students for their global future

Vision

RISD - Where all students learn, grow, and succeed

Values

Integrity - Inspiration - Inclusiveness - Innovation

Focus

Students are the primary focus of the RISD staff, and staff is the primary focus of the administration

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Goals

Goal 1: We will ensure that we have diverse and engaging programs and learning opportunities to meet the unique needs of all our students.

Performance Objective 1: Ensure all students graduate college and/or career ready as measured by CCMR indicators (AP, College Ready Assessments, Dual-Credit)


Evaluation Data Source(s) 1: Increase students meeting the CCMR indicator from 61.3% to 70%

Summative Evaluation 1:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Educate staff, students and community on College, Career, Military Ready (CCM-R) indicators	Deputy Superintendent	Communications Plan				
	Assistant Superintendents Executive Director College & Career Readiness Executive Director of CTE Director of Guidance and Counseling	# of students, staff and community aware of CCMR indicators (baseline)				
Funding Sources: 199 - General Fund - 0.00						

<p>2) Continue to increase opportunities to develop career, college or military path awareness in elementary and junior high schools to ensure post-secondary success</p>	<p>Assistant Superintendent of Teaching and Learning</p> <p>Deputy Superintendent</p> <p>Executive Director of CCR</p> <p>Executive Director of Student Services</p> <p>Executive Director of CTE</p> <p>Director of Guidance and Counseling</p>	<p>Pilot elementary and JH climate/career survey in BHS learning community</p> <p># of students declaring each endorsement in 4 year graduation plans</p>				
<p>Funding Sources: 199 - General Fund - 0.00</p>						
<p>3) Continue to monitor National Clearinghouse data for college enrollment and completion.</p>	<p>Executive Director College & Career Readiness</p>	<p>Increase of students completing college or postsecondary program on time as defined by National Clearinghouse</p>				
<p>Funding Sources: 199 - General Fund - 0.00</p>						
<p>4) Increase enrollment to college credit opportunity courses</p> <p>-Awareness workshops for parents, staff and students</p> <p>-Individual student counseling and graduation planning</p>	<p>Executive Director of CCR</p> <p>Director of Counseling</p> <p>Assistant Superintendent of Teaching and Learning</p>	<p>Increased AP enrollment (5%)</p> <p>Increased participation to 94%</p> <p>Increased AP performance to 60%</p> <p>Increased # of students in dual-credit (by 15%)</p> <p>Increase # of students in OnRamps (by 15%)</p>				

5) Teach TRS with fidelity to support embedded CCMR standards and provide differentiated exemplar lessons	Deputy Superintendent	Walk-through Documents (# of walkthroughs by administrators; # of walkthroughs for each teacher)				
	Assistant Superintendent	Staff and Student Climate Survey				
	Executive Director for CCR	ACT Performance Goals (26%) SAT Performance Goals				
	Elementary & Secondary Campus Administrators	TSI Performance Goals (W-12%; M-6%; R-18%)				
Funding Sources: 199 - General Fund - 0.00						
6) Provide annual training by college board and provide district professional development to support increased rigor in classrooms	Executive Director CCR	Professional Development Catalog # of teachers attending APSI				
	Executive Director Professional Development	# of teachers attending RISD professional development focused on academic rigor				
	Assistant Superintendent of Teaching and Learning	% quality feedback on PD (baseline)				
7) Assess students for college readiness at district expense as follows: a. Grade 7 ACT Aspire Summative b. Grade 9 Pre-ACT c. Grade 10 TSI d. Grade 11 ACT with writing	Deputy Superintendent	Student results and analysis				
	Assistant Superintendent Secondary	Increase in # of students meeting ACT/TSI benchmark for being college ready (4%) Performance Growth Goals				
	Executive Director College & Career Readiness					
Funding Sources: 199 - General Fund - 0.00						
8) Ensure all students and parents have an opportunity to understand and analyze individual performance as measured by college readiness assessments	Executive Director of CCR	Record of student workshop/session				
	Assistant Superintendent of Teaching and Learning	Meet performance objectives				
	Director of Counseling					

9) Create and implement summer bridge programs to support increasing access to more rigorous course offerings	Executive Director of CCR Assistant Superintendent of Teaching and Learning Director of Counseling Principals	Completed Bridge Course Design # of students enrolled in programs Increased performance as identified above				
10) Design intervention and acceleration opportunities within school day (implement 19-20)	Executive Director of CCR Assistant Superintendent of Teaching and Learning	Implementation Plan				
11) Design intervention and acceleration opportunities within school day (implement 19-20)	Executive Director of CCR Assistant Superintendent of Teaching and Learning	Implementation Plan				
						

Goal 1: We will ensure that we have diverse and engaging programs and learning opportunities to meet the unique needs of all our students.

Performance Objective 2: Enhance Career & Technical (CTE) opportunities for students

Evaluation Data Source(s) 2: Increase students meeting the CCMR indicator from 61.3% to 70%


Increase students earning certifications/licenses from 1% to 5% (state definition) and Increase students earning certifications/licenses from 15% to 20% (local definition)

Increase students completing coherent CTE course sequence from 8% to 13%

Summative Evaluation 2:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Implement CTE Strategic Action Plan	Assistant Superintendent of Teaching and Learning	Strategic Relationships & Partnerships CTE Curriculum Enhancements				
	Executive Director of CTE	New Certifications & Licenses Available CTE, Hiring/Retention information # of students graduating in each endorsement				
Funding Sources: 199 - General Fund - 0.00						
2) Expand RISD RealSpace Program	Superintendent	Increase of RealSpace Programs available to students				
	Deputy Superintendent	Student enrollment in RealSpace Programs				
	Assistant Superintendent of Teaching and Learning					
	Executive Director of CTE					

3) Implement RISD & City of Richardson Summer Internship Program	Superintendent Deputy Superintendent Assistant Superintendent of Secondary Executive Director of CTE	# of students applied to program # of business partners committed to host an intern # of students placed in program Website and communication hub for program				
4) Utilize partnership with Tech Titans to strengthen STEM Program PK-12	Deputy Superintendent Assistant Superintendent of Teaching and Learning Executive Director of CTE Director of Guidance and Counseling	Increase of students identifying STEM as pathway Student Climate Survey Response				
5) Research and make recommendations to implement PTECH model	Deputy Superintendent Assistant Superintendent of Teaching and Learning Executive Director of CTE Executive Director of CCR	Program Recommendations Potential PTECH Action Plan				

6) Develop and implement a communication and marketing effort to inform students, parents and community on the benefits of a career pathway and CTE licenses/certifications	Assistant Superintendent of Teaching and Learning Executive Director of CTE Director of Guidance and Counseling Chief Communications Officer	Increase in # of students completing pathways Increase in positive student response on climate survey related to relevant courses				
7) Create district curriculum for all CTE courses	Assistant Superintendent of Teaching and Learning Executive Director of CTE	Completed Scope & Sequence Completed exemplar lessons for teachers				
8) Implement Year 1 of BHS STEM Grant	Deputy Superintendent Executive Director of STEM and Innovation Executive Director of CTE	BHS Learning Community Logic Model Short and Long-term goals				
						

Goal 1: We will ensure that we have diverse and engaging programs and learning opportunities to meet the unique needs of all our students.

Performance Objective 3: Enhance AP programming and increase opportunities for students to take more rigorous coursework

Evaluation Data Source(s) 3: Increase student passing rate for seniors 33.3% to 40%; Increase student passing rate for all grades from 54% to 60%

Summative Evaluation 3:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Provide districtwide professional development on district-wide definition of Pre-AP and anchoring philosophy to all internal and external stakeholders	Campus Administrators/Staff	Professional Development				
	Executive Director College and Career Readiness	Evaluation Results Performance Growth Goals				
	Executive Directors Secondary					
	Assistant Superintendent of Teaching and Learning					
Funding Sources: 199 - General Fund - 0.00						
2) Require all AP and Pre-AP teachers to attend College Board Summer Training at least once every four years	Executive Director College and Career Readiness	Professional Development				
	Campus Administrators	Evaluation Results Performance Growth Goals				
	Executive Directors Secondary					
	Assistant Superintendent Secondary					
Funding Sources: 199 - General Fund - 0.00						

3) Require all new teachers to attend College Board Summer Training	Campus Administrators	Professional Development Evaluation Results				
	Executive Director College and Career Readiness Assistant Superintendent of Teaching and Learning	Performance Growth Goals				
Funding Sources: 199 - General Fund - 0.00						
4) Provide teachers, principals, counselors and parents with informational sessions regarding AP potential	Executive Director College and Career Readiness	Implementation plan and timeline				
	Assistant Superintendent Secondary Executive Directors Secondary	Performance Growth Goals				
Funding Sources: 199 - General Fund - 0.00						
5) Continue to refine the district-wide aligned AP scope and sequence and curriculum-based assessments	Curriculum/Assessment Department	Implementation Plan and Results				
	Executive Directors Secondary Assistant Superintendent of Teaching and Learning	Performance Growth Goals				
Funding Sources: 199 - General Fund - 0.00						
6) Analyze student AP data to drive curricular and instructional decisions (embedded within PLC's)	Campus Administrators/Teachers	Evidence of 4 PLC Questions				
	Executive Directors Secondary Assistant Superintendent of Teaching and Learning	Performance Growth Goals				
Funding Sources: 199 - General Fund - 0.00						
7) Utilize calibrated walkthroughs to ensure implementation of the College Board Curriculum	Campus Administrators	Walk-through documents and data				
	Executive Directors Secondary	Performance Growth Goals				
Funding Sources: 199 - General Fund - 0.00						

8) Continue to utilize common unit assessments/benchmarks to provide formative feedback to teachers, campus and district support personnel	Deputy Superintendent	Evidence of 4 PLC Questions				
	Assistant Superintendent of Teaching and Learning	Item analysis				
	Executive Directors	STAAR results				
	Secondary	TELPAS results				
		Performance Growth Goals				
Funding Sources: 199 - General Fund - 0.00						

Goal 1: We will ensure that we have diverse and engaging programs and learning opportunities to meet the unique needs of all our students.

Performance Objective 4: Increase Dual Credit Enrollment







Evaluation Data Source(s) 4: Increase students meeting the CCMR indicator from 61.3% to 70%

Increase students successfully completing dual-credit CCMR indicator from 2.2% to 5% (state definition); Increase students sitting individual dual-credit courses from 1,668 to 2,000

Summative Evaluation 4:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Provide on-going training for counselors, teachers and principals on the design of dual credit offerings	Executive Director of College and Career Readiness	Professional Development Evaluation Results				
	Campus Administrators Executive Directors Secondary Assistant Superintendent of Teaching and Learning Director of Guidance and Counseling	Performance Growth Goals				
Funding Sources: 199 - General Fund - 0.00						

<p>2) Communicate with parents and students the design of the new dual credit program</p> <p>a. Benefits of dual credit</p> <p>b. Qualifications for dual credit</p> <p>c. Process for enrollment into dual credit</p>	<p>Campus Administrators/Staff</p> <p>Executive Director College and Career Readiness</p> <p>Assistant Superintendent of Teaching and Learning</p> <p>Executive Directors Secondary</p>	<p>Implementation Plan and Results</p> <p>Performance Growth Goals</p>				
<p>Funding Sources: 199 - General Fund - 0.00</p>						
<p>3) Create professional development in support for dual credit and OnRamps (University of Texas Blended dual-credit courses) for teachers</p>	<p>Executive Director College and Career Readiness</p> <p>Assistant Superintendent Secondary</p> <p>Executive Directors Secondary</p> <p>Campus Administrators</p>	<p>Professional Development</p> <p>Evaluation Results</p> <p>% of students who graduate with 3 hours of AP, Dual-Credit, License or Certification (CCR Priority Goal)</p>				
<p>Funding Sources: 199 - General Fund - 0.00</p>						
<p>4) Strengthen and establish new partnerships with Higher Ed partners including DCCCD, UTD, and UT</p>	<p>Executive Director College and Career Readiness</p> <p>Executive Director of CTE</p> <p>Assistant Superintendent of Teaching and Learning</p>	<p>Implementation Plan and Results</p> <p>Performance Growth Goals</p>				
<p>Funding Sources: 199 - General Fund - 0.00</p>						

<p>5) Develop parent information and marketing resource center at each high school campus for all advanced academics offerings</p>	<p>Executive Director College and Career Readiness</p> <p>Campus Administrators/Staff</p> <p>Assistant Superintendent Secondary Executive Directors Secondary</p>	<p>Implementation Plan and Results</p> <p>Performance Growth Goal</p>				
<p>Funding Sources: 199 - General Fund - 0.00</p>						
<p>6) Administer TSI to all 10th grade students</p>	<p>Executive Director College and Career Readiness</p> <p>Assistant Superintendent of Teaching and Learning Campus Administrators</p>	<p>Implementation Plan and Results</p> <p>Performance Growth Goals</p>				
<p>Funding Sources: 199 - General Fund - 0.00</p>						
<p>7) Research and develop implementation timeline for ECHS and P-TECH models at all 4 high schools</p>	<p>Executive Director of CCR</p> <p>Executive Director of CTE</p> <p>Deputy Superintendent</p> <p>Assistant Superintendent of Teaching and Learning</p>	<p>Action Plan for Implementation</p>				
<p>  = Accomplished  = Continue/Modify  = Considerable  = Some Progress  = No Progress  = Discontinue </p>						


Goal 1: We will ensure that we have diverse and engaging programs and learning opportunities to meet the unique needs of all our students.

Performance Objective 5: Integrate digital content and tools into instruction in meaningful ways to encourage student use of available resources to enhance learning

Evaluation Data Source(s) 5: Move as a district from Proficient to Advanced in overall measurement in the area of classroom on the BrightBytes Survey. This includes teacher and student use of the 4C's (Communication, Collaboration, Critical Thinking & Creativity), teacher and student Digital Citizenship skills, and using digital methods for assessment within the classroom.

Summative Evaluation 5:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Continue to seek input from a variety of stakeholder to provide needs assessment, research, and action items for Technology to implement in accordance with the Technology Plan	Assistant Superintendent of Teaching and Learning Executive Director of Instructional Technology	Research & Planning Documentation Bright Bytes Survey Results (Increase from Proficient to Advanced)				
Funding Sources: 199 - General Fund - 0.00						
2) Increase number of technology rich exemplary lessons	Assistant Superintendent of Teaching and Learning Executive Director of Instructional Technology	# of lessons available in Schoology # of teachers using exemplary lessons Feedback from teacher focus group Bright Bytes Survey Results (maintain Advanced score under Environment)				
Funding Sources: 199 - General Fund - 0.00						
3) Maintain and enrich a dynamic parent information site to support We Grow 1:1 Initiative to include FAQs and parent/student resources	Assistant Superintendent of Teaching and Learning Executive Director of Instructional Technology Chief Communications Officer	Website Hits Bright Bytes Survey Results (move to Exemplary in Beliefs)				







4) Provide purposeful and relevant professional development opportunities for all staff to ensure technology integration that impacts teaching and learning	Assistant Superintendent of Teaching and Learning Executive Director of Instructional Technology Executive Director of Professional Development	Professional Development Catalog Professional Development Survey Feedback Results (5% increase positive result for technology professional development)				
5) Create parent workshops to support We Grow 1:1 Technology Initiative. Topics include: Digital footprint; Managing digital environment; Cybersafety at home	Assistant Superintendent of Teaching and Learning Executive Director of Instructional Technology Chief Executive Director of Student Services	Workshop Dates and Topics Session Attendance Session Feedback				
6) Ensure teachers and students demonstrate appropriate and safe digital behavior	Assistant Superintendent of Teaching and Learning Executive Director of Instructional Technology Principals	Completion of Digital Citizenship Curriculum and lesson exemplars % decrease in number of student referrals/discipline incidences for inappropriate technology use				
Funding Sources: 199 - General Fund - 0.00						
7) Redesign Technology Advisory Committee to focus on technology as a tool for increased student engagement, increased digital citizenship and engage parents/community in We Grow implementation	Assistant Superintendent of Teaching and Learning Executive Director of Instructional Technology	Agendas from TAC Committee Meetings Recommendations and evidence of implementation of recommendations from TAC				
						

Goal 1: We will ensure that we have diverse and engaging programs and learning opportunities to meet the unique needs of all our students.

Performance Objective 6: Implement activities into RISD campuses in order to support students' academic, social and emotional growth.

Evaluation Data Source(s) 6: % of students who engaged in SEL implementation (70%-Target Baseline)

Summative Evaluation 6:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
<p>Critical Success Factors CSF 4 CSF 6 CSF 7</p> <p>1) Implement SEL programming at identified elementary and all Junior High campuses</p>	<p>Campus Administration</p> <p>Student Services Department</p>	<p>% positive response SEL survey results (staff and students/baseline year)</p> <p>% increase in attendance (.05%goal)</p> <p>Walkthrough data</p> <p>Decrease in ISS/OSS referrals (6,149 to 6,000)</p>				
<p>Critical Success Factors CSF 4 CSF 6 CSF 7</p> <p>2) Provide ongoing PBIS professional development and supports based on implementation year (by campus).</p>	<p>Campus Administration</p> <p>Student Services Department</p>	<p>% positive response on climate survey (staff and students)</p> <p>Decrease in ISS/OSS referral (6,149 to 6,000)</p> <p>PBIS walkthrough and feedback process</p>				
<p>Critical Success Factors CSF 4 CSF 6 CSF 7</p> <p>3) Research, develop and implement Behavior Response to Intervention (RTI)</p>	<p>-Student Services Department</p> <p>-Assistant Superintendent of Administrative Services</p>	<p>Completed behavior RTI framework</p> <p>Completed Communication Plan</p> <p>Designed Professional Development Plan</p> <p>Baseline year: # of students at each RTI tier</p>				
<p>  = Accomplished  = Continue/Modify  = Considerable  = Some Progress  = No Progress  = Discontinue </p>						







Goal 1: We will ensure that we have diverse and engaging programs and learning opportunities to meet the unique needs of all our students.

Performance Objective 7: Create Pk-12 programing to support healthy life choices by students and staff

Evaluation Data Source(s) 7: 100% of students identify programs and levels of support available when in crisis (student survey)

Summative Evaluation 7:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Create, communicate and implement a comprehensive awareness program to support student wellness	Assistant Superintendent of Administrative Services Chief Executive Director Student Services	Develop program (Live Wise, Live Healthy) % increase in positive response on student and staff survey # attend at parent information workshops (baseline) feedback and evaluation from staff, students and community				
2) Implement health and wellness plan as recommended by the SHAC Committee	Assistant Superintendents of Elementary & Secondary Executive Directors of Elementary & Secondary C&I Director of Health, PE & Wellness	Wellness Plan Results Student Climate Survey Results Staff Climate Survey Results				
3) Strengthen program for drug/alcohol awareness and prevention	Assistant Superintendent of Operations Assistant Superintendents of Elementary & Secondary Executive Director of Student Services	Program Description Student Climate Survey Results Staff Climate Survey Results				

<p>4) Strengthen program of services for students identified at-risk for self-harm</p>	<p>Assistant Superintendent of Operations</p> <p>Assistant Superintendents of Elementary & Secondary</p> <p>Executive Director of Student Services</p>	<p>Program Description</p> <p>Teen Screen Results</p> <p>Student Climate Survey Results</p>				
<p>5) Evaluate and make recommendations to enhance current crisis support team and their identified continuum of services</p>	<p>Assistant Superintendent of Operations</p> <p>Executive Director of Student Services</p>	<p>Crisis Team Protocols</p>				
<p>6) Ensure 100% of students have a school/home connection (club, extra curricular, activity, an adult at school)</p>	<p>Assistant Superintendents of Elementary & Secondary</p> <p>Executive Directors of Fine Arts & Athletics</p>	<p>Student Involvement Report</p>				
<p>7) Ensure systems of support are provided to students at-risk including:</p> <p>a. Refugee/Asylees</p> <p>b. Homeless</p> <p>c. Foster Care</p>	<p>Assistant Superintendent of Operations</p> <p>Executive Director of Student Services</p>	<p>Program Descriptions</p> <p>Service Reports</p>				
<p>  = Accomplished  = Continue/Modify  = Considerable  = Some Progress  = No Progress  = Discontinue </p>						


Goal 1: We will ensure that we have diverse and engaging programs and learning opportunities to meet the unique needs of all our students.

Performance Objective 8: Ensure a culture and environment that embraces equity, diversity and inclusion throughout RISD programs and systems of support

Evaluation Data Source(s) 8: Increase hiring and representation of staff and students in all areas of district function, including increased achievement of Hispanic, AA, Asian, ELL and SPED performance as measured by STAAR (see performance growth goals).

Summative Evaluation 8:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
<p>Critical Success Factors CSF 1 CSF 6</p> <p>1) Develop and implement Equity Council to evaluate, support, sustain and make recommendations including: -Cultural Competency (CC) Design Work -Hiring Practices -Academic and Extra-curricular opportunities</p>	<p>Assistant Superintendent of Administrative Services</p> <p>Chief Executive Director of Student Services</p> <p>Deputy Superintendent</p>	<p>Equity Council meeting timeline and agendas</p> <p>Equity Council recommendations and report to Board of Trustees</p> <p>Completed Professional Development and implementation plan for CC</p> <p>% increase participation and performance of diverse populations in rigorous courses, extra-curricular participation and student achievement (Close opportunity/achievement gap by 5% (STAAR); 1% Extra-Curricular Participation; 5% increase in student participation in more rigorous courses)</p> <p>% positive response increase in culture survey (staff and student)</p>				
<p>2) Develop communicate strategy to inform all stakeholders of the supports and strategies from the Division of Equity</p>	<p>Assistant Superintendent of Administrative Services</p> <p>Chief Executive Director of Student Services</p> <p>Deputy Superintendent</p>	<p>Completed communication plan</p> <p># of hits on Equity website</p>				

3) Expand AVID (per Strategic Plan) and AVID Excel	Assistant Superintendent of Teaching and Learning Executive Director of CCR	# of campuses AVID trained # of students being served and supported through AVID strategies				
						


Goal 2: We will guarantee that all students will perform at or above grade level.

Performance Objective 1: Improve student performance and ensure 100% of campuses are rated "Met Standard"

Evaluation Data Source(s) 1: 100% of campuses meet standard; meet or exceed district performance growth goals(see addendum)

Summative Evaluation 1:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Implement and monitor ACE implementation	Deputy Superintendent	# and %of students on grade level as measured by reading and math assessments				
	Executive Director of Professional Learning	Performance Growth Goals				
Funding Sources: 199 - General Fund - 0.00						
2) Utilize district-wide professional development days and early release days to support and train teachers how to analyze data to inform instructional decisions in the classroom	Assistant Superintendent of Teaching and Learning	Professional Development Evaluation Results				
	Deputy Superintendent	Inclusion of strategies in Campus Plan based on data				
	Principals	Walkthrough analysis				
	Executive Director of Professional Development	Performance Growth Goals				
Funding Sources: 199 - General Fund - 0.00						
3) Create academic RTI framework	Deputy Superintendent	Completed framework				
	Assistant Superintendent of Administrative Services and Teaching and Learning	# of students placed on tiers for end of year				
Funding Sources: 199 - General Fund - 0.00						

4) Monitoring/Accountability Evaluate and monitor all student groups measured for accountability	Deputy Superintendent	Improved Student Performance on state required assessments (STAAR, TELPAS)				
	District and Campus Staff	Review of student performance data by student groups each 9 weeks Review of student performance data by student groups by teacher each 9 weeks Data Meetings as called by Central Office Staff Performance Growth Goals				
Funding Sources: 199 - General Fund - 0.00						
5) Review state assessment results and identify instructional strengths and weaknesses	Assistant Superintendent of Elementary and Secondary	Implementation Plan & Results Review of student performance data each 9 weeks Review of item analysis each 9 weeks				
	District and Campus Staff	Review of student group performance each 9 weeks Review of student group performance by teacher each 9 weeks TTESS refinement activities Performance Growth Goals				
Funding Sources: 199 - General Fund - 0.00, 211 - Title I, Part A - 0.00, 199 - State Compensatory Education - 0.00						
						

Goal 2: We will guarantee that all students will perform at or above grade level.

Performance Objective 2: Align and maintain written, taught, and assessed curriculum at all grade levels and in all subject areas (TRS, Lead4Ward and PLC)

Evaluation Data Source(s) 2: 100% of RISD campuses meet standard; meet or exceed district performance goal goals (see addendum)

Summative Evaluation 2:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Implement TEKS Resource System	Deputy Superintendent	Revised Curriculum				
	Assistant Superintendent of Teaching and Learning Curriculum Directors	% increase positive response on climate survey Performance Growth Goals				
2) Monitor TRS Implementation	Deputy Superintendent	Walkthrough Analysis				
	Assistant Superintendent of Teaching and Learning	Student Performance Goals Performance Growth Goals				
	Executive Directors					
	Curriculum Directors Principals					
3) Provides student intervention resources and training	Deputy Superintendent	Professional Development Catalog				
	Assistant Superintendents of Elementary & Secondary	Professional Develop workshop feedback and survey results Walkthrough Analysis				
	Executive Directors of Elementary & Secondary Curriculum and Instruction	Performance Growth Goals				

4) Embed Lead4ward supports, tools and resources into curriculum documents	Deputy Superintendent Teaching and Learning Campus Principals	Walkthrough Analysis Curriculum Document Performance Growth Goals				
5) Create and use supports to assist teachers in answering PLC Questions	Deputy Superintendent Assistant Superintendents of Elementary & Secondary Executive Directors of Elementary & Secondary	Prioritized Curriculum Curated resources Teacher focus group results Performance Growth Goals PLC Reflections				
6) Implement meaningful professional development to support TRS, Lead4ward and PLC.	Deputy Superintendent Assistant Superintendent Teaching and Learning Executive Director of Professional Development	Professional Development Plan # of teachers participating in course offerings % increase in positive response on culture survey Performance Growth Goals				
<p align="center">Critical Success Factors CSF 1 CSF 2 CSF 3 CSF 7</p> 7) Use Performance Assessments and Curriculum Based Assessments to monitor and evaluate student progress towards mastery of grade level standards	Deputy Superintendent Assistant Superintendent Teaching and Learning Principals	Performance Growth Goals Quarterly heat map report by campus Lead4ward Heat Map				

 = Accomplished
 = Continue/Modify
 = Considerable
 = Some Progress
 = No Progress
 = Discontinue

Goal 2: We will guarantee that all students will perform at or above grade level.

Performance Objective 3: Develop a K-12 Balanced Literacy Program (Reading and Writing)

Evaluation Data Source(s) 3: Recommendation and adoption of Balanced Literacy model and framework by the end of March 2019

Summative Evaluation 3:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Identify and visit exemplar districts in the area of balanced literacy and closing the achievement/opportunity gap	Assistant Superintendents Teaching and Learning	List of best practices Walkthrough Analysis				
	Deputy Superintendent	Performance Growth Goals Evidence of best practices in curriculum documents Learning and reflection from site visits				
Funding Sources: 199 - General Fund - 0.00						
2) Create balanced literacy project plan (design team to include representation from all stakeholders)	Assistant Superintendent of Teaching and Learning	Project Plan				
	Deputy Superintendent					
Funding Sources: 199 - General Fund - 0.00						
3) Publish balanced literacy framework for input and feedback; secure resourcing for implementation	Assistant Superintendent of Teaching and Learning	Feedback received Plan iteration				
	Deputy Superintendent					
Funding Sources: 199 - General Fund - 0.00						

4) Communicate and project implementation plan and create a guiding coalition for summer and fall implementation	Deputy Superintendent	Project Implementation Plan				
	Assistant Superintendent of Teaching and Learning Executive Director of Professional Development Chief Communications Officer					
Funding Sources: 199 - General Fund - 0.00						

 = Accomplished
  = Continue/Modify
  = Considerable
  = Some Progress
  = No Progress
  = Discontinue

Goal 2: We will guarantee that all students will perform at or above grade level.







Performance Objective 4: Improve graduation rates to ensure students are college and/or career ready

Evaluation Data Source(s) 4: District graduation rate meets or exceeds district performance growth goal (see addendum)

Summative Evaluation 4:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Develop drop-out prevention and credit-recovery protocol and system of supports	Deputy Superintendent	Program				
	Assistant Superintendent of Administrative Services	Reduce # of dropouts Increase # of students graduating on time as measured by state and federal graduation rate (accountability subset)				
2) Provide comprehensive training in the following areas: a. Cultural awareness/Proficiency b. Understanding Poverty training	Deputy Superintendent	Implementation Plan and Timeline				
	Chief Executive Director of Student Services	Dropout Rate Graduation Rate Student Survey Results Performance Growth Goals				
Funding Sources: 199 - General Fund - 0.00						
3) Provide teachers with professional development on positive behavior intervention supports (PBIS)	Executive Director of Student Services	# of discipline referrals; % decrease of student discipline referrals				
	District and Campus Staff	Implementation Plan and Timeline Focus data analysis (Triggers & Interventions)				
Funding Sources: 199 - General Fund - 0.00						

4) Provide PD on Tier I and Tier II Behavior Management Techniques and Strategies	Executive Director of Student Services District and Campus Staff	Professional Development Evaluation Results # of discipline referrals; % decrease of student discipline referrals				
Funding Sources: 199 - General Fund - 0.00						
5) Provide teachers with professional development on research-based Response to Intervention strategies (RTI)	Assistant Superintendents Elementary and Secondary Executive Director of Special Student Services Campus Administrators/Staff	RTI services implemented Student performance results Performance Growth Goals				
6) Continue to strengthen and expand Edgenuity on all campuses for credit recovery	Deputy Superintendent Assistant Superintendent of Teaching and Learning Executive Directors Director of Guidance and Counseling Campus Administrators	End of Course results # credits recovered Performance Growth Goals				
Funding Sources: 199 - General Fund - 0.00						
7) Ensure monitoring of students at risk of losing credits	Campus Administrators/Staff Executive Directors Assistant Superintendent of Teaching and Learning	End of Course Results Meeting to discuss status of students # of students behind on credit attainment; % of students behind on credit attainment				
Funding Sources: 199 - General Fund - 0.00						

<p>Critical Success Factors CSF 1 CSF 6</p> <p>8) Create a system to ensure every student has at least 1 adult connection</p>	<p>Deputy Superintendent</p> <p>Executive Directors</p> <p>Principals</p>	<p>% positive increase on student survey</p>				
<p>9) Ensure resources and supports available to expand AVID programming and meet the needs of ALL students</p>	<p>Assistant Superintendent of Teaching and Learning</p> <p>Executive Director of CCR</p>	<p>% increase of students enrolled/supported by AVID</p>				
<p>  = Accomplished  = Continue/Modify  = Considerable  = Some Progress  = No Progress  = Discontinue </p>						


Goal 2: We will guarantee that all students will perform at or above grade level.

Performance Objective 5: Implement a systematic approach to develop new and existing programming for special student services to ensure quality instruction and service supports for ALL students.

Evaluation Data Source(s) 5: Student performance meets or exceeds district performance growth goal (see addendum)

Summative Evaluation 5:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Equip campus staff with training on disability awareness, evidence based best practices and classroom design and behavior management strategies	Assistant Superintendent of Administrative Services Executive Director of Special Student Services Executive Director of Teaching and Learning Principals	Implementation Plan Training Timeline % positive response increase on climate survey (staff) Feedback from staff				
2) Provide support to campus staff with implementation of strategies to support quality programming and instruction.	Assistant Superintendent of Administrative Services Executive Director of Special Student Services Executive Director of Teaching and Learning	Implementation Plan Training Dates % positive response increase on climate survey (staff) Feedback from staff Walkthrough performance SSS program evaluation (PASS, Structured Learning, Development Program)				

3) Create a parent education program targeted to support parents through awareness and understanding of special student services and centralized programming	Assistant Superintendent of Administrative Services Executive Director of Student Services	Implementation Plan Training Dates Parent Participation rates (baseline year) Parent focus group feedback				
4) Embed tools and resources to staff to support students with disabilities and learning needs in district curriculum	Assistant Superintendent of Administrative Services Executive Director of Student Services Assistant Superintendent of Teaching and Learning	% increase student performance on STAAR and other national assessments (5% target increase) % increase positive response on climate survey (staff)				
						


Goal 2: We will guarantee that all students will perform at or above grade level.

Performance Objective 6: Ensure 100% of English Language Learners (ELL) students will make progress towards an advanced level in proficiency in Reading, Writing, Listening and Speaking. ELL students will meet all passing standards for all district and state assessments.

Evaluation Data Source(s) 6: Student performance meets or exceeds district performance growth goal (see addendum)

Summative Evaluation 6:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Ensure ESL teachers have professional development in working with ESL students including Sheltered Instruction training, strategies, English Language, proficiency Standards (ELPS), and/or RtI for ELLs.	Assistant Superintendent of Teaching and Learning Executive Director of Teaching and Learning Executive Director of Teaching and Learning	100% of teachers receive professional development Walkthrough analysis (strategies in action) TELPAS progress				
2) Ensure all content teachers will be ESL certified.	Assistant Superintendent of Human Resources Assistant Superintendent of Teaching and Learning Principals	100% of teachers are ESL certified				
3) Conduct program evaluation on bilingual model (3 years of implementation)	Assistant Superintendent of Teaching and Learning Deputy Superintendent Executive Director of Teaching and Learning	Completed Audit Response to Audit (including action plan)				

4) Continue implementation of Esperanza with bilingual students not demonstrating progress towards grade level mastery and progress monitor student progress	Assistant Superintendent of Teaching and Learning Principals	Progress of students through RTI tiers				
5) Expand and enrich programs to support parent engagement	Assistant Superintendent of Teaching and Learning Chief Communications Officer	% positive increase in parent climate survey				
6) Expand and enrich programs to support parent engagement	Assistant Superintendent of Teaching and Learning Chief Communications Officer	% positive increase in parent climate survey				
7) Implement ELlevation and ensure all ESL and content teachers progress monitor and adjust to meet needs of students	Assistant Superintendent of Teaching and Learning Principals	ELlevation usage reports Performance Growth Goals				
						

Goal 3: We will recruit, retain, and reward quality personnel.

Performance Objective 1: Employ recruiting and hiring practices that ensure the hiring of diverse staff that reflect the RISD student population

Evaluation Data Source(s) 1: Increase in diverse demographic representation in RISD hiring from 32.4% to 40%

Summative Evaluation 1:

TEA Priorities: 1. Recruit, support, retain teachers and principals.

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Conduct salary study and make recommendations to support RISD becoming an "employer of choice"	Deputy Superintendent	Results of Salary Study				
	Assistant Superintendent Human Resources Superintendent's Advisory Council	Action Plan to Address results of Salary Study Decrease in turnover; Increase in Retention rates; Increase in years of teaching experience; Increase in diversity of staff hired				
Funding Sources: 199 - General Fund - 0.00						
2) Evaluate and make recommendations to enrich RISD recruiting program including offering "open contracts" to highly-qualified candidates	Deputy Superintendent	Completed Action Plan				
	Assistant Superintendent of Human Resources	Increase in number of applicants Increase in experience of applicants hired Reduced turnover by 3%				
3) Partner with Commit to identify the best practices used in classrooms and increase teacher effectiveness.	Deputy Superintendent	Commit Action Plan				
	Assistant Superintendent of Human Resources Executive Directors of Human Resources	Decrease in turnover; Increase in retention rate; Increase in years of experience of RISD teachers				

4) Expand the Early Teaching Internship Program (Grow your Own model) and expand university partnerships	Assistant Superintendent of Human Resources Executive Director of Recruiting, Mentoring, Development and Retention	# of students in Teaching Internship Program # of students returning to RISD to teach after college # of students enrolling in educator preparation as college freshmen and partner universities				
5) Analyze and utilize marketing strategy to attract, recruit and hire diverse highly-qualified teaching and support staff	Deputy Superintendent Assistant Superintendent of Human Resources Executive Director of Recruiting, Mentoring, Development and Retention Chief Communications Officer	Increased diversity in new hires (7%)				

 = Accomplished
  = Continue/Modify
  = Considerable
  = Some Progress
  = No Progress
  = Discontinue


Goal 3: We will recruit, retain, and reward quality personnel.

Performance Objective 2: Seek employee input and feedback from RISD staff to inform decision making

Evaluation Data Source(s) 2: Increase in positive response rate of staff in focus group response and/or staff survey responses from 77% to 90% (Overall, the district is heading in the right direction)

Increase teacher response rate from 69% to 85%

Summative Evaluation 2:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Continue to seek employee input via Staff Climate Survey and maintain greater than or equal to 85% participation rate	Deputy Superintendent Assistant Superintendent Human Resources Executive Director Accountability & Continuous Improvement	Staff Climate Survey Results Greater than or equal to 85% Participation Rate				
Funding Sources: 199 - General Fund - 0.00						
2) Provide support to campuses as they engage in activities designed to address topics specific to campus needs based on survey data to maintain positive staff perception in the following areas: Transportation TTESS Feeling supported by supervisor PBIS/Discipline	Assistant Superintendents Operations, Human Resources, Elementary & Secondary Executive Director Accountability & Continuous Improvement Executive Director of Professional Learning	Staff Climate Survey Results Perceptions greater than or equal to 90% Positive Response (Strongly Agree/Agree) for Transportation, Feedback TTESS and Feeling Supported by Supported by supervisor				
Funding Sources: 199 - General Fund - 0.00						
						


Goal 3: We will recruit, retain, and reward quality personnel.

Performance Objective 3: Provide necessary professional development to successfully implement meet the Vision, Mission, Goals and Objectives of the district

Evaluation Data Source(s) 3: Increase in positive response rate by staff on professional development session evaluation responses (True North Logic Evaluation) from 98 % to 100% and Increase positive response rate by staff on professional developed offered at campus from 76% to 90%

Summative Evaluation 3:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Continue to provide professional development in all curricular areas to enhance instructional strategies with a focus on supporting TRS, PLC and Lead4Ward	Deputy Superintendent	Number of Sessions & Participants feedback				
	Teaching and Learning	Performance Growth Goals				
	Executive Director of Professional Learning					
2) Continue to provide professional development for instructional staff to support students with disabilities	Executive Director Special Student Services	Number of Sessions & Participants				
	Executive Director of Professional Development	Performance Growth Goals				
	Funding Sources: 199 - General Fund - 0.00					
3) Ensure all G/T teachers complete required G/T training	Executive Director College & Career Readiness	G/T Training Documentation				
	Executive Director of Professional Development					
	Director Advanced Academic Studies					

<p>4) Continue to provide professional development to support the following district focus areas:</p> <p>a. TRS</p> <p>b. Professional Learning Communities (4 Questions)</p> <p>c. Lead4Ward Strategies for planning instruction and data analysis</p> <p>d. Technology Integration</p> <p>e. PBIS/Equity</p>	Deputy Superintendent	Number of Sessions & Participants				
	Executive Director of Professional Development	Walkthrough data analysis				
	Teaching and Learning	Performance Growth Goals				
	Campus Administrators					
	Executive Director of Instructional Technology					
Funding Sources: 199 - General Fund - 0.00, 211 - Title I, Part A - 0.00						
<p>5) Assess effectiveness of individual professional development sessions to ensure that sessions meet the needs of at least 90% of participants</p>	Executive Director of Professional Development	Professional Development Evaluation				
		Increase teacher positive response on professional development survey and on district climate survey				
Funding Sources: 199 - General Fund - 0.00						
						

Goal 3: We will recruit, retain, and reward quality personnel.

Performance Objective 4: Strengthen the leadership capacity of central and campus administrators.

Evaluation Data Source(s) 4: Increase in positive response rate on staff surveys regarding campus leadership from 81% to 90%. ("Overall, the campus is headed in the right direction.")

Summative Evaluation 4:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Continue to strengthen REV meetings to strengthen instructional capacity of campus/central administrators in the areas of: a. PLC (4 Questions) b. Lead4Ward Strategies c. TRS	Superintendent Deputy Superintendent	Principal Feedback Meeting Agendas Performance Growth Goals Increase positive response on climate survey				
2) Implement just-in time, job embedded professional development to support campus leadership: a. School safety b. Campus discipline & Drop-Out Rates c. ALL District operations	Deputy Superintendent Assistant Superintendents of Teaching and Learning, Administrative Services, Secondary, Operations, Finance and Communications Executive Director of Professional Development	Principal Feedback Increased positive response on climate survey by principals (feeling supported by supervisor; I have the necessary materials/supports to successfully do my job)				
3) Create choice professional development options for principals to address TPESS goals	Deputy Superintendent Executive Director of Professional Development	TPESS Goals Attained Principal Feedback Increased positive response on climate survey by principals (feeling supported by supervisor; have the necessary materials/supports to successfully do my job)				

4) Central administrators will visit campuses weekly and provide quality, timely feedback to campus administrator	Superintendent Deputy Superintendent Assistant Superintendents and Chief Officers	Campus Visit Logs Increased positive response on climate survey by staff (feeling supported by supervisor)				
5) Continue to support the TTESS implementation through professional development and support resources to teachers and administrators	Assistant Superintendents of Elementary, Secondary and Human Resource Executive Directors Human Resources, Elementary, Secondary and Professional Development	Walkthrough data analysis Staff Survey/Formative Feedback TTESS Final Evaluations Goal Attainment Increase teacher feedback on Climate Survey to positive response of 90%				
6) Continue to support the development of Effective Leadership through TPESS	Assistant Superintendents of Elementary, Secondary and Human Resource Executive Directors of Human Resources, Elementary, Secondary and Professional Development	TPESS Final Evaluations Goal Attainment Increase positive principal feedback on Climate Survey to 90% (supervisor provides meaningful feedback)				
7) Utilize STAY interview results and surveys to drive decision making and professional development planning	Superintendent Deputy Superintendent	Performance Growth Goals 7% reduction in teacher turnover Increased positive response on climate survey (staff)				

Goal 4: We will ensure that ALL families, businesses, and community partners are fully engaged in the mission of our district.

Performance Objective 1: Increase links between home and school by providing systemic opportunities for parent engagement

Evaluation Data Source(s) 1: Increase in positive response rate by parent/community in focus groups meetings and/or survey results at or above 85%

Summative Evaluation 1:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Promote positive parent relations and maintain parent engagement at or greater than 85%	Superintendent's Advisory Council	Parent Survey Results Greater than or equal to 85% Responses (Strongly Agree/Agree)				
	Campus Administrators					
Funding Sources: 199 - General Fund - 0.00						
2) Continue partnership with Council of PTAs to support parent engagement through the PTA membership drive	Deputy Superintendent	End of Year Membership Report (Goal 25000 members)				
	Chief Communications Officer					
Funding Sources: 199 - General Fund - 0.00						
3) Enrich the district-wide translator/interpreter program to provide support to non-English speaking parents. Establish Spanish as a written translation to be included on all all district-produced take-home information materials. Embed translation feature throughout RISD web presence.	Chief Communications Officer	Program Report				
	General Counsel					
Funding Sources: 199 - General Fund - 0.00						

<p>4) Increase business and community partners to support learning objectives including Richardson Mayor's Fellow Internship Program</p>	<p>Superintendent Deputy Superintendent Assistant Superintendent of Secondary Executive Director of CTE Chief Communications Officer</p>	<p># of partners for RealSpace and Mayor's Program</p>				
<p>5) Provide parent information workshops in the area of social/emotional needs and digital literacy</p>	<p>Executive Director of Student Services PTA</p>	<p># and Title of Parent Workshops Parent Feedback Increase positive response on climate survey % of parents attending at least one parent information workshop</p>				

 = Accomplished
  = Continue/Modify
  = Considerable
  = Some Progress
  = No Progress
  = Discontinue

Goal 4: We will ensure that ALL families, businesses, and community partners are fully engaged in the mission of our district.







Performance Objective 2: Enhance communication processes to provide stakeholders with timely, effective and reliable communication via a dynamic communication system

Evaluation Data Source(s) 2: Increase of positive response rate from internal and external stakeholders in focus group and/or survey responses at or above 85%

Summative Evaluation 2:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Develop a district and campus School Performance Framework (SPF) to report and showcase district and campus performance beyond accountability information	Superintendent Deputy Superintendent	Completion of SPF % parent positive response on climate survey				
2) Bolder approach within campus communication outreach to parents and community a. Continue training opportunities provided by Communications Department b. Develop campus website recognition program based upon competitive promotion among schools of strategic district initiatives c. Complete migration to new Intranet site	Chief Communications Officer	Improved news/event promotion for campuses with their families and communities. This will refresh communication outreach to these target audiences, complimenting the newly redesigned campus websites				
Funding Sources: 199 - General Fund - 0.00						
3) Continue redesign www.risd.org to incorporate responsive design, improved navigation, modern look, content update, district branding	Chief Communications Officer	Redesigned website in key facets, including: visual appeal, updated content, improved navigation, expanded information sharing Customized accessibility across a platform of devices, including a mobile presence which has increased almost 300 percent since last redesign Filtered content and dynamic content will increase push-out capabilities of message delivery Increased Parent/community positive result for communications on climate survey				

4) Create two new video series, including a superintendent spotlight, to visually showcase district offerings	Chief Communications Officer	Increased traffic to internal social media outlets, which expands district's ability to utilize public in pushing out messaging Increased number of RISD YouTube channel subscribers Increased positive response rate by parents/community on climate survey for communications				
5) Engage community to answer questions regarding RISD and provide accurate information on timely/relevant topics	Chief Communications Officer	Increased effectiveness with Inside RISD participation Continued facilitation of "We're Glad You Asked" web response tool Timely updates to frequently asked questions and better utilization of timely issues Increased positive response rate by parents/community on climate survey for communications				
Funding Sources: 199 - General Fund - 0.00						
6) Enhance positive and proactive communication with English and Spanish media outlets	Chief Communications Officer	Media Highlights for 2018-19				
Funding Sources: 199 - General Fund - 0.00						
7) Enhance Parent Corner on RISD website to support WE GROW implementation	Assistant Superintendent of Secondary Executive Director of Instructional Technology Chief Communications Officer	# of hits We Grow Parent Feedback on Climate Survey Parent Focus Group Feedback				
8) Create comprehensive College and Career Readiness student and parent information program K-12	Assistant Superintendent of Secondary Executive Director of CCR Director of Guidance and Counseling Chief Communications Officer	Live new CCR website # of hits on new website Parent Focus Group Feedback				

<p>9) Expand community partnerships in support of students and initiatives: a. Increase Partners Program participation b. Increase Partners Fund awards to RISD teachers and counselors c. Acknowledge RISD Partners participations via RISD communication channels.</p>	<p>Chief Communications Officer</p>	<p>Increased partnerships # of commendations for partners</p>				
<p>10) Introduce robust web presence for Dallas County Commits post-secondary academic partnership</p>	<p>Executive Director of CCR Chief Communications Officer</p>	<p>New microsite on risd.org Introduced blog feature for timely updates and information sharing Expanded parent communication outreach</p>				
<p>  = Accomplished  = Continue/Modify  = Considerable  = Some Progress  = No Progress  = Discontinue </p>						

Goal 4: We will ensure that ALL families, businesses, and community partners are fully engaged in the mission of our district.

Performance Objective 3: Continue community involvement in the district strategic planning process.

Evaluation Data Source(s) 3: Completed 3-5 year Long-Range Strategic Plan representative of staff, students, parents and community.

Summative Evaluation 3:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Communicate strategic planning process and outcomes dynamically throughout the process using a variety of mediums	Deputy Superintendent Chief Communications Officer	Strategic Planning Website traffic data, including number of visits, number of unique visits Number of pushes to community via social media, electronic newsletters Update parent community through school take-home materials Update business community through material share at civic meetings and partnering with their distribution resources				
2) Quarterly reports and district updates to Strategic Plan Design Team and Action Teams	Deputy Superintendent Chief Communications Officer	Distribution lists for emails, newsletters, social media pushes to members of each group				
3) Annually report progress towards strategic plan strategies and objectives.	Deputy Superintendent Chief Communications Officer	Annual Report				

Goal 4: We will ensure that ALL families, businesses, and community partners are fully engaged in the mission of our district.

Performance Objective 4: Expand volunteer opportunities for existing partners and create opportunities for community groups and corporations

Evaluation Data Source(s) 4: Catalog of volunteer hours, names, hours, organizations, locations. Data collected this year is baseline.

Summative Evaluation 4:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Develop database of volunteer groups to explore volunteer opportunities	Chief Communications Officer	Catalog of of volunteers by interest can be used to match individuals with listing of volunteer opportunities				
2) Implement customer relationship management software to catalog and help district identify engagement opportunities	Chief Communications Officer	Develop a database of volunteers by interest, location and number of hours worked				
3) Coordinate and communicate volunteer opportunities (campus-based, district-based, education foundation-based)	Chief Communications Officer	Bolster involvement by community. Attract more involvement from PTA and companies seeking ways to designate their volunteer initiatives. Increased engagement activities with business community.				

Goal 4: We will ensure that ALL families, businesses, and community partners are fully engaged in the mission of our district.

Performance Objective 5: Evaluate and develop tools to advertise and market RISD brand

Evaluation Data Source(s) 5: Enlarge centrally delivered RISD presence throughout all four learning communities. New app and marketing materials will serve as baseline data collected this year.

Summative Evaluation 5:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Saturate market with messaging via RISD magazine, mailers, student recognition signs	Chief Communications Officer	Awareness of RISD delivered to homes of each household in RISD				
2) Build the RISD brand with strategic intent to promote district	Chief Communications Officer	Developed marketing strategies, branding guidelines and branding campaigns visible at each campus and through district communication initiatives				
3) Implement RISD app, social media manager for consistent delivery to fast-growing generation of parents engaged electronically.	Chief Communications Officer	Consistencies within delivery methods and design ensure consistent message is delivered across all platforms. Additional options of message receipt are introduced to reach more people in areas of preference.				

Goal 5: We will actively pursue creative funding sources and responsibly manage current resources to support our mission.

Performance Objective 1: Operate in a fiscally responsible, effective, and efficient manner in all financial matters to ensure adequate resources to support continuous improvement in student achievement

Evaluation Data Source(s) 1: Maintain district FIRST rating; maintain district bond rating

Summative Evaluation 1:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Benchmark cost per pupil by function with select districts to compare efficiency of current allocation of resources	Chief Financial Officer	Analysis of Benchmark Data				
	Funding Sources: 199 - General Fund - 0.00					
2) Maintain Multi-Year Financial Plan to project future needs	Chief Financial Officer	Maintenance of Multi-Year Financial Plan				
	Funding Sources: 199 - General Fund - 0.00					
3) Seek stakeholder input regarding budget recommendations at least once per year	Chief Financial Officer	Budget Review Team (BRT) Meeting & Recommendations				
	Funding Sources: 199 - General Fund - 0.00					
4) Communicate the 2018-19 budget planning timeline	Chief Financial Officer	Timeline, communications				
	Funding Sources: 199 - General Fund - 0.00					
5) Recommend district operating budget for approval in June	Chief Financial Officer	Approval of Budget				
	Funding Sources: 199 - General Fund - 0.00					
6) Manage Bond 2016 expenditures & Create and communicate calendar for bond expenditures	Chief Financial Officer	Completion of Scheduled Bond Projects				
	Funding Sources: 199 - General Fund - 0.00					

Goal 5: We will actively pursue creative funding sources and responsibly manage current resources to support our mission.

Performance Objective 2: Actively seek alternative revenue services to meet the needs of RISD services

Evaluation Data Source(s) 2: Revenue generated from federal, state and competitive grant programs

Summative Evaluation 2:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Identify grant search engines and other sources for grant identification	Deputy Superintendent Executive Director of Federal Programs and grants	# of grant matches identified for RISD (Baseline)				
2) Apply for all federal, state, local and competitive grants that meet the unique needs of RISD and help contribute to RISD Mission Vision	Deputy Superintendent Executive Director of Federal Programs and grants	# of grants applied (Baseline) # of grants received (Baseline) Impact of grants (as measured by grant agreements)				

Goal 6: We will ensure that our facilities and infrastructure adapt to support our mission.


Performance Objective 1: Provide a safe, comfortable, and well-maintained environment at all campuses

Evaluation Data Source(s) 1: Expect a positive response rate of 95% or higher from internal and external stakeholders in focus group and/or survey responses;

Summative Evaluation 1:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Develop RFP and complete safety and security audit	Assistant Superintendent of Operations	Completed audit and program recommendations				
2) Monitor effectiveness of security systems and processes on all campuses on a continual basis throughout year (announced and unannounced walkthroughs/observations)	Assistant Superintendent of Operations	Completion of Yearly Review				
	Director of Safety and Security Campus Administrators Facilities Services					
Funding Sources: 211 - Title I, Part A - 0.00						
3) Perform safety audits include RPD on campuses on three-year-cycle (or as necessary based on changing circumstances); Develop, implement, and report recommendations for improvement based on audit results	Assistant Superintendent of Operations	Annual Audits & Recommendations				
	Director of Safety and Security Campus Administrators Elementary & Secondary Executive Directors					
Funding Sources: 199 - General Fund - 0.00						

4) Maintain District Crisis Plan on-line with yearly training for campus administrators throughout school year (monthly)	Assistant Superintendent of Operations	Annual Training Dates & Protocols				
	Director of Safety and Security					
Funding Sources: 199 - General Fund - 0.00						
5) Provide periodic practice of emergency procedures at all campuses throughout the year	Assistant Superintendent of Operations	Emergency Drills & Recommendations				
	Director of Safety and Security					
	Campus Administrators					
	Elementary & Secondary Executive Directors					
Funding Sources: 199 - General Fund - 0.00						
6) Conduct a mock crisis drill with Richardson Police Department and provide follow-up review and training of crisis protocols	Assistant Superintendent of Operations	Completed Mock Drill				
	Chief Executive Director of Student Services	Video/Reflections of Mock Drill				
7) Maintain a high level of facilities managements and consistency in facilities learning environment	Assistant Superintendent of Operations	Increase of positive response on staff and student climate survey regarding quality of learning environment				
	Executive Director of Facilities Management					
Funding Sources: 199 - General Fund - 0.00						
8) Maintain a high level of management and consistency in transportation	Assistant Superintendent of Operations	Increase positive result of climate survey for transportation (5%)				
	Director of Transportation	Decrease # of open positions for drivers; Increase % of routes running on-time (Baseline year)				


9) Update protocol to determine crossing guard locations and staffing	Assistant Superintendent of Operations Executive Director of Student Services City of Dallas and City of Richardson	Recommendations and protocols for crossing guard hiring/locations Log of meetings held				
10) Update protocol to determine crossing guard locations and staffing	Assistant Superintendent of Operations Executive Director of Student Services City of Dallas and City of Richardson	Recommendations and protocols for crossing guard hiring/locations Log of meetings held				
11) Ensure all support staff are aware of and use PBIS strategies as appropriate when working with and support students (transportation drivers, crossing guards, etc)	Assistant Superintendent of Operations Executive Director of Student Services	Training agendas PBIS Walkthroughs				
12) Implement "I Know What to Do Day" (LiveWiseLiveHealthy)	Assistant Superintendent of Operations Assistant Superintendent of Administrative Services	Feedback from staff, students and parents % positive increase on staff, student and parent survey (5%)				
						

Goal 6: We will ensure that our facilities and infrastructure adapt to support our mission.

Performance Objective 2: Ensure all business, human resources and student information systems meet the needs of students, staff and parents.

Evaluation Data Source(s) 2: Expect a 95% positive response on district climate survey

Summative Evaluation 2:


Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Make recommendations for new system implementation based upon results from RFP	Assistant Superintendents for Human Resources and Operations Chief Financial Officer	Recommendation made and Board approval of proposed solution				
2) Create implementation timeline for new system upgrades based upon results from RFP and staff recommendations	Assistant Superintendents for Human Resources and Operations Chief Financial Officer	Completed Timeline and Implementation Plan Evidence of communication to all staff impacted by implementation				
3) Implement new system upgrades including design/configuration plan, communication plan and training plan	Assistant Superintendents for Human Resources and Operations Chief Financial Officer	Project Plan roadmap completion reports				
						

Goal 6: We will ensure that our facilities and infrastructure adapt to support our mission.

Performance Objective 3: Provide a secure and visible environment for data

Evaluation Data Source(s) 3: Expect a 95% or better positive response on Brightbytes survey (Belief-Advanced)

Summative Evaluation 3:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
1) Update the district's data security posture to ensure all staff and student data remain private	Assistant Superintendent of Operations Executive Director of Network Services	reduce # of data breaches recorded through year (baseline year)				
2) Regularly communicate to all stakeholders the security measures in place to ensure all staff and student data remain private	Assistant Superintendent of Operations Executive Director of Network Services	Communication Plan # of hits on website; # of parents attending parent information/awareness events				
						

Comprehensive Support Strategies

Goal	Objective	Strategy	Description
2	1	1	Implement and monitor ACE implementation
2	1	2	Utilize district-wide professional development days and early release days to support and train teachers how to analyze data to inform instructional decisions in the classroom
2	1	3	Create academic RTI framework
2	1	4	Monitoring/Accountability Evaluate and monitor all student groups measured for accountability
2	1	5	Review state assessment results and identify instructional strengths and weaknesses
2	4	5	Provide teachers with professional development on research-based Response to Intervention strategies (RTI)
3	3	1	Continue to provide professional development in all curricular areas to enhance instructional strategies with a focus on supporting TRS, PLC and Lead4Ward
3	3	2	Continue to provide professional development for instructional staff to support students with disabilities