

Seguin Independent School District
District Improvement Plan
2015-2016 Formative Review Quick Update

Accountability Rating: Met Standard



Board Approval Date: October 27, 2015
Public Presentation Date: October 27, 2015

Mission Statement

To provide every child an excellent education in a supportive environment so they achieve their highest potential and become leaders and contributors in the global community through rigorous and relevant learning in partnership with committed staff, parents, and community

Vision

Our vision is a culture of excellence within our schools and community.

Value Statement

We believe Seguin ISD is at its best when:

All students are successful

All students are prepared for life after graduation

All schools provide a caring and safe environment

All students and staff feel valued

Parents, staff, and community are committed to student success

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Goal 1: STUDENT ACHIEVEMENT: Provide consistent and quality instruction for all students that is engaging, rigorous, relevant, motivating, and integrates 21st century technology to help ensure student success in college and/or careers.











Performance Objective 1: COLLEGE READINESS: 1. Increase the percent of students who are college ready in English Language Arts (ELAR) from 61% (class of 2013) to 70% (class of 2014). 2. Increase the percent of students who are college ready in Math from 69% (class of 2013) to 75% (class of 2014). 3. Increase the percent of advanced course/dual enrollment from 32.4% (2013) to 36% (2014). 4. Increase AP/IB test scores at or Above Criterion from 18% (2013) to 25% (2014). 5. Increase the SAT/ACT test scores at or Above Criterion from 18.1% to 25%. 6. Increase the SAT/ACT completion from 54.4% (2013) to 70% (2014).






Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
<p>Critical Success Factors CSF 1 CSF 6</p> <p>1) Continue to build partnerships with Alamo Colleges-St. Philip's College and Texas Lutheran University to increase post-secondary opportunities for SISD students.</p>		Director of Secondary Education				
<p>Critical Success Factors CSF 1 CSF 2 CSF 3 CSF 7</p> <p>2) Expand PSAT testing opportunities to include all SISD 10th and 11th graders, and utilize data for advanced course options and preparation for national merit scholars.</p>		College Readiness Director				
<p>3) Provide Texas Success Initiative (TSI) assessment opportunities to grades 8-12 students throughout the school year and on Saturdays to increase the number of students who are college ready, which will increase the enrollment in dual credit (DC) classes.</p>		College Readiness Director, Director of Secondary Education				
<p>4) Enhance recruitment efforts for Seguin ECHS: increase communication to parents and community members, to include information regarding the ECHS pathways, post-secondary opportunities, course offerings, TSI testing, and trips to partnering higher education institutions.</p>		Director of Secondary Education				
<p>Critical Success Factors CSF 1 CSF 2 CSF 4 CSF 5 CSF 6 CSF 7</p> <p>5) Provide college readiness skills such as note-taking strategies, studying skills, academic tutoring, etc., through the Advancement Via Individual Determination (AVID) program in grades 7-12.</p>		AVID District Director				
<p>6) Provide a week-long Summer Bridge Program for Seguin ECHS students in the Associate Degree and Core Complete pathways to support and enhance college readiness skills for incoming early college high school students.</p>		Director of Secondary Education				
<p>7) Align SHS CTE course sequences to workforce certificate programs at St. Philip's College and other Alamo Colleges providing students on the Career Ready pathway access to certificate programs through ECHS or a seamless transition to post-secondary career training after graduation.</p>		CTE Director, Director of Secondary Education				

 = Accomplished
  = Considerable
  = Some Progress
  = No Progress
  = Discontinue

Goal 1: STUDENT ACHIEVEMENT: Provide consistent and quality instruction for all students that is engaging, rigorous, relevant, motivating, and integrates 21st century technology to help ensure student success in college and/or careers.

Performance Objective 2: HIGH SCHOOL GRADUATION RATES: Increase High School State and Federal Graduation Rates by providing support systems and monitoring individual students within cohort groups regarding enrollment status, attendance, academic achievement, and credit accrual progression and connecting students with the appropriate graduation plan and instructional support. 1. Increase the state graduation rate from 96.1% (class of 2013) to 97% (class of 2014). 2. Increase the federal graduation rate from 91.2% (class of 2013) to 93% (class of 2014).


















Strategy Description	Title I	Staff Responsible	Formative Reviews			
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Critical Success Factors CSF 2 1) Develop a student data dashboard that quickly and accurately delivers a snapshot view to staff monitoring students toward graduation.		Associate Supt. for Instructional Technology				
2) Provide professional development on intervention strategies that work with secondary students to regain and maintain "on-track" status.	4, 9	Executive Director Student Services				
Critical Success Factors CSF 4 3) Investigate options for project-based and online learning for students that circumvent obstacles for some students in the traditional instructional setting.	9	Director of Secondary Education				

 = Accomplished
  = Considerable
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  = Discontinue

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Performance Objective 3: READING: Provide a comprehensive reading process to increase all students from 66% to 75%. 1. To increase the percentage of special education students meeting state standards from 25% to 40%. 2. To increase the percentage of ELL students meeting state standards from 48% to 65%. 3. To increase the percentage of African American students meeting state standard from 60% to 70%. 4. To increase the percentage of Hispanic students meeting state standard from 62% to 70%. . To increase the percentage of Economically Disadvantaged students meeting state standards from 59% to 70% on the STAAR Reading Assessment.

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<p align="center">State System Safeguard Strategy</p> <p align="center">Critical Success Factors CSF 1 CSF 7</p> <p>1) Provide on-going professional development in the area of balanced literacy (including Guided Reading with the 5 Components of Reading) and differentiated instruction to support consistent instructional practices in ELAR classrooms.</p>	2, 4, 9	Elementary Director District Literacy Coordinator TrailBlazers Instructional Coaches				
<p align="center">State System Safeguard Strategy</p> <p align="center">Critical Success Factors CSF 1</p> <p>2) Integrate professional learning communities that are driven by data that will steer effective instructional practices to support deficits across sub populations.</p>	2, 8, 9	Directors of Elementary and Secondary Education District Literacy Coordinator Instructional Coaches				
<p align="center">State System Safeguard Strategy</p> <p align="center">Critical Success Factors CSF 1 CSF 2</p> <p>3) District will utilize data room to identify curriculum gaps and create a district plan targeting common threads throughout area(s) of deficiency with professional development and embedded support.</p>	2, 3, 4, 8, 9	Directors of Elementary and Secondary Education, Instructional Coordinators				
<p align="center">Critical Success Factors CSF 2</p> <p>4) Continue to provide training on Universal Screener (Istation) for implementation and data analysis that support instructional practices targeting the development of reading.</p>	7, 8, 9, 10	Instructional Coaches Literacy Coordinator Elementary Director				
<p align="center">State System Safeguard Strategy</p> <p align="center">Critical Success Factors CSF 1 CSF 2</p> <p>5) Employ 7 full time Elementary dyslexia and reading interventionists to provide literacy support to elementary campuses during the 45 minute interviewer time and in secondary utilize SIM Learning Strategies to provide Tier 2 intervention.</p>	9	Director of Elementary Education Literacy Coordinator Director of Secondary Secondary Coordinator				

<p>Critical Success Factors CSF 1 CSF 2 CSF 7</p> <p>6) Provide training in Dyslexia Intervention Program (DIP) for Interventionists that will be implemented grades 2-12.</p>	3, 4	Director of Elementary Education, Literacy Coordinator Director of Secondary Education Coordinator of Secondary				
<p>Critical Success Factors CSF 1 CSF 7</p> <p>7) Interventionists and select secondary teachers grades 2-12 will participate in a 3 day training in order for evaluating students based on GORT, CTOPP, Woodcock Reading Mastery Test to assess students for dyslexic tendencies.</p>	3, 8	Director of Elementary Education, Literacy Coordinator Director of Secondary Education Coordinator of Secondary				
<p>Critical Success Factors CSF 1 CSF 7</p> <p>8) Continue alignment and professional development in Pre-Kinder through Kindergarten provided through contracted services</p>	7	Director of Elementary Education Literacy coordinators				
<p>State System Safeguard Strategy</p> <p>Critical Success Factors CSF 1 CSF 2 CSF 4</p> <p>9) Literacy Coordinator will attend professional development and meetings at Region XIII and CREST Conferences for Literacy Updates.</p>	4	Director of Elementary Education				
<p>Critical Success Factors CSF 1 CSF 2 CSF 7</p> <p>10) Continue to utilize TEKS Resource System documents (YAG, IFD, TVD, VAD) to provide standards-based instruction in all K-12 ELAR classrooms to create district resources such as pacing guides and check points.</p>	3	Director of Elementary Education, Literacy Coordinator, Instructional Coaches				
<p>Critical Success Factors CSF 3 CSF 7</p> <p>11) Instructional Coaches and/or TrailBlazers will provide job-embedded professional development for K-12 teachers through common planning, co-teaching, model lessons, and PLC.</p>	2, 3, 4	Secondary Director, Elementary Director, Assistant Superintendent of Curriculum & Instruction				
<p> = Accomplished = Considerable = Some Progress = No Progress = Discontinue </p>						

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Performance Objective 4: WRITING: Implement and monitor an aligned and integrated PK -5 writing process to increase all student performance from 60% to 70% 1.To increase the percentage of special education students meeting state standards from 15% to 35%. 2.To increase the percentage of ELL students meeting state standards from 52% to 65%. 3. To increase the percentage of African American students meeting state standard from 52% to 65%. 4. To increase the percentage of Hispanic students meeting state standard from 56% to 66%. 5. To increase the percentage of Economically Disadvantaged students meeting state standards from 53% to 65% on the STAAR Writing STAAR assessment.



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<p>State System Safeguard Strategy</p> <p>Critical Success Factors CSF 1 CSF 2</p> <p>1) To review the scores of ELL and SPED at the campus and district levels at the end of each quarter and adjust instruction and intervention as needed to help students meet writing expectations</p>	3, 8	Campus Principals, Instructional Coaches, District Literacy Coordinators, and the Directors of Elementary and Secondary Education				
<p>State System Safeguard Strategy</p> <p>Critical Success Factors CSF 1</p> <p>2) Explore a 6th through 12th grade writing framework to support aligned development in writing instruction.</p>	9	Asst. Superintendent C&I Director of Elementary and Secondary Writing Committee				
<p>Critical Success Factors CSF 1</p> <p>3) Implementation of Writer's Workshop through the district resource of Lucy Calkin's Units of Study for Pk through 5th grade as writing framework to support aligned development in writing instruction.</p>		Director of Elementary Education Literacy Coordinators				
<p>4) Continue to utilize TEKS Resource System documents (YAG, IFD, and VAD) to provide standards-based instruction in all K-12 ELAR classrooms.</p>		Elementary Director, Secondary Director, K-5 Math Coordinator, Instructional Coach				
<p>Critical Success Factors CSF 1 CSF 7</p> <p>5) Monitor the implementation of Tier 1 High-Yield Instructional Strategies Model utilizing the Fundamental 5 to provide consistent rigorous, high-quality instruction and planning through PLC framework</p>	3	Elementary Director, Secondary Director, K-5 Math Coordinator, Instructional Coach				



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Performance Objective 5: MATH: Ensure that all students receive quality math instruction that is aligned to the new state standards to increase all student performance from 63% to 75%. 1.To increase the percentage of Special Education students meeting state standards from 28% to 45%. 2.To increase the percentage of ELL students meeting state standards from 50% to 65%. 3. To increase the percentage of African American students meeting state standard from 48% to 70%. 4. To increase the percentage of Hispanic students meeting state standard from 58% to 70%. 5. To increase the percentage of Economically Disadvantaged students meeting state standards from 56% to 70% on the Math STAAR assessment.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
<p>State System Safeguard Strategy</p> <p>Critical Success Factors CSF 1 CSF 7</p> <p>1) Continue to utilize TEKS Resource System documents (YAG, IFD, TVD, VAD,EMTD and Unit Assessments) to provide standards-based instruction in all K-12 Math classrooms.</p>	3	Elementary Director, Secondary Director, Elementary Math Coordinator, Instructional Coach				
<p>State System Safeguard Strategy</p> <p>Critical Success Factors CSF 1 CSF 7</p> <p>2) Utilize Seguin ISD Backwards-design Planning Protocol Process during daily common planning time led by Instructional Coaches/Lead Teachers.</p>	3	Elementary Director, Secondary Director, Elementary Math Coordinator, Instructional Coach				
<p>State System Safeguard Strategy</p> <p>Critical Success Factors CSF 1 CSF 2</p> <p>3) Implement district-wide benchmark, checkpoints and CBA with follow-up data analysis.</p>	3	Elementary Director, Secondary Director, Elementary Math Coordinator, Instructional Coach				
<p>State System Safeguard Strategy</p> <p>Critical Success Factors CSF 1 CSF 7</p> <p>4) Continue to utilize Seguin ISD 5E Model Lesson Plan and align it to the Common Instructional Framework and Fundamental Five to provide a consistent instructional plan for all teachers.</p>	3	Elementary Director, Secondary Director, Elementary Math Coordinator, Instructional Coach				



















<p align="center">State System Safeguard Strategy</p> <p align="center">Critical Success Factors CSF 1 CSF 7</p> <p>5) Monitor the implementation of Tier 1 High-Yield Instructional Strategies Model to provide consistent rigorous, high-quality instruction.</p>	3	Elementary Director, Secondary Director, Elementary Math Coordinator, Instructional Coach				
<p align="center">State System Safeguard Strategy</p> <p align="center">Critical Success Factors CSF 3 CSF 7</p> <p>6) Instructional Coaches and/or Trailblazers will provide job-embedded professional development for K-12 teachers through common planning, co-teaching, model lessons and PLC.</p>	2, 3, 4	Secondary Director, Instructional Coach				
<p align="center">State System Safeguard Strategy</p> <p align="center">Critical Success Factors CSF 1</p> <p>7) Implement a Math curriculum writing project for grades K-12 to make adjustments to YAGs, develop pacing guides and problem-solving recording sheets.</p>	3	Secondary Director, Elementary Math Coordinator, Instructional Coach				
<p align="center">State System Safeguard Strategy</p> <p align="center">Critical Success Factors CSF 7</p> <p>8) Provide on-going professional development to K-8 Math teachers on New Mathematics TEKS, new instructional materials, and problem-solving strategies.</p>	3, 4	Elementary Director, Secondary Director, Elementary Math Coordinator, Instructional Coach				
<p align="center">State System Safeguard Strategy</p> <p align="center">Critical Success Factors CSF 2</p> <p>9) Continue implementation of Math Universal screeners for K-8 (ESTAR/MSTAR, TEMI).</p>	3	Elementary Director, Secondary Director, Elementary Math Coordinator, Instructional Coach				
<p align="center">State System Safeguard Strategy</p> <p align="center">Critical Success Factors CSF 1</p> <p>10) Update Seguin ISD Intervention Resource Guide.</p>	3	Elementary Director, Secondary Director, Elementary Math Coordinator, Instructional Coach				
<p align="center">Critical Success Factors CSF 1 CSF 2 CSF 3 CSF 7</p> <p>11) Continue to provide an Elementary Math Coordinator to support instruction, monitor and evaluate the Mathematics program and to build instructional capacity.</p>		Director of Elementary Education				

State System Safeguard Strategy Critical Success Factors CSF 1 CSF 3 CSF 7 12) Elementary Math Coordinator will attend professional development and meetings at Region XIII and TASM for math updates.	4	Director of Elementary Curriculum				
Critical Success Factors CSF 1 CSF 7 13) Utilize TEKSING Towards STAAR, Think Through Math and iStation as an additional resource to support instruction. Grades K-8.	3	Director of Elementary, Elementary Math Coordinator				
Critical Success Factors CSF 2 CSF 3 14) Teachers disaggregate common assessment data with Instructional Coaches and/or Trailblazers to determine areas of highest need and plan for intervention.	3, 4, 5	Director of Elementary, Elementary Math Coordinator				
State System Safeguard Strategy Federal System Safeguard Strategy 15) Provide a class size reduction teacher at the high school to support math instruction.	1, 9	High school principal; Director of Federal Programs				
= Accomplished = Considerable = Some Progress = No Progress = Discontinue						

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Performance Objective 6: SCIENCE: Provide a rigorous and relevant instructional program to increase all student performance from 71% to 80%. 1. To increase the percentage of special education students meeting state standards from 28% to 40%. 2. To increase the percentage of ELL students meeting state standards from 40% to 52%. 3. To increase the percentage of African American students meeting state standard from 53% to 65%. 4. To increase the percentage of Hispanic students meeting state standard from 67% to 77%. 5. To increase the percentage of Economically Disadvantaged students meeting state standards from 64% to 75% on the Science STAAR assessment.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
State System Safeguard Strategy Critical Success Factors CSF 1 CSF 7 1) Continue to utilize TEKS Resource System documents (YAG, IFD, TVD, VAD) to provide standards-based instruction in all K-12 Science classrooms.	3	Elementary Director, Secondary Director, Science Coordinator, Instructional Coaches, Principals, Teachers				


















<p align="center">State System Safeguard Strategy</p> <p align="center">Critical Success Factors CSF 1 CSF 2 CSF 7</p> <p>2) Utilize Seguin ISD Backwards-design Planning Protocol Process during daily common planning time led by Instructional Coaches/Trailblazers</p>	3, 8	Elementary Director, Secondary Director, Science Coordinator, Instructional Coaches				
<p align="center">State System Safeguard Strategy</p> <p align="center">Critical Success Factors CSF 1 CSF 2</p> <p>3) Teachers disaggregate common assessment data with Instructional Coaches and/or Trailblazers to determine areas of highest need and plan for intervention.</p>	3	Elementary Director, Secondary Director, Science Coordinator, Instructional Coaches				
<p align="center">State System Safeguard Strategy</p> <p align="center">Critical Success Factors CSF 1 CSF 2</p> <p>4) Implement district-wide benchmark, checkpoints and CBAs with follow-up data analysis.</p>	3	Elementary Director, Secondary Director, Science Coordinator, Instructional Coaches				
<p align="center">State System Safeguard Strategy</p> <p align="center">Critical Success Factors CSF 1 CSF 7</p> <p>5) Continue to utilize Seguin ISD 5E Model Lesson Plan and align it to the Common Instructional Framework and Fundamental Five to provide a consistent instructional plan for all teachers.</p>	3	Elementary Director, Secondary Director, Science Coordinator, Instructional Coaches				
<p align="center">State System Safeguard Strategy</p> <p align="center">Critical Success Factors CSF 1 CSF 7</p> <p>6) Monitor the implementation of Tier 1 Science High-Yield Instructional Strategies Model, to provide consistent, rigorous, high-quality instruction.</p>	3	Elementary Director, Secondary Director, Science Coordinator, RTI Coordinator, Instructional Coaches				
<p align="center">State System Safeguard Strategy</p> <p align="center">Critical Success Factors CSF 7</p> <p>7) Instructional Coaches and Trailblazers will provide job-embedded professional development for K-12 teachers through common planning, co-teaching, and model lessons and PLC.</p>	3, 4	Secondary Director, Science Coordinator, Instructional Coaches				

<p align="center">State System Safeguard Strategy</p> <p align="center">Critical Success Factors CSF 3</p> <p>8) Continue to provide professional development to K-12 Science teachers on STEMscopes (science instructional materials) and ongoing training and support as needed per campus.</p>	4	Science Coordinator, Instructional Coaches				
<p align="center">Critical Success Factors CSF 1 CSF 2 CSF 3 CSF 7</p> <p>9) Continue to provide science support from the district coordinator by monitoring programs, providing and building instructional capacity and the quality of instructional alignment.</p>	4	Director of Elementary Education, Director of Secondary Education				
<p align="center">State System Safeguard Strategy</p> <p>10) District Science Coordinator attends Leadership Network meetings at Region XIII to gain information of science updates and professional development.</p>	4	Director of Elementary Education, Director of Secondary Education				
<p align="center">Critical Success Factors CSF 1 CSF 3 CSF 7</p> <p>11) Implement a Science curriculum writing project for grades K-12 to make adjustments to YAGs and develop pacing guides.</p>	3, 4	Director of Elementary, Director of Secondary, Elementary Science Coordinator				
= Accomplished = Considerable = Some Progress = No Progress = Discontinue						

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Performance Objective 7: SOCIAL STUDIES: Provide a rigorous and relevant instructional program to increase all student performance from 74% to 80%. 1. To increase the percentage of special education students meeting state standards from 41% to 60%. 2. To increase the percentage of ELL students meeting state standards from 44% to 60%. 3. To increase the percentage of African American students meeting state standard from 70% to 80%. 4. To increase the percentage of Hispanic students meeting state standard from 69% to 75%. 5. To increase the percentage of Economically Disadvantaged students meeting state standards from 65% to 75% on the Social Studies STAAR assessment.









Strategy Description	Title I	Staff Responsible	Formative Reviews			
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Critical Success Factors CSF 1 1) Develop and monitor implementation of Tier 1 Social Studies High-Yield Instructional Strategies Model to provide consistent rigorous, high-quality instruction.	3	Secondary Coordinator, Campus Principal, Instructional Coach				
Critical Success Factors CSF 1 CSF 7 2) Instructional Coaches will provide job-embedded professional development for 6-12 teachers through common planning, co-teaching, and model lessons.	4	Secondary Coordinator, Campus Principal, Instructional Coach				
Critical Success Factors CSF 1 3) Work with teachers to develop 8th grade US History pacing calendars and YAG.		Secondary Coordinator, Campus Principal, Instructional Coach				
Critical Success Factors CSF 5 CSF 6 4) Coordinate 8th grade US History Citizenship Day to include presentations from members of the Seguin community at both middle schools.		Secondary Coordinator, Middle School Social Studies Instruction Coach				
 = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue						

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Performance Objective 8: PHYSICAL EDUCATION: Provide a comprehensive PE program that meets all the requirements of the Physical Education TEKS Pre-K through 12 in order for all students to gain knowledge, skills, appreciation of physical fitness, good nutrition, and healthy eating.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
Critical Success Factors CSF 1 CSF 4 CSF 6 1) Continue to explore offering various physical education classes that meet the individual needs of students and are aligned with the TEKS		PE/Outdoor Education Coordinator				
Critical Success Factors CSF 1 CSF 2 CSF 6 CSF 7 2) Create and maintain budgets to support the equipment and resources needed to create diverse programs within physical education, afterschool clubs/intramurals & athletics	3, 5	PE/Outdoor Coordinator				

Critical Success Factors CSF 6 CSF 7 3) Create and maintain budgets to support professional development for physical education and outdoor education teachers	3, 4, 5, 9	PE/Outdoor Coordinator				
 = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue						

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Performance Objective 9: FINE ARTS: Provide a rich, articulated curriculum that meets all the requirements of the Fine Art TEKS Pre-K through 12 in order for all students to gain knowledge, appreciation and attain mastery of the various areas within the Fine Arts.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
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Critical Success Factors CSF 1 CSF 6 CSF 7 1) Incorporate digital art lessons into the K-5 Tech Apps class		Director of Fine Arts, Assistant Superintendent of Technology, Director of Digital Learning, Instructional Technologists				
Critical Success Factors CSF 1 CSF 5 CSF 6 2) Each elementary campus will offer music classes as an elective. Staffing will include certified music teachers.		Elementary Principals, Director of Fine Arts				
Critical Success Factors CSF 1 CSF 5 CSF 6 3) All secondary campuses will offer a variety of fine arts electives to meet the interest of all students. Staffing will include fine arts certified teachers.		Director of Secondary Education, Campus Principals, Director of Fine Arts				
Critical Success Factors CSF 1 CSF 3 CSF 7 4) Implement a fine arts curriculum writing project to create district fine arts curriculum to align with new Fine Arts TEKS for 2015-16.		Director of Secondary Education, Director of Fine Arts				

<p>Critical Success Factors CSF 1 CSF 6 CSF 7</p> <p>5) Provide on-going professional development to Fine Arts teachers on New Fine Arts TEKS, new instructional materials, and best practices for all fine arts genres.</p>	Director of Secondary Education, Director of Fine Arts				
<p>Critical Success Factors CSF 1 CSF 3 CSF 6 CSF 7</p> <p>6) Director of Fine Arts will provide job-embedded professional development for 6-12 teachers through observations, common planning, co-teaching, and model lessons.</p>	Director of Fine Arts, Fine Arts faculty				
<p>Critical Success Factors CSF 4 CSF 5 CSF 6</p> <p>7) Offer Fine Arts participation opportunities outside of the regular school day.</p>	Director of Fine Arts, Fine Arts Faculty				
<p>Critical Success Factors CSF 1 CSF 3 CSF 6 CSF 7</p> <p>8) Recruit guest artists, clinicians, and/or consultants for school day activities.</p>	Director of Secondary Education, Director of Fine Arts, Fine Arts Faculty				
<p>Critical Success Factors CSF 1 CSF 5 CSF 6</p> <p>9) Develop partnerships with community organizations to foster participation in educational opportunities and activities in fine arts in all grade levels</p>	Director of Secondary Education, Director of Fine Arts				
<p>Critical Success Factors CSF 5</p> <p>10) Develop a fine arts web page and calendar of events outlining all district and community fine arts events, to focus all grade levels on fine arts opportunities in the district and community.</p>	Webmaster/District Technologist, Director of Fine Arts				
<p> = Accomplished = Considerable = Some Progress = No Progress = Discontinue </p>					

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Performance Objective 10: HEALTH AND WELLNESS: Provide a Health and Wellness program that enhances the health and well-being of all students while promoting good health throughout their lifespan.

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Critical Success Factors CSF 5 CSF 6 1) Continue to promote programs for the community that utilize school facilities. (After school programs, adult education, healthy living classes, walking trails and playgrounds)	6	PE/Outdoor Ed Coordinator				
Critical Success Factors CSF 6 2) Create and maintain a staff fitness center and/or staff fitness programming	5	PE/Outdoor Ed Coordinator				
= Accomplished = Considerable = Some Progress = No Progress = Discontinue						

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Performance Objective 11: CAREER TECHNICAL EDUCATION: Provide a successful career and technical education program for all students that provides real world learning experiences aligned to industry standards which leads to a Foundation Graduation Plan with Endorsements. Maintain 100% of all 9th grade students having a Personal Graduation Plan (PGP) and Endorsement that is aligned with required program participation and course selections. Report on the number of students receiving industry certifications.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
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Critical Success Factors CSF 1 CSF 2 CSF 3 CSF 5 CSF 6 1) Develop procedures to ensure that every student in grades 7-12 are aware of and have opportunity to complete a 4-6 year graduation plan detailing a coherent sequence of CTE courses, college and career readiness skills awareness, a preference of career choice and a clear pathway through high school leading to higher education and/or career technical training programs.		Director of CTE				
Critical Success Factors CSF 1 CSF 4 CSF 6 2) Create a marketing and awareness campaign for the Career and Technical Education Department that highlight programs of study, coherent sequences, licensing and certification, work-based learning opportunities, promotes participation on non-traditional courses, and 4-6 year planning requirements for all students. (TIP)		CTE Director				

<p>Critical Success Factors CSF 1 CSF 3 CSF 5 CSF 6 CSF 7</p> <p>3) Seek opportunities to initiate, improve, expand and modernize quality career & technical education programs including curriculum materials, industry standard software, modern shop-based equipment and relevant technology. Analyze courses in the Education course sequence to explore the possibility of expanding beyond Early Childhood focus. (TIP)</p>		CTE Director				
<p>Critical Success Factors CSF 1 CSF 2 CSF 4 CSF 6</p> <p>4) Utilize Career Cruising for career exploration, course planning, college research, academic and college and career integration.</p>		Director of CTE				
<p>Critical Success Factors CSF 3 CSF 4</p> <p>5) Attend Master Schedule trainings to better serve all students through an articulated CTE Framework. (TIP)</p>	4					
= Accomplished = Considerable = Some Progress = No Progress = Discontinue						

Goal 1: STUDENT ACHIEVEMENT: Provide consistent and quality instruction for all students that is engaging, rigorous, relevant, motivating, and integrates 21st century technology to help ensure student success in college and/or careers.

Performance Objective 12: BILINGUAL/ESL: Continue to implement and support an effective program of instruction for linguistically and culturally diverse students so that they may master the state curriculum and to facilitate students in acquiring English as a second language. 1.To increase the percentage of ELL students progressing one proficiency level from 66.4% to 70%*. 2.To increase the percentage of ELL students with 1-4 years in U.S. schools attaining Advanced High from 34.9% to 38%*. 3.ELL with 5+ years in U.S. schools attaining Advanced High from 56.3% to 59%*. 4.Report on number of ELL students meeting exit criteria in Bilingual and ESL programs.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
<p>State System Safeguard Strategy</p> <p>Critical Success Factors CSF 1 CSF 7</p> <p>1) Provide Project Share on-line internet information for sheltered instruction training for secondary core teachers who service ELL students (TIP)</p>	4	Bilingual/ESL Coordinator Campus Administrator				

















<p align="center">State System Safeguard Strategy Critical Success Factors CSF 1 CSF 7</p> <p>2) Provide three day ESL Academy to elementary and secondary core teachers and certification reimbursement to increase certified personnel who serve ELL students (TIP).</p>	1, 2	Bilingual/ESL Coordinator Campus Administrators				
<p>3) Utilize local funds to provide 3 LPAC clerks to support the 4 elementary bilingual campuses and 2 middle schools in the area of state and federal compliance. (TIP)</p>	10	Bilingual/ESL Coordinator Campus Administrators				
<p align="center">State System Safeguard Strategy Critical Success Factors CSF 1</p> <p>4) Implement the ELL Plan for Success to monitor academic progress of ELLs (TIP)</p>	9	Bilingual/ESL Coordinator Campus Administrators				
<p align="center">Critical Success Factors CSF 1</p> <p>5) Continue to provide professional development to implement the English Transition Guide (TIP)</p>	4, 10	Bilingual/ESL Coordinator Campus Administrators				
<p align="center">State System Safeguard Strategy Critical Success Factors CSF 5</p> <p>6) Use Title III Funds to purchase and provide parent resources to be distributed during the Bilingual/ESL Parent Orientation Title III meetings.</p>	6	Bilingual/ESL Coordinator Campus Administrators Counselors				
<p align="center">Critical Success Factors CSF 1</p> <p>7) PK-12 Counselors will hold individual student meetings for ELL students to review grades, hand scheduling, monitor attendance, provide academic support and address the affective domain (TIP)</p>	9	Counselors Campus Administrators Bilingual/ESL Coordinator				
<p align="center">Critical Success Factors CSF 1</p> <p>8) Utilize Title I-A and Title III-A Funds to provide campus-level LEP support (8 aides) for delivery of rigorous and relevant instruction and the implementation of school improvement activities.</p>	10	Bilingual/ESL Coordinator Campus Administrators				










State System Safeguard Strategy Critical Success Factors CSF 1 9) Utilize Title III funds to purchase supplemental instructional materials to increase language proficiency and academic performance of ELLs (TIP)	10	Bilingual/ESL Coordinator Campus Administrators				
State System Safeguard Strategy Critical Success Factors CSF 1 CSF 7 10) Continue to provide ELPS and Sheltered Instruction professional development for teachers, instructional support staff and campus administrators (TIP)	4	Bilingual/ESL Coordinator Campus Administrators				
State System Safeguard Strategy Critical Success Factors CSF 1 11) Utilize Title I funds to provide Bilingual Interventionists to serve ELLs at the 4 bilingual quadrants (K-5) (TIP)	9	Bilingual/ESL Coordinator Campus Administrators				
State System Safeguard Strategy Critical Success Factors CSF 4 12) Utilize local and Title III-A funds to provide two ESL support aides at the secondary level to include one at AJB and one at SHS. (TIP)	9	Bilingual/ESL Coordinator				
13) BE/ESL coordinator will participate in supplemental professional development to enhance the ELL instructional program.		Bilingual/ESL Coordinator				
= Accomplished = Considerable = Some Progress = No Progress = Discontinue						

Goal 1: STUDENT ACHIEVEMENT: Provide consistent and quality instruction for all students that is engaging, rigorous, relevant, motivating, and integrates 21st century technology to help ensure student success in college and/or careers.

Performance Objective 13: SPECIAL EDUCATION: The district will provide each student with an individualized education program designed to meet the student's specific needs as an exceptional learner in accordance with the IDEA provided within the least restrictive environment. 1) To have students in special education meet 100% of the system safeguards 2) To decrease the number of special education discipline referrals to In-School Suspension and Out-of School Suspension. 3) To maintain structures for ensuring 100% program compliance on State Performance Plan Indicators. 4) To increase the participation of students with disabilities in the Least Restrictive Environment that promotes a full continuum of service options and inclusion practices.
















Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June

<p align="center">State System Safeguard Strategy</p> <p align="center">Critical Success Factors CSF 1 CSF 7</p> <p>1) Identify campuses and/or teachers who effectively implement the co-teach model and inclusion support practices. Use these campuses and teachers to establish quality standards and expectations for the district and to provide on-going training, as needed.</p>	4	Campus Administrators, Special Education Director, Special Education Coordinator				
<p align="center">Critical Success Factors CSF 4 CSF 7</p> <p>2) Develop a system to monitor discretionary placements of students with disabilities in ISS, OSS, and DAEP. Evaluate systems in place to address behavior of students with disabilities as an instructional, rather than disciplinary, issue.</p>	2	Campus Administrators, District Behavior Specialists, Director of Special Education, Executive Director of Student Services				
<p align="center">State System Safeguard Strategy</p> <p align="center">Critical Success Factors CSF 1</p> <p>3) Continue to create, implement, and monitor an Intensive Plan of Instruction (IPI) for each special education student.</p>	9	Special Education Department and Director of Special Education, Campus Principals & Assistant Principals, Special Education Teachers				
<p align="center">State System Safeguard Strategy</p> <p align="center">Critical Success Factors CSF 1 CSF 2 CSF 4 CSF 7</p> <p>4) Analyze the results of the study of special education staff schedules. Make staff adjustments, as needed, to maximize the use of special education staff at each campus.</p>		Campus Principals & Assistant Principals, Special Education Director & Coordinator				
<p align="center">State System Safeguard Strategy</p> <p align="center">Critical Success Factors CSF 1 CSF 4 CSF 7</p> <p>5) Evaluate the current staffing patterns for campuses with special programs and determine if there is adequate coverage to meet the needs of students with significant disabilities.</p>		Assistant Superintendent of Human Resources, Assistant Superintendent of Curriculum & Instruction, Director & Coordinator of Special Education, Campus Principals & Assistant Principals				

<p align="center">Critical Success Factors CSF 1 CSF 7</p> <p>6) Analyze the instructional planning process at each campus and develop a plan to increase collaboration and participation of special education, BE/ESL, and CTE teachers.</p>	<p>Campus administrators, Director & Coordinator of Special Education, Coordinator of Bilingual/ESL, Director of Career & Technology, Directors of Elementary & Secondary Education</p>				
<p align="center">  = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue </p>					

Goal 1: STUDENT ACHIEVEMENT: Provide consistent and quality instruction for all students that is engaging, rigorous, relevant, motivating, and integrates 21st century technology to help ensure student success in college and/or careers.

Performance Objective 14: AT-RISK: Implement and provide a comprehensive student support system at all campuses that addresses the academic and behavioral needs of all students through a response to intervention process.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
<p align="center">State System Safeguard Strategy Critical Success Factors CSF 1 CSF 4</p> <p>1) Utilize SHARS funds to provide accelerated instruction for At-Risk students at the campus level.</p>		Assistant Superintendent of C&I				
<p>2) Coordinate services to at-risk students in the areas of truancy and assignment to the Juvenile Detention Center or DAEP.</p>	6, 10	Executive Director of Student Services				
<p>3) Designated Turn Around Team days will provide campus leadership with district-level oversight and monitoring of the implementation of intervention plans for at-risk students, mastery of TEKS, and curricular alignment.</p>	9	Deputy Superintendent				
<p align="center">State System Safeguard Strategy</p> <p>4) Provide targeted interventions for students in grades 5 and 8 who scored below the Phase-in Level II passing standard on the 2015 Math and/or Reading test.</p>	9	Campus Principals				
<p>5) Provide social services and interventions for our Early Childhood Program</p>	7	Early Childhood Campus Principal				



























<p align="center">Critical Success Factors CSF 1</p> <p>6) Provide rigorous and relevant instruction by highly qualified teachers to students who are temporarily housed at the Juvenile Detention Center.</p>	4	Principal of JDC				
<p>7) Use Title I Part D funds to employ a teacher aide at the Juvenile Detention Center to supplement instruction for at risk and neglected youth.</p>		JDC Principal; Director of Federal Programs				
<p>8) Use Title I Part D funds to provide APEX virtual curriculum for students in the post-adjudication program at the JDC.</p>		JDC Principal; Director of Federal Programs				
<p align="center">Critical Success Factors CSF 1 CSF 3 CSF 7</p> <p>9) Utilize Region 13 RtI Specialist to support implementation of RtI processes at campuses district-wide. (TIP)</p>	4, 8, 9	Assistant Superintendent of C&I, Secondary Coordinator, Elementary Literacy Coordinator				
<p align="center">Critical Success Factors CSF 1 CSF 3 CSF 7</p> <p>10) Provide support to Campus RtI Teams implementing district RtI processes, including a tiered system of interventions for academic and behavior systems, universal screening, progress monitoring, and data-based decision making.</p>	9	Assistant Superintendent of C&I, Secondary Coordinator, Elementary Literacy Coordinator				
<p align="center">Critical Success Factors CSF 1</p> <p>11) Continue to monitor implementation of Seguin ISD RtI processes through monthly district LLC.</p>	9	Assistant Superintendent of C&I, District RtI Committee Members				
<p align="center">Critical Success Factors CSF 1</p> <p>12) Provide campuses with Tier 1 High-Yield Instructional Strategies Models for core content areas and behavior systems.</p>	9	Elementary Curriculum Director, Secondary Curriculum Director, District Instructional Coordinators, Campus Principal, Instructional Coach				
<p align="center">Critical Success Factors CSF 1</p> <p>13) Develop Tier 2 and Tier 3 intervention options for academic systems, specifically Mathematics and English Language Arts.</p>	9	Elementary Literacy Coordinator, K-5 Math Coordinator				

<p align="center">Critical Success Factors CSF 1 CSF 4 CSF 6 CSF 7</p> <p>14) Provide support to Campus RtI Teams implementing behavior interventions - Tier 2 (Bridges) and Tier 3 (Solid ROOTS). (TIP)</p>	4, 8, 9	Assistant Superintendent of C&I, Executive Director of Student Support Services, Secondary Coordinator, Elementary Literacy Coordinator, Special Education Director, Special Education Coordinator, Behavior Specialists				
<p align="center">Critical Success Factors CSF 1</p> <p>15) Develop district-wide RtI documentation in Eduphoria Aware and provide online training for new PK-5 campus staff.</p>	9	Secondary Coordinator				
<p align="center">Critical Success Factors CSF 1 CSF 4</p> <p>16) Summer School: The district will support summer school for: students who have not met the passing standard in reading and math, for bilingual PK -K students, with the goal of increasing student achievement.</p>	7, 9	Assistant Superintendent of C&I				
<p align="center"> = Accomplished = Considerable = Some Progress = No Progress = Discontinue </p>						

Goal 1: STUDENT ACHIEVEMENT: Provide consistent and quality instruction for all students that is engaging, rigorous, relevant, motivating, and integrates 21st century technology to help ensure student success in college and/or careers.

Performance Objective 15: GIFTED AND TALENTED: Provide curriculum and instruction for all high ability learners by modifying the depth, complexity, and pacing of the general school program to increase student performance at level III by 15%.


















Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June

<p align="center">Critical Success Factors CSF 1 CSF 2</p> <p>1) Provide support to GT teachers with the understanding and implications of instruction that impact index 2 and index 4 utilizing ESC 13 guidance.</p>		<p>Campus Administrators, District GT Coordinator, Director of Elementary Education</p>				
<p align="center">Critical Success Factors CSF 1 CSF 2</p> <p>2) Continue to screen all kindergarten students with an abilities measure to identify potentially gifted students.</p>	3	<p>Elementary GTs teachers, District GT Coordinator, Director of Elementary Education</p>				
<p align="center">Critical Success Factors CSF 1 CSF 7</p> <p>3) Provide an opportunity for 30 hour GT Foundation Training for K-12 teachers; including 6-12 National Math and Science Initiative (Laying the Foundation).</p>		<p>Director of Elementary Education Assistant Superintendent of C&I , District GT Coordinator</p>				
<p align="center">Critical Success Factors CSF 3</p> <p>4) Provide required GT update training in the areas of nature and needs and assessment for district counselors and campus principals.</p>		<p>Directors of Elementary and Secondary Education, District GT Coordinators</p>				
<p align="center">Critical Success Factors CSF 1 CSF 7</p> <p>5) With the support of ESC 13 provide staff the required 6 hr GT update training in the areas of differentiation during October 8, 2015 District Professional Development.</p>		<p>Directors of Elementary and Secondary Education, District GT Coordinators</p>				
<p align="center">Critical Success Factors CSF 1 CSF 2 CSF 7</p> <p>6) Begin to investigate and evaluate GT curriculum, assessment, programmatic, and instructional delivery to align to the exemplar status of the Texas State Plan for the Education of Gifted and Talented Students.</p>		<p>GT teachers, District Coordinators, Directors of Elementary and Secondary Education, Assistant Superintendent of C&I</p>				
<p>7) Re-assess student moving from elementary to secondary utilizing the ITBS</p>	8					
<p align="center">  = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue </p>						

Goal 1: STUDENT ACHIEVEMENT: Provide consistent and quality instruction for all students that is engaging, rigorous, relevant, motivating, and integrates 21st century technology to help ensure student success in college and/or careers.













Performance Objective 16: MIGRANT: Ensure that identified Priority for Service migrant students have the same opportunity to meet the challenging state instructional content and student performance standards expected of all children.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
<p>State System Safeguard Strategy</p> <p>Critical Success Factors CSF 1</p> <p>1) Provide monthly PFS student rosters for counselors to verify grades, student attendance, and academic tutorials</p>	9, 10	Coordinator of Academic Support, Campus Counselors, Migrant Recruiter				
<p>Critical Success Factors CSF 1</p> <p>2) Utilize Title I-C funds to continue to recruit, monitor and provide services to Migrant students (TIP)</p>	10	Coordinator of Academic Support				
<p>Critical Success Factors CSF 1</p> <p>3) Provide Migrant Achievers Club for students in grades 6th to 8th to promote student achievement, college awareness, leadership and team-building skills.</p>	10	Student Services Specialist				
<p>4) Provide Matador LEADERS club sessions for active 9th to 12th grade migrant student to support student achievement, academic success, build self-esteem, provide leadership and team-building opportunities, and increase college and career readiness. Including Young Leaders Conference - St. Phillips College, Project Pathway - ESC 13, Close-Up Foundation - Washington D.C.</p>		Student Services Specialist				
<p>Critical Success Factors CSF 1</p> <p>5) Collaborate with McKinney-Vento program to provide Matador LEADERS Summit for Migrant 9th to 11th graders. Purpose of the summit is to build leadership, communication skills, promote college and career readiness. Provide instructional materials and supplies for students during the summit.</p>	10	Student Services Specialist				
<p>Critical Success Factors CSF 1</p> <p>6) Continue to provide and utilize 15 iPADS for PFS and active migrant students in grades 6th to 12th grades during Achievers, Matador LEADERS, and Matador LEADERS Summer Summit.</p>	9	Student Services Specialist				

Critical Success Factors CSF 1		Student Services Specialist				
7) Continue to provide Migrant Tutor services to PFS students in 3rd thru 12th grades to support academic achievement, mentoring and leadership development during tutoring, leadership sessions and summer leadership summit.		Student Services Specialist				
8) Conduct two Migrant Achievers half-day workshops for 6th to 8th grade students to provide information on available academic support services, study skills, leadership opportunities, and career awareness.		Student Services Specialist				
9) Provide school clothing for migrant students in need.		Student Services Specialist				
 = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue						

Goal 1: STUDENT ACHIEVEMENT: Provide consistent and quality instruction for all students that is engaging, rigorous, relevant, motivating, and integrates 21st century technology to help ensure student success in college and/or careers.

Performance Objective 17: MCKINNEY-VENTO: The District will enroll and serve identified students in a timely manner and provide services in conjunction with the ESC-13. Students will receive services through the district homeless liaison and campus counselors. 100% of students identified will be enrolled without delay and will receive services as needed.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
1) Utilize the Student Residency and Foster Care Questionnaire to identify eligible homeless students upon enrollment.	1	Student Services Specialist/Homeless Liaison, Campus Registrars				
2) Provide resources to identified homeless students including school supplies, emergency clothing, hygiene products, government assistance program referrals, and free school meals.	1	Student Services Specialist/Homeless Liaison				
3) Provide LEADERS Program for Homeless students in June to build leadership and communication skills while earning speech credit. Program includes facility rental, student transportation, dormitory housing at a University campus, facilitators to include a teacher of record, and meals/snacks for participants.		Student Services Specialist/Homeless Liaison				
4) Provide monthly McKinney-Vento rosters and At-Risk of Non-Promotion Letters every 6 weeks to campus administrators and counselors. Meet with students at-risk of failing one or more core courses.	1	Student Services Specialist/Homeless Liaison				

5) Participate in District Attendance Team meetings to target truancy and academic progress of homeless students to reduce dropout potential.		Student Services Specialist/Homeless Liaison				
6) Provide liaison for Homeless services for secondary campuses	10	Director of Federal Programs				
7) Provide Jr. Matador LEADERS Summer Summit for 7th and 8th grade students experiencing homelessness in June to build leadership and communication skills and college and career awareness. Program includes facility rental, student transportation, dormitory housing at an university campus, facilitator to include a teacher of record, and meals/snacks for participants.		Student Services Specialist/Homeless Liaison				
= Accomplished = Considerable = Some Progress = No Progress = Discontinue						

Goal 1: STUDENT ACHIEVEMENT: Provide consistent and quality instruction for all students that is engaging, rigorous, relevant, motivating, and integrates 21st century technology to help ensure student success in college and/or careers.

Performance Objective 18: INSTRUCTIONAL TECHNOLOGY: Increase student access to digital tools, and resources through the placement of new technologies on campuses and in classrooms.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
1) Provide up-to-date technology at each campus to get to 2.5 to 1 device ratio at K-8 core classrooms.		Assistant Superintendent of Technology and Curriculum Support				
2) Provide professional development for all teachers through 6 hours of required Tech Comp training.		Assistant Superintendent of Technology and Curriculum Support, Director of Digital Learning				
3) Maintain and support the use of classroom technologies for staff and students.		Campus administrator, Assistant Superintendent of Technology and Curriculum Support, Director of Digital Learning				

4) Provide training for campus technology teachers to support the implementation of Tech Apps TEKS for K-8 students as well as specific TEKS aligned to students needs		Campus Technology Teachers; Assistant Superintendent of Technology and Curriculum Support; Campus principals				
5) Maintain and support campus library media center technologies, classrooms technologies, mobile carts and instructional labs for grades PK-12.		Campus Technology Teachers; Assistant Superintendent of Technology and Curriculum Support; Campus principals				
6) Conduct an annual Technology Fair/Learning Exposition to highlight technology initiatives throughout the district for parents and community members.		Director of Digital Learning				
7) Organize free Summer Camps that provide a wide range of experiences for students. Plan to serve 400 or more students. Activities should include outdoor, technology, arts, science, and other topics that align with district initiatives.		Director of Digital Learning				
= Accomplished = Considerable = Some Progress = No Progress = Discontinue						

Goal 1: STUDENT ACHIEVEMENT: Provide consistent and quality instruction for all students that is engaging, rigorous, relevant, motivating, and integrates 21st century technology to help ensure student success in college and/or careers.

Performance Objective 19: PK/HEADSTART: PK/HEADSTART: The District will enroll 100% of all PK-4 eligible residents through a comprehensive Pre-kindergarten 4 year old program, including: Head Start, State Funded, and Locally Funded

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
Critical Success Factors CSF 5 1) Advertise Pre-K Program including Head Start to community members to ensure the majority of eligible students are aware of the services provided for children.	10	Director of Elementary Education Principal of Ball ECC				

2) Investigate and collaborate with BCFS to be deemed a Texas Kindergarten Ready campus.		Director of Elementary Education Principal of Ball ECC				
Critical Success Factors CSF 1 CSF 7	3	Principal of Ball ECC				
3) Support the implementation and training of Phonological Awareness in instructional settings to support early literacy.						
Critical Success Factors CSF 1	1	Director of Elementary Education Literacy Coordinators				
4) District will investigate a grant to support literacy skills at Pre-Kinder (as example: CLI: Engage)						
= Accomplished = Considerable = Some Progress = No Progress = Discontinue						

Goal 1: STUDENT ACHIEVEMENT: Provide consistent and quality instruction for all students that is engaging, rigorous, relevant, motivating, and integrates 21st century technology to help ensure student success in college and/or careers.

Performance Objective 20: ATTENDANCE: Implement a district wide system for monitoring student attendance. Increase the attendance rate from 94.5% to 98%.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
1) Continue investigative efforts by Student Support Officers in locating students who are not attending school or are at-risk of dropping out of school		Executive Director of Student Services				
2) Continue to actively provide Truancy Intervention Hearings to reduce truancy court filings by 3%		Executive Director of Student Services				
3) Ensure that all campuses track absenteeism/students that withdraw from the District and incorporate attendance incentives for students		Principals Executive Director of Student Services Student Services Coordinator				
4) Facilitate coordination with agencies such as Guadalupe County Juvenile Services, Alamo Workforce Center, Gary Job Corps, Bluebonnet Trails to support truancy and at-risk of dropping out of school		Executive Director of Student Services Student Services Coordinator				
= Accomplished = Considerable = Some Progress = No Progress = Discontinue						

Goal 1: STUDENT ACHIEVEMENT: Provide consistent and quality instruction for all students that is engaging, rigorous, relevant, motivating, and integrates 21st century technology to help ensure student success in college and/or careers.













Performance Objective 21: DATA MANAGEMENT: Provide data systems and reporting process for ongoing evaluation of student performance and increase teacher capacity for data-based instruction.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
State System Safeguard Strategy 1) Provide Professional Development for all teachers, instructional coaches, and campus administrators in the use of specific reports in Eduphoria Aware for data analysis purposes.		Directors of Elementary and Secondary Curriculum & Instruction				
Critical Success Factors CSF 1 CSF 2 2) Teachers disaggregate common assessment data with Instructional Coaches to determine areas of highest need and plan for intervention.		Campus Principals, Instructional Coaches				
Critical Success Factors CSF 2 3) Continue to provide a data management coordinator to assist with providing and analyzing formative and summative assessment data to guide instruction.		Director of Federal/State Accountability				
= Accomplished = Considerable = Some Progress = No Progress = Discontinue						

Goal 1: STUDENT ACHIEVEMENT: Provide consistent and quality instruction for all students that is engaging, rigorous, relevant, motivating, and integrates 21st century technology to help ensure student success in college and/or careers.







Performance Objective 22: ASSESSMENT AND ACCOUNTABILITY: Implement a district-wide valid and reliable assessment program to measure student learning and provide feedback on instruction, and accountability performance indicators





















Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
1) Provide Professional Development on the utilization of student information portal for decision-making.		Deputy Superintendent; Assistant Superintendent of Technology				
2) Design and implement performance management systems, tools and practices for decision-making		Deputy Superintendent				

3) Implement district-wide benchmark and unit assessments with follow-up data analysis through the use of Seguin ISD teacher reflections.		Elementary Curriculum Director, Secondary Curriculum Director, District Instructional Coordinators, Campus Principals, Instructional Coaches				
4) Continue to provide secretary to Accountability and Data Management to assist with providing and analyzing formative and summative assessment data to guide instruction.		Director of Federal/State Accountability				
 = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue						

Goal 1: STUDENT ACHIEVEMENT: Provide consistent and quality instruction for all students that is engaging, rigorous, relevant, motivating, and integrates 21st century technology to help ensure student success in college and/or careers.

Performance Objective 23: PROFESSIONAL DEVELOPMENT: Build instructional capacity and effectiveness for all instructional staff through targeted training (Minimum 36 Continuing Professional Development hours per year).

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
Critical Success Factors CSF 7 1) Monitor and Maintain all staff professional development through an online PD management system, Eduphoria! Workshop	4	Assistant Superintendent C&I, Directors, Principals				
State System Safeguard Strategy Critical Success Factors CSF 1 2) Utilize Seguin ISD Backwards-design Planning Protocol Process during daily common planning time led by Instructional Coaches/Lead Teachers.		Elementary Curriculum Director, Secondary Curriculum Director, District Instructional Coordinators, Campus Principals, Instructional Coaches				

<p align="center">State System Safeguard Strategy</p> <p align="center">Critical Success Factors CSF 1</p> <p>3) Implement a district-wide Common Instructional Framework (CIF) that provides best-practice strategies for all PK-12 Seguin ISD teachers.</p>		Directors of Elementary and Secondary, District Instructional Coordinators, Campus Principals, Instructional Coaches				
<p align="center">Critical Success Factors CSF 1</p> <p>4) Continue to utilize Seguin ISD 5E Model Lesson Plan and align it to the Common Instructional Framework to provide a consistent instructional plan for all teachers.</p>		Directors of Elementary and Secondary, District Instructional Coordinators, Campus Principals, Instructional Coaches				
<p align="center">Critical Success Factors CSF 1 CSF 3 CSF 7</p> <p>5) Utilize instructional coaches, TrailBlazers, and district instructional coordinators to provide instructional support and job-embedded professional development to teachers and support for student groups.</p>	1	Directors of Elementary and Secondary Education				
<p align="center">Critical Success Factors CSF 1 CSF 7</p> <p>6) Develop a professional development plan for all administrative and instructional staff addressing training for new staff and training to be completed within the first year and beyond.</p>	1, 3	Directors of Elementary and Secondary Education				
<p>7) Implement Professional Learning Communities (PLC) model district-wide to provide job embedded professional development.</p>	2, 3, 4	Assistant Superintendent of C&I, Elementary Director, Secondary Director, Coordinators, Campus Principals, Instructional Coaches, Trailblazers				
<p align="center">  = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue </p>						

Goal 1: STUDENT ACHIEVEMENT: Provide consistent and quality instruction for all students that is engaging, rigorous, relevant, motivating, and integrates 21st century

technology to help ensure student success in college and/or careers.

Performance Objective 24: LEADERSHIP: Establish a program for training aspiring leaders and implement effective instructional leadership models for site-based decision making practices at the district level and all campuses.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
<p>Critical Success Factors CSF 3</p> <p>1) Through and application process a selection of staff will be recommended to participate in Aspiring Administrator's Academy that focuses on effective leadership qualities and practices in direct correlation to Seguin ISD.</p>	4	Deputy Superintendent, Assistant Superintendent of C&I				
2) Professional Development participation to include but not limited to Cabinet, Directors, Coordinators, Coaches, TrailBlazers, and Campus Principals on "Fundamental 5, that focuses on high performance Instructional Leadership.		Superintendent, Deputy Superintendent, Assistant Superintendent C&I				
3) Create and conduct a New Assistant Principals' Academy that supports leadership and responsibilities in correlation to campus administration.	4	Deputy Superintendent, Assistant Superintendent C&I				
4) Implement a PLC framework and expectations for Opportunity for Campus Instructional Coaches to attend leadership support meetings that focus on implementation of effective staff development and instructional strategies for staff.	4	Director of Elementary Curriculum				
5) In collaboration with Education Service Center Region 13 new principals are registered to attend New Principals' Academy.	4	Deputy Superintendent, Assistant Superintendent of C&I				
6) Conduct Year-In-Review sessions for all departments to assess programs for progress and needs.		Deputy Superintendent, Cabinet, Department Leads				
7) Attend ongoing professional development to enhance Federal programs.		Director of Federal Programs.				
= Accomplished = Considerable = Some Progress = No Progress = Discontinue						

Goal 2: A SAFE & NURTURING ENVIRONMENT: Create a safe, nurturing, positive, and secure learning environment for students and staff.

Performance Objective 1: SECURITY: Continue to implement and utilize up-to-date security measures - cameras, visitor identification system (Raptor), controlled access, and safety protocols - at all campuses.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
1) Continue to utilize and upgrade security lighting.		Director of Maintenance; Exec. Director of Student Support				
2) Continue to utilize and upgrade security cameras district-wide.		Assistant Superintendent of Technology And Curriculum Support, Exec. Director of Student Support, Campus Administrators				
3) Continue to utilize the Raptor identification system on all campuses.		Assistant Superintendent of Technology and Curriculum Support, Executive Director of Student Support, Campus Administrators				
4) Continue to hire security officers for secondary campuses and DAEP		Executive Director of Student Services, Secondary Principals				
5) Continue to conduct safety inspection of all campus playgrounds and the equipment prior to the start of each school year and at the beginning of the second semester.		Director of Maintenance; PE/Outdoor Coordinator				
= Accomplished = Considerable = Some Progress = No Progress = Discontinue						

Goal 2: A SAFE & NURTURING ENVIRONMENT: Create a safe, nurturing, positive, and secure learning environment for students and staff.

Performance Objective 2: DRUG FREE SCHOOLS: The district will decrease the incidents of student discipline regarding drug, alcohol, and tobacco by 10% for the 2015-16 school year from 83 incidents to less than 74.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
1) Promote a drug free climate with ongoing education.		Executive Director of Student Services, Campus Principals				
2) Continue to coordinate with local law enforcement to utilize drug detection canine teams on secondary campuses		Executive Director of Student Services				
3) Continue to implement the student random drug testing program		Executive Director of Student Services				
= Accomplished = Considerable = Some Progress = No Progress = Discontinue						

Goal 2: A SAFE & NURTURING ENVIRONMENT: Create a safe, nurturing, positive, and secure learning environment for students and staff.

Performance Objective 3: POSITIVE BEHAVIOR INTERVENTION SUPPORT: The district will continue to implement a system of Positive Behavior Intervention and Support at all campuses in order to promote character education, foster respect, and develop appropriate decision-making for all students. Decrease in-school suspensions by 5% from 1437 to less than 1365. Decrease the number of out of school suspensions by 5% from 415 to less than 394. Decrease the number of Discipline Alternative Education Placements by 5% from 117 to less than 111.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
Critical Success Factors CSF 6 CSF 7 1) Develop and implement Tier 1 Behavior Systems High-Yield Behavioral Strategies Model. (TIP)		Executive Director of Student Services, Secondary Coordinator				
Critical Success Factors CSF 6 2) Continue to implement Positive Behavior Intervention and Supports (PBIS) on all campuses including the review of discipline data.(TIP)		Executive Director of Student Services, Campus Principals				
Critical Success Factors CSF 6 CSF 7 3) Provide classroom management (CHAMPS, ACHIEVE) training to all new teachers. (TIP)	4	Executive Director of Student Services, Behavioral Specialists				

Critical Success Factors CSF 6 CSF 7	4	Executive Director of Student Services, Assistant Superintendent of Curriculum and Instruction				
4) Provide professional development and support to campus staff on Tier 1 PBIS behavior strategies. (TIP)						
5) Develop and implement a PK-12 guidance and counseling curriculum program		Executive Director of Student Services, Campus Counselors				
= Accomplished = Considerable = Some Progress = No Progress = Discontinue						

Goal 2: A SAFE & NURTURING ENVIRONMENT: Create a safe, nurturing, positive, and secure learning environment for students and staff.

Performance Objective 4: CLIMATE: All campuses will promote and enhance a positive school climate and culture where students and staff embrace responsibility, a respect for diversity, and a respect for the learning environment.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
1) Continue to implement the Matador Challenge character education program district-wide		Executive Director of Student Services, Campus Principals				
Critical Success Factors CSF 6		Assistant Superintendent of Technology, Executive Director of Student Services Campus Principals				
2) Develop and implement campus climate surveys for teachers, parents and students to complete						
Critical Success Factors CSF 6		Executive Director of Student Services, Campus Principals				
3) Implement social skills curriculum in grades K-5.						
= Accomplished = Considerable = Some Progress = No Progress = Discontinue						

Goal 2: A SAFE & NURTURING ENVIRONMENT: Create a safe, nurturing, positive, and secure learning environment for students and staff.

Performance Objective 5: BULLY PREVENTION: In order to create a climate where students feel safe and secure from harassment and intimidation, the district will implement at all campuses a Bully Prevention program and system for reporting. Decrease the incidents of bullying by 10% from 29 to 26.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
Critical Success Factors CSF 6 1) Continue to implement the Matador Challenge Character Education program district-wide		Executive Director of Student Services, Campus Principals				
2) Implement the No Place For Hate Bully Prevention initiative		Executive Director of Student Services, District Counselors				
3) Make the Bully Report Form available and implement the SISD Bullying Investigation Toolkit to effectively respond to reports of bullying		Executive Director of Student Services, Campus Principals				
Critical Success Factors CSF 6 4) Review and update policies and procedures regarding bullying and provide training to SISD staff	2	Executive Director of Student Services				
= Accomplished = Considerable = Some Progress = No Progress = Discontinue						

Goal 2: A SAFE & NURTURING ENVIRONMENT: Create a safe, nurturing, positive, and secure learning environment for students and staff.

Performance Objective 6: EMERGENCY OPERATING PLAN: All district departments and campus employees, and where applicable, students, will be trained on the emergency operations plan components.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
1) District will provide all employees training on Safety and Security to include components of the EOP.		Executive Director of Student Services, Department Heads, and Campus Principals.				
2) Conduct annual campus safety audits		Executive Director of Student Services				
3) District School Safety Committee will meet regularly to review the District EOP, create/review campus emergency plans, and make safety recommendations.		Executive Director of Student Services				
= Accomplished = Considerable = Some Progress = No Progress = Discontinue						

Goal 3: FAMILY INVOLVEMENT & COMMUNITY ENGAGEMENT: Promote the Seguin ISD Vision, Mission, and Image while building strong family and community partnerships for our district and schools.

Performance Objective 1: PARENT CENTER: The district will develop a center where parents feel comfortable coming to learn new parenting skills, and how to provide academic support and post-graduate opportunities for their children.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
<p>Critical Success Factors CSF 5</p> <p>1) Offer District workshops, courses, and/or seminars (ie TEAM Luncheons) for parents to learn parenting skills and strategies.</p>	6	Executive Director of Student Services, Student Services Coordinator				
<p> = Accomplished = Considerable = Some Progress = No Progress = Discontinue </p>						

Goal 3: FAMILY INVOLVEMENT & COMMUNITY ENGAGEMENT: Promote the Seguin ISD Vision, Mission, and Image while building strong family and community partnerships for our district and schools.











Performance Objective 2: PARENT INVOLVEMENT: Parent Liaisons will be utilized at all K-8 campuses to increase the percentage of parents represented at district and campus activities by 20%.






Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
1) Create and maintain parent centers at each K-8 campus.		Executive Director of Student Services, Campus Principals				
2) Provide a district coordinator to campus-based parent liaisons to ensure consistency of parent involvement across all campuses.		Executive Director of Student Services				
3) Offer workshops, courses, seminars and opportunities for parents and students to further enhance overall success.		Executive Director of Student Services, Campus Principals				
4) Meet the needs of a diverse population by providing signage and other information in both English and Spanish.		Campus Principal				
5) District Parent Liaisons, parents and administrators will attend the annual statewide Parent Involvement Conference or other regional trainings.		Executive Director of Student Services, Student Services Coordinator				
6) Include parents in the joint development of a parental involvement plan, to be reviewed and revised.	6	Director of Federal Programs				

 = Accomplished
  = Considerable
  = Some Progress
  = No Progress
  = Discontinue

Goal 3: FAMILY INVOLVEMENT & COMMUNITY ENGAGEMENT: Promote the Seguin ISD Vision, Mission, and Image while building strong family and community partnerships for our district and schools.













Performance Objective 3: PUBLIC RELATIONS: Promote Seguin ISD while embracing diversity and celebrating successes of students, staff and District through distribution of newsworthy items and delivery of key messages.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
1) Campus recognition during Regular School Board Meetings		Public Information Officer				
2) Organize annual Teacher of the Year recognition process and banquet		Public Information Officer				
3) Oversee annual holiday card project		Public Information Officer				

 = Accomplished
  = Considerable
  = Some Progress
  = No Progress
  = Discontinue

Goal 3: FAMILY INVOLVEMENT & COMMUNITY ENGAGEMENT: Promote the Seguin ISD Vision, Mission, and Image while building strong family and community partnerships for our district and schools.

Performance Objective 4: COMMUNICATION: Communicate District information to the community through consistent and timely messages to include SISD website, social media, printed materials, media releases, and meetings with editors/reporters, and stakeholders.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
1) District will publish Matador Pride Community Newsletter eight times during school year that highlights student and staff achievements.		Public Information Officer				
2) Post informational news items and positive student/staff accomplishments and photographs on the District web site.		Public Information Officer/Webmaster				
3) Utilize free social media outlets to promote positive and general news to the community.		Public Information Officer/Marketing Support				
4) Maintain two-way communication with editors and reporters at local media outlets to promote story ideas and provide updates to key district and campus initiatives through a variety of means including news releases.		Public Information Officer				

5) Photograph campus and district events to share with media outlets, post on the district website and include in social media posts.		Public Information Officer/Marketing Support/Campuses				
6) Update and print annual Seguin High School Course Catalog		Public Information Officer/C&I Department				
7) Create and print annual instructional calendar with school supply list		Public Information Officer				
8) Update and print annual athletic handbook		Public Information Officer				
= Accomplished = Considerable = Some Progress = No Progress = Discontinue						

Goal 3: FAMILY INVOLVEMENT & COMMUNITY ENGAGEMENT: Promote the Seguin ISD Vision, Mission, and Image while building strong family and community partnerships for our district and schools.

Performance Objective 5: PARTNERSHIPS: Foster business and community partnerships through active participation in community-based opportunities and events.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
1) Attend Educate Seguin meetings		Public Information Officer				
2) Serve as a member of the Chamber's Education Committee		Public Information Officer				
3) Serve as a member of the Chamber's Marketing Committee		Public Information Officer/Marketing Support				
4) Represent the district at various community functions		Public Information Officer/Marketing Support				
5) Serves as liaison for City Parent Teacher Council (PTC)		Public Information Officer				
6) Serve as secretary to the Teacher Communication Council		Public Information Officer				
= Accomplished = Considerable = Some Progress = No Progress = Discontinue						

Goal 4: OPERATIONAL EFFECTIVENESS & EFFICIENCY: Ensure that the district makes fiscally sound decisions that support student achievement and maintains a strong financial position.

Performance Objective 1: FUND BALANCE: Maintain the following balance target - General Fund unassigned fund balance of 20% of yearly operations, Debt Service Fund reserved fund balance of 25% of the annual debt service requirements.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
1) Prepare General Fund Budget that maintains projected fund balance of three months of operating expense for the General Fund.		CFO, Budget Coordinator				
2) Prepare General Fund Budget that maintains projected fund balance of 20% of operating expense. .		CFO, Budget Coordinator				
3) Prepare Truth in Taxation calculations, advertise proposed budget and tax rate and hold public regarding same as required by law.		CFO				
4) Prepare Board resolution to adopt annual tax rate.		CFO				
5) Prepare annual financial statements for audit by independent auditor.		CFO, Comptroller				
6) Report financial position to the Board of Trustees monthly.		CFO, Budget Coordinator				
7) Prepare Debt Service Fund Budget that maintains projected fund balance of 25% of debt service requirement.		CFO, Budget Coordinator				
= Accomplished = Considerable = Some Progress = No Progress = Discontinue						









Goal 4: OPERATIONAL EFFECTIVENESS & EFFICIENCY: Ensure that the district makes fiscally sound decisions that support student achievement and maintains a strong financial position.

Performance Objective 2: FIRST: Maintain a Pass rating on Schools Financial Integrity Rating Systems of Texas (FIRST)

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
1) Integrate financial system controls and monitoring to assure District meets required rating of 64-70 points on indicators set by TEA (currently 20). (Appendix B-10)		CFO, Comptroller, Asst Supt for HR				
= Accomplished = Considerable = Some Progress = No Progress = Discontinue						

Goal 4: OPERATIONAL EFFECTIVENESS & EFFICIENCY: Ensure that the district makes fiscally sound decisions that support student achievement and maintains a strong financial position.

Performance Objective 3: STEWARDSHIP: Exhibit responsible stewardship of District funds by using innovative ways to meet the current and emerging needs of all students to include: Pursuing alternative funding sources such as competitive grants, efficient use of available resources, exploring cooperative opportunities, and providing optimal staffing, facilities, and technology to meet the needs of all students.












Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
1) Increase the pursuit of local, state, and federal grants.		Department Heads				
 = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue						

Goal 4: OPERATIONAL EFFECTIVENESS & EFFICIENCY: Ensure that the district makes fiscally sound decisions that support student achievement and maintains a strong financial position.

Performance Objective 4: BOND RATING: Maintain strong financial position and practices to maintain top bond ratings which assure the best market interest rates when selling or reissuing School Building Bonds or obtaining other financing.

Goal 4: OPERATIONAL EFFECTIVENESS & EFFICIENCY: Ensure that the district makes fiscally sound decisions that support student achievement and maintains a strong financial position.

Performance Objective 5: OVERSIGHT: Maintain proper oversight of bond proceeds, including proper authorization for disbursements, proper record keeping of bond payments, and safe and secure investment of proceeds.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
1) Obtain proper authorization of disbursement of bond proceeds		Construction Manager, CFO, Superintendent, Accounts Payable Clerk				
2) Quarterly and Annual Public Funds Investment Act Reports		CFO, Comptroller				
 = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue						

Goal 5: HUMAN RESOURCES: Build a highly effective workforce through strategic recruitment, professional development, mentoring, and organizational support.

Performance Objective 1: HIGHLY QUALIFIED: To increase the percentage of highly qualified teachers from 99% to 100%.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
Critical Success Factors CSF 7 1) Screen all Applicants for Highly Qualified credentials before recommending employment to the superintendent of schools and board of trustees	3	Assistant Superintendent of Administrative Services, Principals				
2) Ensure 100% of teaching and para instructional staff are considered highly qualified.		Assistant Supt of Administrative Services				
= Accomplished = Considerable = Some Progress = No Progress = Discontinue						

Goal 5: HUMAN RESOURCES: Build a highly effective workforce through strategic recruitment, professional development, mentoring, and organizational support.

Performance Objective 2: MENTORING AND TRAINING: Implement and evaluate on-going differentiated staff development to ensure teacher needs are being met, and provide a mentoring program for new teachers and administrators.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
1) Upon hire & throughout the year, provide staff development to specific grade level and content area teachers to target areas of improvement that have been identified through our state assessment and bench mark testing results.	4	Assistant Supt of Administrative Services Assistant Supt - C&I				
2) Upon hire, identify a teacher/administrator mentor for all new teachers/administrators with two or less years of experience	4, 5	Assistant Superintendent of Administrative Services				
= Accomplished = Considerable = Some Progress = No Progress = Discontinue						

Goal 5: HUMAN RESOURCES: Build a highly effective workforce through strategic recruitment, professional development, mentoring, and organizational support.

Performance Objective 3: APPRAISAL: Evaluate teacher effectiveness in the classroom utilizing formative and summative data, including but not limited to, PDAS/ATR, evaluations, walk-through information, student feedback, and value-added data. Staff development and intervention plans will be developed based on teacher performance as needed. Campus principals will conduct a minimum of 10 documented walk-throughs per week.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
1) PDAS/ATR will be utilized to evaluate teacher effectiveness in the classroom. Appraisers will utilize Eduphoria: PDAS district-wide to assist with effective and efficient walk-throughs and evaluations.	3, 5	Campus Principals C&I academic support staff Assistant Superintendent of Administrative Services				
2) Campus administrators will conduct a minimum of 10 documented walk-throughs per week	3	Campus administrators				
Critical Success Factors CSF 3 CSF 7 3) Provide Professional Development for District and Campus Administrators on T-PESS and T-TESS during the Spring semester. This will help campus leadership be prepared to train and implement the T-TESS Appraisal for the 2016-2017 school year.	4	Assistant Superintendent of Administrative Services and Assistant Superintendent of C&I				
= Accomplished = Considerable = Some Progress = No Progress = Discontinue						

Goal 5: HUMAN RESOURCES: Build a highly effective workforce through strategic recruitment, professional development, mentoring, and organizational support.

Performance Objective 4: RECRUITMENT AND RETENTION: With the use of the annual job fair data, the District will, recruit and retain, a diverse population of highly qualified teachers, administrators, and support staff. The district will decrease the teacher turnover from 17.5% to less than 15% and decrease principal turnover to less than 10% (TIP). In addition, the district will educate Seguin graduates interested in pursuing careers in the field of education regarding specific high demand certifications and career opportunities in the Seguin I.S.D.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
1) Target recruitment efforts as identified by the job fair data and continue to promote the hiring of diverse candidates ensuring the selection of the most highly qualified applicants.	3, 5	Assistant Superintendent - Administrative Services Campus administrators				

<p>Critical Success Factors CSF 1 CSF 3 CSF 6 CSF 7</p> <p>2) In effort to decrease teacher and administrator turnover, increase support for teachers and administrators (TIP) through a Professional Learning Community approach. Including: Campus Learning Community, Teacher Learning Community, and District Principal Leadership Meetings.</p>	4	Assistant Superintendent of Administrative Services; Assistant Superintendent of Curriculum and Instruction				
<p> = Accomplished = Considerable = Some Progress = No Progress = Discontinue</p>						

Goal 5: HUMAN RESOURCES: Build a highly effective workforce through strategic recruitment, professional development, mentoring, and organizational support.

Performance Objective 5: CAPACITY BUILDING: Encourage teachers to pursue core academic masters degrees to qualify as an adjunct professor for the Seguin Early College High School. The district will increase the hiring of teachers with master's degrees in core academic areas by 5%.

Strategy Description	Title I	Staff Responsible	Formative Reviews			
			Nov	Jan	Mar	June
1) Continue to assess the current capacity of teachers who qualify to be an adjunct professor for the Seguin Early College High School through campus surveys and explore incentives for individuals who pursue higher education in core content areas and other various electives.	5	Assistant Superintendent - Administrative Services				
2) Target recruitment efforts in the hiring of candidates who hold master's degrees in content areas offered for dual credit with the Seguin Early College High School.	5	Assistant Superintendent - Administrative Services				
3) Continue to prioritize the recruitment efforts to hire teachers with Master's degrees in areas to support the Early College High School.						
<p> = Accomplished = Considerable = Some Progress = No Progress = Discontinue</p>						