

# Harlingen Consolidated Independent School District

## Harlingen High School

### 2016-2017 Campus Improvement Plan

Accountability Rating: Met Standard



# **Mission Statement**

In relentless pursuit of student success.

# **Vision**

Developing a culture of caring and excellence.

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# Comprehensive Needs Assessment

## Demographics

### Demographics Summary

Harlingen High School is located in Harlingen, Texas, which is part of the Rio Grande Valley. Harlingen is a town of about 68,000 people. The median household income is about \$30,296. About 25% of the population live below the poverty line. The demographic makeup of our community is 73% Hispanic, 6% White, 1% Black, 1% Asian, 16% from other races, and 3% from two or more races.

Although agriculture is still important to the Harlingen economy, Harlingen has veered further away from the agriculture-driven economy and has diversified the employment market by adding health care and telecommunications industries. Harlingen CISD employs the largest number of workers in the city while three of the top ten employers are in the medical field. In 2014, Harlingen was selected by the Council for Economic Research as having the lowest cost of living among participating urban communities in the country. The low cost of living also attracts many “Winter Texans” who are significant contributors to the Harlingen economy.

Harlingen CISD currently serves 18,727 students with 1,921 attending Harlingen High School as the largest in the district. HHS has been fully accredited by the Southern Association of Colleges and Schools since 1924. HHS has the prestige of being the flagship high school of Harlingen and enjoys the loyalty of the community with many in the community claiming HHS as their alma mater. In 2013-2014, Cano Freshmen Academy opened its doors and has since served all 9<sup>th</sup> grade students in Harlingen CISD. HHS is now a comprehensive high school serving students in grades 10-12.

The HHS campus demographics are made up of 91.5% Hispanic, 7% White, and less than one percent African-American, Asian, and two or more races. Our economically disadvantaged rate is 75%. During the 2014-2015 school year, we began service free lunch for all students. In addition, our district also employed a supper program to help provide meals for students who remained after school for practice, tutoring, or meetings.

In addition, approximately 60% of our students are considered at-risk since they meet the criteria by having been retained, failing two or more high school courses, or failing at least one part of the STAAR End-of-Course exam. Coupled with the high rate of economically disadvantaged students, our 15% mobility rate presents us with unique challenges that we work to dispel with support for our students and constant communication regarding the benefit of an education.

The HHS staff is composed of 177 total staff members. Of that group, 133 are teachers and 17 are professional support staff. Approximately 79% of our staff is Hispanic while almost 19% is White. Of all teachers, 8% were new teachers while 23% have 1 to 5 years of experience, 22% have 6-10 years of experience, 21% have 11 to 20 years of experience, and 24% have over 20 years of experience. Over 16% of teachers hold a masters degree. They are supported by 6 members in the administrative team.

In the fall of 2014, the schedule at HHS switched from a traditional schedule offering eight 45-minute classes every day to an alternating block schedule with eight 90-minute classes that meet every other day and one 50-minute class that meets daily. This change created time for core area teachers to meet consistently in a professional learning community. In addition, in the fall of 2015, teachers began meeting by House Teams that correlate to the endorsements offered as part of House Bill 5's Foundation High School Program.

During the 2015-2016 school year, our campus gained two new professionals as College and Career Advisors. The advisors ensure that all students learn about college and career opportunities and that all have the guidance necessary to help them as they apply to college. In the 2014-2015, before we had advisors, 49% of the Class of 2015 applied to college. After one year with the advisors, HHS had 100% of the Class of 2016 apply to college. The entire senior class celebrated with a college signing day entitled "Commit to Complete" in May, 2016, where each students committed to completing a post-secondary degree. In addition, our financial aid application rates increased from 49% for the Class of 2015 to over 62% for the Class of 2016.

Our present facility was built in 1959. The age of our building brings with it some unique demands. Our district and community recognized the need, and in 2015, passed the Tax Ratification Election which allows for additional funding for facility needs through replacements and upgrades without incurring debt. It is important for all children of HCISD to receive a 21<sup>st</sup> century education in a safe and inviting learning environment.

## **Demographics Strengths**

During the fall of 2015, HHS received its first class of Early College High School students. The Class of 2019 will be the first at Harlingen High School to be designated under this title.

Harlingen High School, along with Harlingen CISD, was recognized as an AP District of the Year by the College Board for increasing AP access to underrepresented students while also simultaneously maintaining or increasing the percentage of students earning AP exam scores of 3 or higher over the last three years. Over the last three years, the rate of students earning a 3 or better on an AP exam has increased from 9.5% in 2013 to 33.1% in 2016.

Although our school was under Improvement Required based on STAAR EOC exam results from 2014-2015, we were successful in meeting all standards during 2015-2016. Our campus underwent the improvement process with the guidance of a targeted improvement plan. On average, we saw a 16% increase in the percentage of students passing all STAAR EOC exams. In US History, students also demonstrated gains in meeting Level III: Advanced from 6%, 13%, and 17% in years 2014, 2015, and 2016, respectively.

During the 2014-2015 school year, the schedule at HHS was revamped from a traditional schedule offering eight 45-minute classes every day to an alternating block schedule with eight 90-minute classes that meet every other day and one 50-minute class that meets daily. This change created time for core area teachers to meet consistently in a professional learning community. Core area teachers meet every other day for a 90-minute professional learning community. These PLC's provide teachers with the opportunity to plan together, discuss and prepare assessments, evaluate data, and make adjustments to instruction based on student needs. In addition, teachers share best practices and help each other to reflect on student learning.

In addition, in the fall of 2015, teachers began meeting by House Teams that correlate to the endorsements offered as part of House Bill 5's Foundation High School Program. By working in cross-curricular House Teams, teachers are exposed to best practices from other content area teachers. In addition, teachers

may discuss shared students to determine appropriate interventions.

All core area teachers also engage in monthly ESL trainings with a district-level instructional leader. Teachers meet during a PLC period to review sheltered-instruction practices and other strategies that are geared toward helping English Language Learners acquire academic language and increase their achievement. The strategies reviewed also offer best practices that may be used with all students.

As a district, our teachers use an instructional delivery practice called a collaborative learning platform. All teachers have been trained in this practice and have implemented it since 2015-2016. This delivery platform allows teachers to fully engage students in the lesson by providing time for communication, collaboration, and creativity while using critical thinking skills.

Our students also excelled in areas outside of the class room. The HHS Men's Choir was invited to perform at the 2015 Texas Music Educators Association convention and earned four standing ovations throughout their performance. The Harlingen High School Jazz Band was one of two jazz bands invited to perform in Chicago at an international jazz festival in the spring of 2016. The HHS Speech/Drama/Debate Club was born and has had students place at the state and national level in the last three years. In addition, HHS boasts of a robust athletics program where most sports teams continue into the playoffs. In 2016, the HHS Football Team and Head Football Coach were voted Best Sports Program and Best Coach, respectively, by the Valley Morning Star.

## **Demographics Needs**

While we were successful in meeting our goals to exit the Improvement Required status, our students continue to struggle with the writing component on the STAAR EOC exams in English I and II. Specifically, in English I, results on the composition portion of the exam were at 39% satisfactory in 2015 and 40% in 2016. In English II, students earned a passing rate of 49% in 2015 and a rate of 49% again in 2016.

Student attendance has declined to approximately 94% from 94.4% in 2013 and 94.5% in 2014 according to the Texas Academic Performance Report. In order to address lower student attendance, we will use incentives to recognize students who maintain high attendance rates.

Our special population students who are coded as ELL and special education are also areas of concern. According to TEA's 2016 System Safeguards Status Report, our campus did not meet the state target in ELA, math, science, or social studies for the special education population. Nor did we meet the state target for ELL students in ELA, math, and social studies.

# Comprehensive Needs Assessment Data Documentation

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

## Improvement Planning Data

- District goals
- Campus goals
- Current and/or prior year(s) campus and/or district improvement plans
- Campus and/or district planning and decision making committee(s) meeting data
- State and federal planning requirements

## Accountability Data

- Texas Academic Performance Report (TAPR) data
- Performance Index Framework Data: Index 1 - Student Achievement
- Performance Index Framework Data: Index 2 - Student Progress
- Performance Index Framework Data: Index 3 - Closing Performance Gaps
- Performance Index Framework Data: Index 4 - Postsecondary Readiness
- System Safeguards and Texas Accountability Intervention System (TAIS) data
- Critical Success Factor(s) data
- Accountability Distinction Designations
- Federal Report Card Data
- PBMAS data
- Community and student engagement rating data
- Annual Measurable Achievement Objectives (AMAO) data

## Student Data: Assessments

- State and federally required assessment information (e.g. curriculum, eligibility, format, standards, accommodations, TEA information)
- State of Texas Assessments of Academic Readiness (STAAR) current and longitudinal results, including all versions
- STAAR End-of-Course current and longitudinal results, including all versions
- Progress of prior year STAAR failures
- STAAR Released Test Questions
- STAAR ELL Progress Measure data
- Texas English Language Proficiency Assessment System (TELPAS) results
- Texas Success Initiative (TSI) data for postsecondary/college-ready graduates data
- Advanced Placement (AP) and/or International Baccalaureate (IB) assessment data
- SAT and/or ACT assessment data
- PSAT and/or ASPIRE
- Student Success Initiative (SSI) data for Grades 5 and 8

- Local diagnostic reading assessment data
- Local diagnostic math assessment data
- Local benchmark or common assessments data
- Student failure and/or retention rates

### **Student Data: Student Groups**

- Race and ethnicity data, including number of students, academic achievement, discipline, attendance, and rates of progress between groups
- Number of students assigned to each special program, including analysis of academic achievement, race, ethnicity, gender, etc.
- Economically Disadvantaged / Non-economically disadvantaged performance and participation data
- Male / Female performance and participation data
- Special education population, including performance, discipline, attendance, and mobility
- Migrant population, including performance, discipline, attendance, and mobility
- At-Risk population, including performance, discipline, attendance, and mobility
- ELL or LEP data, including academic achievement, support and accommodation needs, race, ethnicity, gender, etc.
- Career and Technical Education (CTE) data, including academic achievement, program growth, race, ethnicity, gender, etc.
- Section 504 data
- Homeless data
- Gifted and talented data
- Dyslexia Data
- Response to Intervention (RtI) student achievement data

### **Student Data: Behavior and Other Indicators**

- Completion rates and/or graduation rates data
- Annual dropout rate data
- Attendance data
- Mobility rate, including longitudinal data
- Discipline records
- Violence and/or violence prevention records
- Tobacco, alcohol, and other drug-use data
- Student surveys and/or other feedback
- Class size averages by grade and subject

### **Employee Data**

- Professional Learning Communities (PLC) data
- Staff surveys and/or other feedback
- Highly qualified staff data
- Teacher/Student Ratio
- Campus leadership data



- Campus department and/or faculty meeting discussions and data
- Professional development needs assessment data
- Evaluation(s) of professional development implementation and impact
- PDAS and/or T-TESS

#### **Parent/Community Data**

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

#### **Support Systems and Other Data**

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

# Goals

**Goal 1: We will create a transformed school district that ensures high quality instruction and individualized learning, resulting in maximum achievement for all students.**






**Performance Objective 1:** Create a supportive school culture and environment that inspires students and teachers.

**Evaluation Data Source(s) 1:**

**Summative Evaluation 1:**

Strategy Description	Title I	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Reviews			
				Formative			Summative
				Nov	Jan	Mar	June
1) Counselors will participate in district-wide training's on a monthly basis, so that they can come back and work with all campus staff members (Target Group: All)		Counselor(s), Director of Guidance & Counseling	Summative - Number of counselors completing the training				
2) Provide curriculum and training for counselors on character education for implementation at campus level. (Target Group: All)		Director of Guidance & Counseling	Summative - Number of completed presentations at each campus.				
3) Implement a discipline management program providing for prevention and education concerning aggression, harassment, drug free schools and bullying, including cyber-bullying in school, on school grounds, and in school vehicles.		Director of Accountability & Assessment, Director of Guidance & Counseling, Director of Special Education	Summative - Reduction of disciplinary incidents				
4) Disseminate Positive Behavior Intervention Information for district staff and community. (Target Group: All, SPED)		Behavioral Intervention Specialist, Director of Special Education	Summative - Information disseminated via HCISD Special Education website and job embedded staff development				
5) Implement new wellness activities and continue to enhance current wellness activities to encourage and increase staff participation. (Target Group: All) (NCLB: 4)	1	Nursing Department, P.E./Wellness Coordinator, Wellness Committee Chairperson	Summative - Participation in activities Employee surveys				
6) Implement a system to track bullying incidents. (Target Group: All)		Director of Accountability & Assessment	Summative - Number of incidents				

7) Implement a program by which employees are recognized for their efforts and accomplishments in their wellness goals (Target Group: All) (NCLB: 4)	1	P.E./Wellness Coordinator, Wellness Committee Chairperson	Summative - Recognition ceremonies participation with trophies or certificates. Photos posted on district website				
8) Conduct Health Fairs with a 90% participation rate. (Target Group: All)		Nursing Department	Summative - Sign in sheets				
9) Update and continuously implement the district's Safety and Security Audit Plan and the district's Emergency Operations Plan. (Target Group: All) (NCLB: 4)	1	Assistant Superintendent for District Operations, Director of Maintenance	Summative - Safety and Security Plan three-year update was updated in September 2014. School Emergency Operations Plans were updated 2015				
10) Continue to utilize the night-time Security and Loss Prevention Specialists program to monitor and protect all campus facilities and grounds (Target Group: All) (NCLB: 4)	1	Director of Maintenance	Summative - Two new positions were added in the 2012-2013 School Budget, bringing the total to four Security and Loss Prevention Specialist				
11) Continue to actively screen and monitor students for homeless eligibility. (Target Group: All) (NCLB: 4)		Campus Homeless Liaison, Counselor(s), Director of Federal Programs, Intake Center Personnel, Principal	Summative - Documentation of 100% identified homeless students. Homeless Registration Questionnaire.				
12) Designate and train a campus liaison in the identification and eligibility of homeless students. (Target Group: All) (NCLB: 1,2,3,4,5)		Director of Federal Programs, Principal	Summative - 100% of campuses will provide Federal Programs with the name of a liaison and training will be provided				
13) Train all faculty and staff in the cornerstones of customer service to develop a culture of caring and development of positive relationships leading to improved academic performance by students. (Target Group: All) (NCLB: 4)	1, 2, 6	Administrator for Organizational Development, Director of Communication and KHGN	Summative - 100% of faculty and staff will be trained in the cornerstones of customer service.				
14) Implement a process by which we will evaluate the success of our wellness program, utilizing health fair results, employee surveys, and Blue Cross Blue Shield data. (Target Group: All) (NCLB: 4)	1	P.E./Wellness Coordinator, Wellness Committee Chairperson	Summative - Feedback information; employee surveys				
15) Collaborate with local hospitals and doctors to provide seminars to employees on all aspects of wellness. (Target Group: All) (NCLB: 4)	1	Director of Human Resources, Risk Management / Benefit Coordinator, Wellness Committee Chairperson	Summative - Participation in wellness seminars Satisfaction Survey				
16) Provide neuroassessments for students as needed (Target Group: All)		Nursing Department	Summative - Number of student visits to nurses				






17) Implement a process by which students and staff are nominated for their good deeds and recognize them in a campus wide venue (Cardinals Walking the Talk).		Campus Staff, Principal	Summative - Feedback from campus stakeholders.				
 = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue							

**Goal 1:** We will create a transformed school district that ensures high quality instruction and individualized learning, resulting in maximum achievement for all students.

**Performance Objective 2:** Create and expand technology rich environments that empower students to maximize their learning experiences.

**Evaluation Data Source(s) 2:**

**Summative Evaluation 2:**

Strategy Description	Title I	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Reviews			
				Formative			Summative
				Nov	Jan	Mar	June
1) Continue to utilize Parent Link for automated messaging system to send important information to parents and staff. (Target Group: All)		Assistant Principal(s), Director of Communication and KHGN, Director of Data Systems, Director of Technology, Principal, Teacher(s)	Summative - Usage reports				
2) Maintain that 100% of parent volunteers and subcontracted consultants are in alignment with district safety guidelines. (Target Group: All) (NCLB: 4)	6	Director of Parental Involvement, Principal	Summative - Sign in sheets and participation of parents				
3) Research available distance learning opportunities that may be provided for all schools in our district with a focus on implementation in the 2016-2017 school year. (Target Group: All) (NCLB: 1,2,4)	2, 9	Action Idea Lead, Campus Technician, Content Area Specialist(s), Director of Technology, Instructional Technologist, Librarian	Summative - A proposal will be developed based on research and presented to superintendent staff.				
 = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue							






**Goal 2: We will attract, develop, and retain highly effective educators and provide the tools they need to maximize all students' success.**

**Performance Objective 1:** Implement a transformed recruitment plan to attract highly effective educators.

**Evaluation Data Source(s) 1:**

**Summative Evaluation 1:**

Strategy Description	Title I	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Reviews			
				Formative			Summative
				Nov	Jan	Mar	June
1) Assist in recruitment of teachers in the greatest areas of need for the district and campus, such as Science, Mathematics, Special Education, Bilingual / ESL certified, and music teachers (Target Group: All)		Assistant Superintendent for Human Resources	Summative - Number of highly qualified employees being recruited				
2) Build capacity within our current team to have a pool of candidates who are qualified to fill administrative vacancies in HCISD (Target Group: All).	3, 4	Principal, Superintendent(s), Superintendent's Staff	Summative - Data regarding the number of current employees who fill administrative vacancies				

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






**Goal 2:** We will attract, develop, and retain highly effective educators and provide the tools they need to maximize all students' success.

**Performance Objective 2:** Revolutionize the new teacher induction program for a multi-year professional support.

**Evaluation Data Source(s) 2:**

**Summative Evaluation 2:**

Strategy Description	Title I	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Reviews			
				Formative			Summative
				Nov	Jan	Mar	June
1) Incorporate the Organizational Health data- based assessment and associated improvement strategies in order to move to the highest level of efficiency and effectiveness. (Target Group: All) (NCLB: 3,4)	9	Administrator for Organizational Development, Assistant Superintendent(s), Deputy Superintendent	Summative - OHI Assessment				
2) All administrative staff will train on effective walkthroughs and identifying degrees of evidence regarding effective teaching as delineated in TEA's T-TESS pilot program. (Target Group: All) (NCLB: 1,3)	4, 9	Chief Academic Officer	Summative - Eduphoria data and PDAS evaluations				
3) Provide orientation for new teachers on a number of topics including first day preparations, curriculum standards, and classroom management. (Target Group: All) (NCLB: 3)	4	Administrator for Organizational Development, Instructional Technologist	Summative - Sign-in sheet				
4) During the first semester, a post classroom walk through conference will be conducted with all first year teachers to ensure clarity and provide systematic support to new teachers. (Target Group: All) (NCLB: 1,2,3)	3	Administrator for Organizational Development	Summative - Eduphoria data				
5) All new teachers will participate in monthly new teacher training in order to provide T- TESS support to new teachers during their first three years of teaching. (Target Group: All) (NCLB: 3)	4	Administrator for Organizational Development, Instructional Coach, Staff Development Specialist	Summative - Sign-in sheets; training products; feedback surveys				

6) Implement the district's new teacher mentor program to ensure collaboration and the development of reflective practitioners. (Target Group: All) (NCLB: 1,2,3,5)	1, 2, 3, 4, 9	Administrator for Organizational Development, Instructional Coach, Instructional Intervention Specialist	Summative - Mentor Logs and Teacher reflective journals will identify 100% participation by new teachers and mentors.				
7) Refine the art of mentoring as a support piece with T-TESS training that will equip mentors with tools for ensuring that new teachers become highly effective educators. (Target Group: All) (NCLB: 1,2,3,5)		Administrator for Organizational Development, Instructional Technologist	Summative - Mentor logs, training sign-in sheets, new teacher program evaluation will document 100% and participation in program evaluation will guide efforts moving forward.				
8) Provide monthly campus new teacher PLC's. (Target Group: All) (NCLB: 3)	1, 2, 3, 4, 9	Instructional Coach, Instructional Technologist, Principal	Summative - mentor logs, training sign-in sheets and new teacher program evaluation				
9) Implement an induction program for new Special Education Teachers. (Target Group: SPED) (NCLB: 3)	3, 4, 9, 10	Special Ed Department	Summative - Survey teachers in the program focusing on effectiveness and usefulness of the program.				
 = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue							



**Goal 2:** We will attract, develop, and retain highly effective educators and provide the tools they need to maximize all students' success.

**Performance Objective 3:** Create avenues for educators to acquire new knowledge and reach high levels of success.






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

**Summative Evaluation 3:**

Strategy Description	Title I	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Reviews			
				Formative			Summative
				Nov	Jan	Mar	June
1) Explore options for educational systems to support a safe use of technology. (Target Group: All)		Administrator for Organizational Development, Coordinator for Library Services, Instructional Technologist	Summative - Campus feedback on lessons delivered for Digital Citizenship				
2) Support CTE teacher professional development at the campus level especially in the areas of special population students. (Target Group: All, ESL, SPED, CTE) (NCLB: 1,2,5)		Administrator for Organizational Development, Director of Career and Technical Education, Principal	Summative - # of participating staff and monitoring				
3) Monitor the continuance of CTE teacher staff development especially in the areas relevant to their classroom instruction. (Target Group: All, CTE) (NCLB: 3)	4	Administrator for Organizational Development, Director of Career and Technical Education, Teacher(s)	Summative - # of participating staff and the monitoring of their trainings and certifications.				
4) Provide college/work-force training for CTE teachers to integrate this readiness into their CTE teaching content with an emphasis on rigor and critical thinking which will also assist them with STAAR (Target Group: All)		Director of Advanced Academic Services, Director of Career and Technical Education, Director of Guidance & Counseling, Director of Technology	Summative - STAAR, lesson plans, walkthroughs, PBMAS, CTE Program of Study enrollment, CTE student classroom success, CTE Teacher Professional				
5) Provide for CTE teacher staff development that promotes HB5 initiatives and brings 21st century environments into the CTE classroom settings. (Target Group: All) (NCLB: 5)		Administrator for Organizational Development, Director of Career and Technical Education	Summative - CTE teacher enrollment and participation in local/state CTE professional development, increase of CTE student awards, certifications and college enrollment.				

6) Layers of Learning staff development (PBMAS, Lesson Planning, MandoPad Technology, Effective PLCs) will be provided on site by campus based personnel such as Library Media Specialists, Instructional Coaches, Digital Classroom Teachers, and Campus Technicians (Target Group: All)		Administrator for Elementary Education, Administrator for Secondary Education, Associate Principal, Division of Instruction, Elementary Campuses, Instructional Coach, Instructional Facilitators, Instructional Technologist, Principal, Teacher(s)	Summative - Accountability statistics				
7) Enhance use of PLCs as a system of support for curriculum planning and improved student achievement (Title I SW: 3,4) (Target Group: All).		Administrator for Organizational Development, Chief Academic Officer, Content Area Specialist(s), Instructional Facilitators	Summative - District Curriculum Assessment				
8) Interested staff will participate in district- offered academies for emerging leaders (Target Group: All)		Superintendent(s), Superintendent's Staff	Summative - Number of participants who complete the academies				
9) Provide informational meetings in cooperation with universities on acquiring advanced degrees (Target Group: All)		Assistant Superintendent for Human Resources	Summative - Sign in sheets for informational sessions				
10) Ensure our school campus crisis team and Special Ed staff is trained on CPI (Crisis Prevention Intervention) restraint training relative to all students (Target Group: All)		Behavioral Intervention Specialist, Campus Staff, Director of Special Education	Summative - Training sign In sheets and meeting agendas				
11) Provide training for the HCISD Seizure Team, including seizure training, CPR/AED, and First Aid (Target Group: All)		Nursing Department	Summative - Sign in sheets, certificates				

12) Provide training for CTE teachers to integrate college-workforce readiness into CTE content with emphasis on technical reading and critical thinking. (Target Group: All)		Chief Academic Officer, Curriculum & Instruction Dept., Director of Career and Technical Education, District Coordinator for School Improvement, District Leadership Team	Summative - EOC test results				
13) Utilize the virtual professional learning platform to access educator videos designed to provide professional development through a video format in order to increase accessibility, convenience and attendance. (Target Group: All) (NCLB: 3)	1, 2, 3, 4, 9	Chief Academic Officer, Content Area Specialist(s)	Summative - Videos feedback will be used to guide future recordings.				
14) The campus will review recommendations of study of best practices on teacher report times in order to standardize teacher report times throughout the district. (Target Group: All) (NCLB: 3)	2, 3, 4, 9	Administrator for Organizational Development, Assistant Superintendent for District Operations, Assistant Superintendent for Human Resources, Athletic Director, Design Team Leader	Summative - Recommendation for a standardized report time.				
15) The campus will utilize a district-developed database and system for observation requests to ensure that people conducting observations have the opportunities to observe high quality instruction. (Target Group: All) (NCLB: 3)	3, 4, 5, 9	Administrator for Organizational Development, Instructional Coach, Instructional Facilitators, Principal	Summative - Database available to all campuses				
16) A campus-based system will be developed for highlighting best practices in order to increase the capacity of teacher's instructional toolbox and foster collaborative relationships. (Title I SW: 3,4,9) (Target Group: All) (NCLB: 3)	1, 2, 3, 4, 9	Assistant Principal(s), Department Heads, Instructional Coach	Summative - Results from Districtwide documentation form and survey.				

17) Participate in staff development of Chapter 89 (Bilingual/ESL) guidelines: BE and ESL practices; Testing Procedures; Criteria for the identification and placement of LEP students; Bilingual Exception Mandates; Appropriate Exit Criteria; Training for LPAC members; Training for all personnel responsible for administering and scoring OLPT assessments. (Target Group: BIL/ESL/LEP) (Target Group: ESL, LEP)		Assistant Principal(s), Associate Principal, Bilingual Administrators, Director of Special Programs/Multi-Language, ELL Campus Contacts, ESL Administrators, Principal	Summative - Sign in sheets of trainings and meeting agendas				
18) Provide staff development opportunities on best practices and strategies outside instructional day. (Target Group: All) (NCLB: 1)		Content Area Specialist(s)	Summative - Attendance teacher feedback				
19) Provide on-line training resources for Special Education Personnel. (Target Group: SPED) (NCLB: 3)	4, 9	Director of Special Education	Summative - Survey teachers regarding usefulness of resources. Monitor usage of resources.				
20) Utilize avenues for additional support for staff by providing the Request for Assistance form which will provide opportunities for district- wide personnel to provide additional support. (Target Group: SPED)	3, 9	Director of Special Education, Special Ed Department	Summative - Monitor use of Assistance Form.				
21) Provide staff development on Sheltered Instruction to core content secondary teachers to increase ELL/LEP academic success and utilize the campus trainer of trainers model. (Target Group: ESL, LEP)	3, 4, 9	Chief Academic Officer, Director of Special Programs/Multi-Language, Principal, Team Leaders	Summative - Agendas, Sign-In Sheets, Campus Walkthroughs				
22) Promote and monitor participation in staff development via the Eduphoria program. (Target Group: All) (NCLB: 3)		Director of Staff Development, Director of Technology	Summative - Sign-in sheets, attendance records				
23) Provide opportunities for review sessions in an effort to increase the number of Bilingual and ESL certified teachers. (Target Group: ESL, LEP)		Director of Special Programs/Multi-Language, Special Programs/Multi-Language Specialists	Summative - Agendas and Sign- In Sheets				
24) Provide staff development for all teachers regarding HB5 graduation requirements and initiatives.		Assistant Principal(s), Associate Principal, Instructional Coach	Summative - # of participating staff who are well-versed in HB5.				
 = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue							

**Goal 2:** We will attract, develop, and retain highly effective educators and provide the tools they need to maximize all students' success.

**Performance Objective 4:** Develop clear criteria of expectations for highly effective educators for the purpose of creating a systematic approach to assessing performance.

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

**Summative Evaluation 4:**

Strategy Description	Title I	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Reviews			
				Formative			Summative
				Nov	Jan	Mar	June
1) Support the use and integration of research-based instructional strategies in the classrooms (Target Group: All)		AVID Teacher(s), Content Area Specialist(s), Director of Advanced Academic Services, Instructional Coach, Teacher - GT / AP	Summative - Classroom lesson plans				
2) All administrators will conduct a minimum of (2) 15 minute walkthroughs per quarter of every teacher. (Target Group: All) (NCLB: 1,3)	3	Assistant Principal(s), Associate Principal, Principal	Summative - Eduphoria data				
3) During the first semester, a post classroom walk-through conference will be conducted with all first year teachers to ensure clarity and provide systematic support to new teachers. (Target Group: All) (NCLB: 1,2,3)	3	Administrator for Organizational Development	Summative - Eduphoria data				
4) We will participate in a district-wide committee that will be created to identify and design the highly effective teacher profile. (Target Group: All) (NCLB: 3)	3, 4, 5, 8, 9	Administrator for Organizational Development	Summative - A Highly Effective Teacher profile will be developed.				
5) All teachers will be provided with a profile of a "Highly Effective teacher" prior to the start of the 2015-2016 school year. (Target Group: All) (NCLB: 3)	3, 4, 9	Principal	Summative - Profile will be distributed to all teachers and its implications on the current district evaluation tool.				
6) Redefine the role of the instructional facilitator to bring focus to their role of coaching teachers. (Target Group: All) (NCLB: 3)	2, 3, 9	Administrator for Organizational Development, Chief Academic Officer, Instructional Facilitators, Instructional Technologist, Principal	Summative - New job descriptions will be developed and shared with appropriate staff.				

7) Implement policies and procedures for the Special Education department to insure uniformity and standardization of practices within the department. (Target Group: SPED) (NCLB: 5)	9, 10	Director of Special Education, Special Ed Department	Summative - Monthly audits will be conducted to evaluate effective timelines and to check for fidelity to procedures.				
8) Implement policies and procedures for the Special Programs/Multi-Language Department to ensure uniformity and standardization of practices within the department. (Target Group: LEP)		Director of Special Programs/Multi-Language, Special Programs/Multi-Language Specialists	Summative - Quarterly audits will be conducted to evaluate effective timelines and to check for fidelity to procedures.				



= Accomplished



= Considerable



= Some Progress



= No Progress



= Discontinue

**Goal 2:** We will attract, develop, and retain highly effective educators and provide the tools they need to maximize all students' success.

**Performance Objective 5:** Establish a retention plan for highly effective educators.

**Evaluation Data Source(s) 5:**

**Summative Evaluation 5:**

**Goal 2:** We will attract, develop, and retain highly effective educators and provide the tools they need to maximize all students' success.






**Performance Objective 6:** Create multiple venues for professional development designed to transform the learning experience of students.

**Evaluation Data Source(s) 6:**

**Summative Evaluation 6:**

Strategy Description	Title I	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Reviews			
				Formative			Summative
				Nov	Jan	Mar	June
1) CTE teachers will participate in professional development opportunities that addresses effective instructional strategies pertinent to student earning certifications and future degrees within the CTE curriculum. (Target Group: All) (NCLB: 5)		CTE Counselors, Director of Career and Technical Education, Director of Guidance & Counseling	Summative - CTE teacher enrollment and participation in local/state CTE professional development, CTE student awards, certifications and college enrollment increase.				
2) Provide job embedded staff development to all teachers in curriculum, assessment, and instruction (Target Group: All)	4	Administrator for Organizational Development, Curriculum & Instruction Dept., Instructional Facilitators	Summative - Student performance and teacher evaluations				
3) Provide and maintain support for all teachers in TEKS, ELPS, and CCRS (Target Group: All)	4, 8	Chief Academic Officer, Content Area Specialist(s), Instructional Coach, Instructional Facilitators, Intervention Specialists	Summative - Sign in sheets				

4) Provide assessment as needed for employees (Target Group: All)		Nursing Department, P.E./Wellness Coordinator	Summative - Number of visits to nurse. Evaluating health claims				
5) Host a series of staff development sessions specific to parents (Target Group: All) (NCLB: 5)	6	Parent Liason, Parental Involvement	Summative - Participants, sign- in Sheets				
6) Provide training on the utilization of online tools as an aligned and differentiated science resource for grades K-12 (Target Group: All)		Chief Academic Officer, Content Area Specialist(s)	Summative - Sign in sheets; analysis of assessment data				
7) All involved in the education of students with special needs will be trained on implementing accommodation and modifications using the following modalities: district website, job embedded training, staff development, and video clips (Target Group: SPED)		Instructional Intervention Specialist, Principal	Summative - Number of teachers trained, Sign-In sheets				
8) Special education teachers will participate in trainings on TEKS based curriculum and STAAR (Target Group: SPED)		Instructional Intervention Specialist, Principal	Summative - Number of teachers trained, Sign-In sheets				
9) Participate in opportunities to have trained personnel in the following areas: AED training, CPR training, First Aid training and Concussion Interventions. (Target Group: All) (NCLB: 4)	9	Administrator for Organizational Development, Athletic Director, Nursing Department	Summative - Sign in sheets for training				
10) Participate in professional development opportunities for Bilingual and ESL teachers that address effective instructional strategies to maximize English Language Learners academic success. (Target Group: ESL, LEP)		Bilingual Administrators, Chief Academic Officer, Director of Special Programs/Multi-Language, ESL Administrators, Principal, Special Programs/Multi-Language Specialists	Summative - Agendas and sign in sheets for training Needs Survey from Campus Teachers to drive future training				

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



**Goal 2:** We will attract, develop, and retain highly effective educators and provide the tools they need to maximize all students' success.

**Performance Objective 7:** For the 2016-17 school year, the teacher attendance rate will meet or exceed 96%.

**Evaluation Data Source(s) 7:**

**Summative Evaluation 7:**

**Goal 2:** We will attract, develop, and retain highly effective educators and provide the tools they need to maximize all students' success.

**Performance Objective 8:** For the 2016-17 school year, increase the number of opportunities for new teachers to refine their practice.

**Evaluation Data Source(s) 8:**

**Summative Evaluation 8:**

**Goal 3: We will improve the learning experiences by using data that measures all students' weaknesses and strengths in order to address their curricular needs.**

**Performance Objective 1:** Implement common planning time for all teachers to analyze data to drive instruction.

**Evaluation Data Source(s) 1:**

**Summative Evaluation 1:**

Strategy Description	Title I	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Reviews			
				Formative			Summative
				Nov	Jan	Mar	June
1) Work with district personnel to identify effective Collaboration Time educational models best suited for elementary and secondary schools for implementation of collaboration time amongst teachers at all levels to be able to plan and analyze data. (Target Group: All) (NCLB: 1,2,5)	2, 4, 5, 8	Action Idea Lead	Summative - A list of models used will be developed and results of effectiveness will be shared with design team.				
2) Continue implementation of Common Planning Time and House Time for all 9th grade core teachers at the high school level to build in opportunities for Professional Learning Communities. (Target Group: 10th) (NCLB: 1,2,3,4,5)	2, 4, 8, 9, 10	Associate Principal, Chief Academic Officer, Counselor(s), Principal	Summative - Master schedules will reflect a common planning time for core area 9th grade teachers.				

3) Ensure that staff members are active participants of a structured professional learning community. Focused agendas will incorporate curriculum planning, data analysis, and intervention/enrichment processes. (Target Group: All)	4	Administrator for Organizational Development, Chief Academic Officer, Deputy Superintendent	Summative - Participation in the Harlingen Learning Community and surveys of the campus to ensure Professional Learning Communities are incorporated at all campuses				
4) Nurture, support, and further develop professional learning communities (Target Group: All)		Administrator for Organizational Development, Chief Academic Officer, Curriculum & Instruction Dept.	Summative - Attendance for trainings specific to building Professional Learning Communities				
5) Provide the opportunity for campus vertical alignment meetings by content area. (Target Group: All) (NCLB: 1)		Content Area Specialist(s), Instructional Coach, Instructional Facilitators	Summative - Attendance and teacher feedback				
6) Complete a book study to further the effectiveness of the PLCs (Learning By Doing).			Summative -				
 = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue							


**Goal 3:** We will improve the learning experiences by using data that measures all students' weaknesses and strengths in order to address their curricular needs.

**Performance Objective 2:** Create classroom learning environments to capitalize on opportunities for communication, collaboration, creativity, and critical thinking.

**Evaluation Data Source(s) 2:**

**Summative Evaluation 2:**

Strategy Description	Title I	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Reviews			
				Formative			Summative
				Nov	Jan	Mar	June
1) Provide opportunities for staff to observe and participate in a collaborative learning model at all levels that incorporates within its design differentiated instruction and includes consistent follow up trainings and continual support. (Target Group: All) (NCLB: 1,2,4,5)	1, 2, 10	Administrator for Organizational Development, Chief Academic Officer, Principal	Summative - Professional Development Agenda show 100% participation by 10th grade teachers				
2) Provide opportunities for staff to participate in training on 21st Century skills and strategies that support Project Based Learning for teachers. (Target Group: All)	4	Administrator for Organizational Development, Director of Technology, Instructional Technologist	Summative - Completion rates of training, number of participants and follow up surveys				
3) Provide Engage! training to all core area high school personnel throughout the district to train them in implementing a collaborative learning platform in all high school classrooms. (Target Group: All)	1, 2, 3, 4	Administrator for Organizational Development, Chief Academic Officer	Summative - 100% of core area high school staff will participate in training.				
4) An "Executive Team" training will be provided to HS identified personnel to receive accelerated training on the collaborative learning platform and Engage! Learning Model PBL prior to training the rest of the high school staff each year in order to utilize this team as a representative model for the collaborative learning. (Target Group: All) (NCLB: 3)	2, 3, 4, 9	Administrator for Organizational Development, Chief Academic Officer, Principal	Summative - 100% of executive team members will participate and seen through sign in sheets.				


5) Reevaluate the current High School walkthrough form to include collaborative learning platform performance. (Target Group: All) (NCLB: 3)	3, 4	Administrator for Organizational Development, Chief Academic Officer, Instructional Coach, Instructional Technologist	Summative - An updated walkthrough form will be developed.				
6) A guideline document will be developed to assist teachers in lesson planning to support the classroom learning environment based on the collaborative learning platform and differentiated instruction. (Target Group: All) (NCLB: 1,2,3)	3, 4, 9	Administrator for Organizational Development, Associate Principal, Chief Academic Officer, Department Heads, Instructional Coach, Instructional Technologist	Summative - The guideline document will be developed to assist teachers with lesson planning.				
7) Elementary and Middle School representatives will shadow and observe HS classroom learning environments/teachers/coaches in preparation for future implementation of the collaborative learning platform at their levels. (Target Group: All) (NCLB: 1,2,3)	3, 4, 9, 10	Administrator for Organizational Development, Principal	Summative - 100% of Middle Schools will participate in the shadowing activity.				
							

**Goal 3:** We will improve the learning experiences by using data that measures all students' weaknesses and strengths in order to address their curricular needs.

**Performance Objective 3:** Develop curriculum with an emphasis on preparation for post-secondary endorsements, certificates, and certifications.

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

**Summative Evaluation 3:**

Strategy Description	Title I	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Reviews			
				Formative			Summative
				Nov	Jan	Mar	June
1) Continue to expose faculty and staff to innovative academies identified throughout the county. (Target Group: All, CTE) (NCLB: 3,5)	1, 3, 4, 10	Administrator for Organizational Development, Director of Career and Technical Education	Summative - Identified sites of best practices will be researched and visited.				
2) Utilize district-assessed industry needs annually and adjust programming as needed. (Target Group: All, CTE) (NCLB: 3,5)	1, 2, 5, 10	Director of Career and Technical Education	Summative - Assessment results will be shared with Chief Academic Officer and relevant personnel.				
3) Apply for Early College High School designation to provide expanded opportunities for students to earn real-world certificates, licenses, and skills.(Target Group: All) (NCLB: 5)	1, 2, 9	Chief Academic Officer	Summative - Designations will be awarded in 2/2015				
4) Explore partnerships with current community and business resources for opportunities for post-secondary endorsements, certificates, and certifications. (Target Group: All) (NCLB: 5)	1, 2	Administrator for Organizational Development, Administrator for Secondary Education, Chief Academic Officer	Summative - At minimum one partnership will be formed with community or business resources to provide students with post-secondary certification opportunities.				
							






**Goal 3:** We will improve the learning experiences by using data that measures all students' weaknesses and strengths in order to address their curricular needs.

**Performance Objective 4:** Create a locally developed evaluation plan with established standards to measure, assess and determine the effectiveness of both current and future programs.

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

**Summative Evaluation 4:**

Strategy Description	Title I	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Reviews			
				Formative			Summative
				Nov	Jan	Mar	June
1) Monitor the Leaver Crosswalk (Target Group: 12th)		Counselor(s), Director of Guidance & Counseling, Director of Parental Involvement, Principal	Summative - Graduation Rate				
2) Provide training, as needed, on the development of common formative assessments. (Target Group: All)		Chief Academic Officer, Curriculum & Instruction Dept.	Summative - Formative Assessment results run through DMAC				
3) Use data tools to track value add and monitor instructional interventions for efficacy. (Target Group: All) (NCLB: 1,4)	1, 5	Chief Academic Officer, Content Area Specialist(s), Instructional Intervention Specialist, Intervention Specialists	Summative - Value-add and intervention reports				
4) Use TANGO to assist with data-driven instructional decisions (Target Group: All) (NCLB: 1,4)	8, 9	Chief Academic Officer, Curriculum & Instruction Dept., District Coordinator for School Improvement, District Leadership Team	Summative - Quarterly results				

5) All current curriculum based programs will be identified and measured utilizing an evaluation model identified by the district. (Target Group: All) (NCLB: 1,2)	2, 9, 10	Administrator for Elementary Education, Administrator for Secondary Education, Chief Academic Officer	Summative - Identified programs will be evaluated using an identified model.				
 = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue							

**Goal 3:** We will improve the learning experiences by using data that measures all students' weaknesses and strengths in order to address their curricular needs.

**Performance Objective 5:** Develop an Instructional Technology Support Team focusing on incorporating technology into the curriculum.

**Evaluation Data Source(s) 5:**

**Summative Evaluation 5:**

Strategy Description	Title I	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Reviews			
				Formative			Summative
				Nov	Jan	Mar	June
1) Continue to ensure that resources are aligned to the curriculum (Target Group: All)		Chief Academic Officer, District Coordinator for School Improvement, District Leadership Team, Division of Instruction	Summative - Alignment of all instructional resources				
2) Integrate innovative learning strategies, including PBL and Texas Performance Standards (Target Group: All)		Administrator for Organizational Development, Director of Technology, Instructional Technologist	Summative - Teachers listed as PBL certified will engage in quarterly meetings to share and discuss samples of student success.				
3) Enhance secondary library services to provide students increased opportunities for accessing information and technology. (Target Group: All) (NCLB: 5)	1	Coordinator for Library Services	Summative - Number of students visiting the library				
4) Research and encourage the CIPA compliant implementation of online, media rich resources and social networking tools (i.e.- Facebook, YouTube, etc.) for teachers and students to provide relevant, 21st Century learning experiences (Target Group: All)		Administrator for Organizational Development, Director of Technology	Summative - Increase usage of identified resources				
5) Research keeping school open in the evening to allow for technology use and internet access via the information Literacy Centers (ILC), thereby providing student and parents access to technology beyond the normal classroom time and provide multiple opportunities to enhance their learning experiences and allow for resources that may not be available at home. (Target Group: All) (NCLB: 1,2,4,5)		Campus Technician, Chief Academic Officer, Coordinator for Library Services, Principal	Summative - 100% of identified schools will participate.				



6) Identify a potential learning space on campus to model strategies to effectively infuse technology into the curriculum leading towards having a learning space similar to the Development Center for Innovative Teaching and Learning. (Target Group: All) (NCLB: 3,4)	1, 2, 3, 4	Action Idea Lead, Administrator for Organizational Development, Instructional Technologist	Summative - The Development Center for Innovative teaching and Learning will be open to all district staff.				
7) Develop an identified Instructional Technology Support Team whose purpose is to focus on the training of teachers on how to incorporate technology into the curriculum and make appropriate staffing recommendations, as needed. (Target Group: All) (NCLB: 1,2,3)	2, 3, 4, 9	Action Idea Lead, Campus Technician, Content Area Specialist(s), Coordinator for Library Services, Design Team Leader, Director of Technology, Instructional Facilitators, Instructional Technologist	Summative - Identified personnel will be selected to comprise each campus' technology support team.				
 = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue							

**Goal 3:** We will improve the learning experiences by using data that measures all students' weaknesses and strengths in order to address their curricular needs.






**Performance Objective 6:** Infuse technology into the curriculum to enhance classroom instruction and learning for all students.

**Evaluation Data Source(s) 6:**

**Summative Evaluation 6:**

Strategy Description	Title I	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Reviews			
				Formative			Summative
				Nov	Jan	Mar	June
1) Acquire and make available to students KUDER, which provides both students and counselors with data reflective of post- graduation student interests (Target Group: All) (NCLB: 5)		Director of Career and Technical Education, Director of Guidance & Counseling	Summative - CTE Teacher lesson plans, CTE student assessments, CTE Student Surveys, Calendar of events, agendas, Counselor documentation of college entrance applications				
2) Continue developing Digital Citizenship lessons through the Library Media Specialist and Digital Classroom teachers to share with students and staff (Target Group: All) (NCLB: 4)	1	Administrator for Organizational Development, Campus Staff, Coordinator for Library Services, Librarian	Summative - Delivery of quarterly lessons				
3) Expand the number of digital classrooms in the district. (Target Group: All)		Administrator for Organizational Development, Instructional Technologist	Summative - Accountability statistics, monthly meetings, participant surveys, and student test results				
4) Explore a Responsible Use Policy and make recommendations for appropriate updates to support current trends. (Target Group: All) (NCLB: 4)	1, 2	Administrator for Organizational Development, Chief Academic Officer, Director of Communication and KHGN, Director of Technology	Summative - Research Report on Responsible use Policy				
5) Monitor the implementation for district Bring Your Own Device Program (Target Group: All)		Administrator for Organizational Development, Director of Technology	Summative - Increase number of devices for students				

6) Transparently integrate Technology Applications TEKS throughout the district's curriculum at each grade level, focusing on developing the 21st Century learning skills of information, media, and ICT literacy (Target Group: All)		Administrator for Organizational Development, Director of Technology	Summative - % of students mastering Technology Applications TEKS				
7) Promote anywhere/anytime access for students to web-based instructional resources by implementing resources such as Learning Management Systems (i.e. - Project Share, Edmodo, etc.) and other cloud-based internet tools (i.e. - Microsoft Office365 system for email, online data storage, etc.) (Target Group: All)		Director of Technology, Instructional Technologist	Summative - Increase # of students participating				
8) Marketing throughout the district to showcase what the ILC's have to offer and market to the various feeder patterns. (Target Group: All) (NCLB: 3)		Coordinator for After School Programs, Coordinator for Library Services, Director of Communication and KHGN, Librarian	Summative - Marketing brochure/information sheets on ILC hours and additional resources.				
9) Incorporate the use of an online program (Shmoop) for students to use to prepare for the STAAR EOC exams. (Target Group: AtRisk)							

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

**Goal 3:** We will improve the learning experiences by using data that measures all students' weaknesses and strengths in order to address their curricular needs.

**Performance Objective 7:** For the 2016-17 school year, 10% of first-time test takers will meet the Level 3 advanced standard in English II, and 22% will meet the Level 3 advanced standard in US History as measured by the state assessment.

**Evaluation Data Source(s) 7:**

**Summative Evaluation 7:**

**Goal 3:** We will improve the learning experiences by using data that measures all students' weaknesses and strengths in order to address their curricular needs.

**Performance Objective 8:** For the 2016-17 school year, 25% of first-time test takers in English 1 will meet the satisfactory standard, 20% of students will meet the Final Recommended Standard, and 5% will meet the Advanced Standard as measured by the state assessment.

**Evaluation Data Source(s) 8:**

**Summative Evaluation 8:**

**Goal 3:** We will improve the learning experiences by using data that measures all students' weaknesses and strengths in order to address their curricular needs.

**Performance Objective 9:** For the 2016-17 school year, 75% of first-time test takers in English 2 will meet the satisfactory standard, 55% of students will meet the Final Recommended Standard, and 15% will meet the Advanced Standard as measured by the state assessment.

**Evaluation Data Source(s) 9:**

**Summative Evaluation 9:**

**Goal 3:** We will improve the learning experiences by using data that measures all students' weaknesses and strengths in order to address their curricular needs.

**Performance Objective 10:** For the 2016-17 school year, 40% of first-time test takers in Algebra 1 will meet the satisfactory standard, 30% of students will meet the Final Recommended Standard, and 15% will meet the Advanced Standard as measured by the state assessment.

**Evaluation Data Source(s) 10:**

## Summative Evaluation 10:

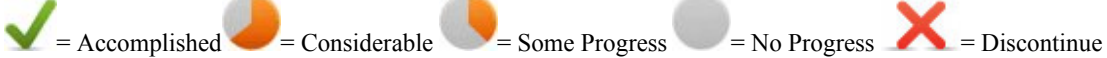
Strategy Description	Title I	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Reviews			
				Formative			Summative
				Nov	Jan	Mar	June
1) Provide informational meetings with campus leaders (team leaders, department chairs, facilitators) on interventions for special education students to increase academic achievement (Target Group: SPED)		Director of Special Education, Instructional Intervention Specialist	Summative - Agendas, sign-in sheets, DMAC data				
2) Monitor and support the implementation of differentiated instruction in grades PK-12 for students in all special programs. (Target Group: SPED)		Director of Special Education, Instructional Intervention Specialist, Principal	Summative - DMAC data, classroom observations, lesson plans, student assessments				
3) Develop and monitor Intensive Programs of Instruction (IPI) interventions for Special Education students to increase academic achievement. (Target Group: SPED) (NCLB: 1,5)	1, 9	Director of Special Education	Summative - Data analysis from Sp. Ed. Manager				
4) Continue to actively screen and monitor students for homeless education program (McKinney-Vento Act) and foster eligibility. (Target Group: All) (NCLB: 4,5)	9	Campus Homeless Liaison, Counselor(s), Director of Federal Programs, Director of Parental Involvement, Intake Center Personnel, Principal	Summative - Documentation of 100% identified homeless students and foster students. Homeless Registration Questionnaire.				
5) Designate and train a campus liaison in the identification and eligibility of students experiencing homelessness and foster students. (Target Group: All) (NCLB: 4,5)	9, 10	Director of Federal Programs, Director of Parental Involvement	Summative - Lists of campus liaisons will be provided to all campuses, agendas and sign-in sheet				
6) Continued transformation of special education instructional environment. (Target Group: SPED)		Instructional Intervention Specialist, Principal	Summative - Data collected from each classroom on the matrix				
7) Acquire and make available a support program for incoming immigrants at the secondary level. (Target Group: ESL, LEP)		Chief Academic Officer, Principal	Summative - ESL Student performance, ESL Student completion rate, Progress reports, grading reports.				
8) Provide 100% of eligible migrant students opportunities to participate in enrichment programs and activities including college experiences, field trips leadership conferences, motivational speakers, retreats, workshops and summer programs (Target Group: Migrant) (NCLB: 1,2,3,4,5)		Coordinator for Federal Programs, Coordinator for Migrant Services, Director of Federal Programs, Migrant Counselors	Summative - Attendance records, recruitment logs, sign in sheets, counselor logs, student reports and surveys, documentation of parent meetings				

9) Provide 100% of identified migrant students with appropriate supplemental educational services. (Target Group: Migrant) (NCLB: 5)		Coordinator for Federal Programs, Director of Federal Programs, Migrant Counselors	Summative - Constant review of PFS Reports, Service Delivery Plan, and Counselor activity logs				
10) Provide grade appropriate school supplies to 100% of migrant students (Target Group: Migrant) (NCLB: 1,2,3,4,5)		Coordinator for Federal Programs, Counselor(s), Director of Federal Programs, Migrant Counselors	Summative - Recruiter supply logs and counselor activity logs. Coordination of school supply lists and program compliance in purchasing of items.				
11) Provide migrant students identified as "priority for services" with appropriate supplemental services. (Target Group: Migrant) (NCLB: 1,2,5)		Coordinator for Federal Programs, Counselor(s), Director of Federal Programs, Migrant Counselors, Principal	Summative - Documentation of services provided in coordination with migrant counselors, student, and campus, PFS Reports				
12) Provide 100% of costs for secondary migrant students testing and correspondence courses (Target Group: Migrant) (NCLB: 1,2,3,4,5)		Coordinator for Federal Programs, Director of Federal Programs, Migrant Counselors, Principal	Summative - Documentation of 100% of costs for secondary migrant students testing and correspondence courses accounted for				
13) Continued implementation of an extended day program for late arrival and early withdrawal students (Target Group: Migrant) (NCLB: 1,2,3,4,5)		Coordinator for Federal Programs, Coordinator for Migrant Services, Director of Federal Programs, Migrant Counselors, Principal	Summative - Documentation of implemented migrant extended day programs				
14) Provide migrant students with grade appropriate supplemental technology equipment for participation in innovative learning strategies. (Target Group: Migrant) (NCLB: 1,2,5)		Coordinator for Federal Programs, Coordinator for Migrant Services, Director of Federal Programs, Migrant Counselors	Summative - Student Logs PFS Action Plan				
15) Reduce the assignment of students to on and off campus alternative disciplinary settings by providing training on the Response to Intervention Behavioral Design (focus on Tier I, II and III) to all campuses. (Target Group: All)		Behavior Specialist, Director of Special Education, Dyslexia/RTI/504 Specialist, Principal	Summative - Sign In sheets for trainings and agendas; decrease in number of students placed in District Alternative Ed.				
16) Continued implementation of recruitment and identification plan for migrant students (Target Group: Migrant) (NCLB: 1,2,3,4,5)		Coordinator for Federal Programs, Counselor(s), Director of Federal Programs, Migrant Counselors	Summative - Map out areas targeted in the Community. Review strategies used for canvassing. Finalized plan submitted to Region One.				

17) Closely monitor migrant student graduation cohort groups through the use of audit cards and PGP's. (Target Group: Migrant) (NCLB: 5)		Coordinator for Migrant Services, Counselor(s), Director of Federal Programs, Migrant Counselors, Principal	Summative - Analyze various academic data and coordinate services between students, counselors, and campus				
18) Provide additional support and information for migrant parents by encouraging their participation in the district's Parent Advisory Council (PAC) (Target Group: Migrant) (NCLB: 5)		Coordinator for Federal Programs, Coordinator for Migrant Services, Migrant Counselors	Summative - Sign-in sheets, Agendas, Surveys				
19) Provide parents with monthly monitoring of migrant student achievement through PFS action plan reporting (Target Group: Migrant) (NCLB: 5)		Coordinator for Federal Programs, Migrant Services, Migrant Counselors, Principal	Summative - Parent Signatures and Counselor Logs, Priority for Service Action Plan				
20) Assist in the development of district guidelines for Secondary Behavior Adjustment Classrooms. (Target Group: SPED) (NCLB: 4)	2, 9, 10	Behavior Specialist, Director of Special Programs/Multi-Language, Special Ed Department	Summative - Rates of discretionary placements of Special Education Students at the DAEP, will be utilized to evaluate the effectiveness of the BAC.				
21) Distribute a district-developed monthly newsletter to parents of students identified with dyslexia. (Target Group: Section 504, Dyslexia) (Target Group: Dys, 504) (NCLB: 1)	6, 9	Dyslexia/RTI/504 Specialist	Summative - Parent feedback & number of parents accessing newsletter electronically on website				
22) Provide informational meetings with campus leaders (Principals, Assistant Principals, Associate Principals, Instructional Facilitators) to support English Language Learners on individual campuses. (Target Group: ELL/LEP) (Target Group: ESL, LEP)		Chief Academic Officer, Director of Special Programs/Multi-Language, Principal	Summative - Agendas, Sign-In Sheets				
23) Provide annual training to all designated campus Section 504 coordinators regarding current 504 regulations and local district procedures. (Target Group: Section 504) (Target Group: Dys, 504) (NCLB: 1)	4, 9	Dyslexia/RTI/504 Specialist	Summative - Sign-in sheets for training and agenda				
24) Implement the ESL Content Based Program with fidelity at the secondary level to impact the English Language Learner academic success. (Target Group: ESL, LEP)		Associate Principal, Director of Special Programs/Multi-Language, ELL Campus Contacts, ESL Administrators, ESL Teachers, Principal, Special Programs/Multi-Language Specialists	Summative - Campus Meeting Agendas and Sign-Ins ELL/LEP Intervention Plans monitored every 9 weeks LPAC Folder Documentation				

25) Annually monitor active Section 504 folders to ensure compliance with required Section 504 procedural documents. (Target Group: Section 504) (Target Group: Dys, 504) (NCLB: 1)	9	Dyslexia/RTI/504 Specialist	Summative - Checklist of required Section 504 documents				
26) Distribute a district-developed informational brochure to all teachers and parents regarding Section 504 identification. (Title I SW: 9) (Target Group: 504) (NCLB: 1)	9	Dyslexia/RTI/504 Specialist	Summative - Number of brochures distributed to campuses and parents				
27) Assist in the development of a districtwide process for improving the campus-to-campus transition of RtI information for all students. (Target Group: All) (NCLB: 1)	9, 10	Dyslexia/RTI/504 Specialist	Summative - Meetings with core elementary and middle school RtI teams; Sign-in sheets; Agendas				
28) Assist in the review of the most recent district RtI handbook and identify areas that need to be updated. (Target Group: All) (NCLB: 1)	9	Dyslexia/RTI/504 Specialist	Summative - Meetings with core RtI elementary and middle school team members; sign-in sheets; agendas				
29) Annual LPAC Folder discovery tour audits will be conducted to ensure proper documentation is in place for all English Language Learners academic success. (Target Group: ESL, LEP)		Director of Special Programs/Multi-Language, Principal, Special Programs/Multi-Language Specialists	Summative - LPAC Folder Discovery Tour Audit Report Campus Level District Level				
30) Utilize and comply with district Section 504 administrative guidelines. (Target Group: Dys, 504) (NCLB: 1)	4, 10	Dyslexia/RTI/504 Specialist	Summative - 2014-2015 HCISD Section 504 Administrative Guidelines				
31) Develop a written district plan outlining dyslexia characteristics, identification, and instruction. Local district procedures for formal dyslexia assessments included. (Target Group: Dys) (NCLB: 1)	4	Dyslexia/RTI/504 Specialist	Summative - 2014-2015 district dyslexia plan				
32) Update and monitor ELL/LEP Intervention Forms for differentiated instruction in grades K- 12 for students in Bilingual/ESL programs. (Target Group: ESL, LEP)		Bilingual Administrators, Bilingual Teachers, Director of Special Programs/Multi-Language, ESL Administrators, ESL Teachers, Principal, Special Programs/Multi-Language Specialists	Summative - ELL/LEP Intervention Plans				
33) Explore different research-based options for dyslexia instruction. (Target Group: Dyslexia) (Target Group: Dys) (NCLB: 1)	3	Dyslexia/RTI/504 Specialist	Summative - Information/data collected from different programs of instruction for dyslexia				



34) Recommend participation in informational sessions to parents of students identified with dyslexia. (Title I SW: 6) (Target Group: Dys) (NCLB: 1)	6	Dyslexia/RTI/504 Specialist	Summative - Sign-in sheets; presentation materials				
35) Facilitate transitional meetings by feeder pattern to ensure the appropriate transition of Bilingual and ESL support services from elementary to middle school and middle school to high school for English Language Learners. (Target Group: LEP)	3	Bilingual Administrators, Director of Special Programs/Multi-Language, ESL Administrators, Principal, Special Programs/Multi-Language Specialists	Summative - Agendas, Sign-in Sheets				
36) By 2016, 9th and 10th grade students will improve performance on the STAAR Writing test or EOC in English I and II by 6%.	2, 6, 10		Summative -				
37) By 2016, all students taking the Algebra I EOC will improve performance by 6%.			Summative -				
							

**Goal 3:** We will improve the learning experiences by using data that measures all students' weaknesses and strengths in order to address their curricular needs.

**Performance Objective 11:** For the 2016-17 school year, 70% of first-time test takers in Biology will meet the satisfactory standard, 25% of students will meet the Final Recommended Standard, and 5% will meet the Advanced Standard as measured by the state assessment.

**Evaluation Data Source(s) 11:**

**Summative Evaluation 11:**

**Goal 3:** We will improve the learning experiences by using data that measures all students' weaknesses and strengths in order to address their curricular needs.

**Performance Objective 12:** For the 2016-17 school year, 95% of first-time test takers in US History will meet the satisfactory standard, 65% of students will meet the Final Recommended Standard, and 25% will meet the Advanced Standard as measured by the state assessment.

**Evaluation Data Source(s) 12:**

**Summative Evaluation 12:**

**Goal 3:** We will improve the learning experiences by using data that measures all students' weaknesses and strengths in order to address their curricular needs.

**Performance Objective 13:** For the 2016-17 school year, 75% of first-time test takers in Algebra I will meet the satisfactory standard, 55% of students will meet the Final Recommended Standard, and 15% will meet the Advanced Standard as measured by the state assessment.

**Evaluation Data Source(s) 13:**

**Summative Evaluation 13:**

**Goal 3:** We will improve the learning experiences by using data that measures all students' weaknesses and strengths in order to address their curricular needs.

**Performance Objective 14:** For the 2016-17 school year, 5% of Special Education students will meet the satisfactory standard in English 1, 10% in English 2, 5% in Algebra 1, 5% in Biology, and 45% in US History as measured by the state assessment.

**Evaluation Data Source(s) 14:**

**Summative Evaluation 14:**

**Goal 3:** We will improve the learning experiences by using data that measures all students' weaknesses and strengths in order to address their curricular needs.

**Performance Objective 15:** For the 2016-17 school year, 20% of ESL students will meet the satisfactory standard in English 1, 25% in English 2, 65% in Algebra 1, 65% in Biology, and 65% in US History as measured by the state assessment.

**Evaluation Data Source(s) 15:**

**Summative Evaluation 15:**

**Goal 3:** We will improve the learning experiences by using data that measures all students' weaknesses and strengths in order to address their curricular needs.

**Performance Objective 16:** For the 2016-17 school year, 65% of Economically Disadvantaged students will meet the satisfactory standard in English 1, 65% in English 2, 75% in Algebra 1, 85% in Biology, and 95% in US History as measured by the state assessment.

**Evaluation Data Source(s) 16:**

**Summative Evaluation 16:**






**Goal 4: We will develop an individualized learning plan for all students that will assess results at specific intervals to ensure post-secondary and career readiness is achieved.**

**Performance Objective 1:** Implement a systematic approach to develop and utilize an electronic individualized portfolio.

**Evaluation Data Source(s) 1:**

**Summative Evaluation 1:**

Strategy Description	Title I	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Reviews			
				Formative			Summative
				Nov	Jan	Mar	June






1) Define the contents of the portfolio which may include current state requirements and college and career interest inventories. (Target Group: All) (NCLB: 5)	2, 9, 10	Administrator for Elementary Education, Administrator for Secondary Education	Summative - 100% of HSHP students will participate.				
2) Create a rubric to define contents of the portfolio according to college and career readiness standards. (Target Group: All) (NCLB: 5)	1, 2, 9	Administrator for Elementary Education, Administrator for Secondary Education, Design Team Leader	Summative - A rubric will be created. 100% of students at HSHP will participate.				
3) Develop a process for maintaining portfolios and a phase in plan for implementation.		Design Team Leader, Director of Accountability & Assessment	Summative - 100% of HSHP teachers will participate.				
4) If needed, a system to maintain portfolios will be purchased. The process will include vendor presentations. (Target Group: All) (NCLB: 5)	2, 9	Administrator for Elementary Education, Chief Financial Officer	Summative - A system will be identified.				
 = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue							

**Goal 4:** We will develop an individualized learning plan for all students that will assess results at specific intervals to ensure post-secondary and career readiness is achieved.

**Performance Objective 2:** Define and assign roles of professional staff to begin grade appropriate focus to college and career readiness.

**Evaluation Data Source(s) 2:**

**Summative Evaluation 2:**

Strategy Description	Title I	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Reviews			
				Formative			Summative
				Nov	Jan	Mar	June
1) Continue transformation of school libraries into Information Literacy Centers (Target Group: All)		Coordinator for Library Services	Summative - Accountability statistics				
2) Realign counselor assignments at the high school to create counselor specialists in each of the 5 areas of endorsements. (Target Group: 10th, 11th, 12th) (NCLB: 5)	1, 2, 9, 10	Assistant Principal(s), Associate Principal, Counselor(s), CTE Counselors, Principal	Summative - new job responsibilities will be shared with counseling staff.				
3) Generate a proposal to place professional staff in the College and Career centers to address college and career readiness, college transition, financial aid, advanced academics, and workforce readiness. (Target Group: 10th, 11th, 12th) (NCLB: 5)	1, 2, 9	Action Idea Lead, Chief Financial Officer, Design Team Leader, Director of Advanced Academic Services, Director of Career and Technical Education, Director of Guidance & Counseling, Principal	Summative - A proposal for Identified staff assigned to college and career center will be presented to superintendent staff				
 = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue							






**Goal 4:** We will develop an individualized learning plan for all students that will assess results at specific intervals to ensure post-secondary and career readiness is achieved.

**Performance Objective 3:** Align activities at all levels that promote college and career readiness.

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

**Summative Evaluation 3:**

Strategy Description	Title I	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Reviews			
				Formative			Summative
				Nov	Jan	Mar	June
1) Provide MS/HS CTE students with opportunities to visit local colleges of our area such as TSTC & UTB throughout the school- year (Target Group: All) (NCLB: 5)		CTE Counselors, Director of Career and Technical Education, Director of Guidance & Counseling	Summative - CTE Teacher Lesson Plans, CTE Student Surveys, Calendar of events, agendas, Counselor documentation of college entrance applications				
2) Integrate Career & Technical Education (CTE) courses coherently within a student's Personal Graduation Plan, in order to make real-world connections. (Target Group: All) (NCLB: 5)		CTE Counselors, Director of Career and Technical Education, Director of Guidance & Counseling	Summative - CTE Program of Study enrollment, Calendar of events, agendas, Counselor documentation of college entrance applications				
3) Discuss graduation programs and credits with all students Pre-K-12 (Target Group: All) (NCLB: 5)	1	Counselor(s), CTE Counselors, Director of Guidance & Counseling	Summative - Graduation Rate				
4) Facilitate and conduct informational sessions on the college admissions and financial aid information. College Night/Financial Aid Night (Target Group: All) (NCLB: 5)	1	Counselor(s), Director of Guidance & Counseling	Summative - Number of students applying for financial aid and the number of college representatives that visit HCISD campuses and/or other locations. Example: TSTC				
5) Partner with local post-secondary institutions to provide a comprehensive K-16 educational plan for students. (Target Group: All) (NCLB: 5)	1	Director of Advanced Academic Services, Director of Career and Technical Education, Director of Guidance & Counseling	Summative - Number of students enrolled in dual/concurrent enrollment classes; Number of students transitioning to post-secondary institutions				
6) Coordinate university field trip higher education awareness with agencies throughout the community. (Target Group: All) (NCLB: 5)	1	Director of Parental Involvement, New Directions Counselor	Summative - Participants, Sign-In Sheets				


7) Provide CTE teachers with local community and business leaders within Heroes for Harlingen, in order to support a positive School/Workforce network, and direction and guidance in terms of relevantly preparing students with labor/college-ready expectations. (NCLB: 5)	1	Director of Career and Technical Education	Summative - CTE Program of Study enrollment, CTE student classroom success, CTE teacher Professional Development				
8) Provide informational meetings on high school graduation requirements and college readiness. (Target Group: All)		Counselor(s), Director of Parental Involvement, Parent Liaison, Principal	Summative - Sing-In Sheets, Participants, Student Achievement				
9) Support and coordinate the required GT training for new teachers. (Target Group: All)		Director of Advanced Academic Services, Instructional Facilitators	Summative - Attendance at workshops and training certificates				
10) Established expectations and protocols for career and post-secondary exploration activities at the elementary level will be developed and implemented in the following year. (Target Group: PRE K, K, 1st, 2nd, 3rd, 4th, 5th) (NCLB: 1,2,5)	1, 2, 9, 10	Administrator for Elementary Education, Chief Academic Officer, Curriculum & Instruction Dept.	Summative - Expectations and Protocols will be shared with campus administration.				
11) Provide each student with a Personal Graduation Plan (PGP) for post-secondary education. (Target Group: 9th, 10th, 11th, 12th) (NCLB: 5)	1, 8, 9	Campus Career Counselor, Counselor(s), CTE Counselors, Director of Guidance & Counseling, Principal	Summative - A personal graduation plan will be developed for all students beginning their 9th grade year.				
 = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue							

**Goal 4:** We will develop an individualized learning plan for all students that will assess results at specific intervals to ensure post-secondary and career readiness is achieved.

**Performance Objective 4:** Expand opportunities for after school and summer enrichment activities aligned with the curriculum.

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

**Summative Evaluation 4:**

Strategy Description	Title I	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Reviews			
				Formative			Summative
				Nov	Jan	Mar	June
1) Provide 100% of eligible high school migrant students with college-sponsored summer school opportunities (Target Group: Migrant) (NCLB: 1,2,3,4,5)		Coordinator for Federal Programs, Counselor(s), Director of Federal Programs, Migrant Counselors, Principal	Summative - Summer school program attendance records, recruitment logs, and counselor collaboration				
2) Provide instructional extended day and extended week programs for students in need of additional assistance. (Target Group: All, AtRisk) (NCLB: 4,5)	9, 10	Director of Federal Programs, Principal, Teacher for After School Programs	Summative - Monthly attendance records.				
							



**Goal 4:** We will develop an individualized learning plan for all students that will assess results at specific intervals to ensure post-secondary and career readiness is achieved.

**Performance Objective 5:** For the 2016-17 school year, the campus attendance rate will meet or exceed 96%.

**Evaluation Data Source(s) 5:**

**Summative Evaluation 5:**

**Goal 4:** We will develop an individualized learning plan for all students that will assess results at specific intervals to ensure post-secondary and career readiness is achieved.

**Performance Objective 6:** For the 2016-17 school year, the individual attendance for first time freshman students will be greater than or equal to 60%.

**Evaluation Data Source(s) 6:**

**Summative Evaluation 6:**

**Goal 4:** We will develop an individualized learning plan for all students that will assess results at specific intervals to ensure post-secondary and career readiness is achieved.

**Performance Objective 7:** For the 2016-17 school year, 100% of first time freshman students will remain on track to graduation based on credits.

**Evaluation Data Source(s) 7:**

**Summative Evaluation 7:**

**Goal 4:** We will develop an individualized learning plan for all students that will assess results at specific intervals to ensure post-secondary and career readiness is achieved.

**Performance Objective 8:** For the 2016-17 school year, the individual attendance for 10th-12th grade students will be greater than or equal to 65%.

**Evaluation Data Source(s) 8:**

**Summative Evaluation 8:**

**Goal 4:** We will develop an individualized learning plan for all students that will assess results at specific intervals to ensure post-secondary and career readiness is achieved.

**Performance Objective 9:** For the 2016-17 school year, 95% of 10th-12th grade students will remain on track to graduation based on credits.

**Evaluation Data Source(s) 9:**

**Summative Evaluation 9:**

Strategy Description	Title I	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Reviews			
				Formative			Summative
				Nov	Jan	Mar	June
1) Increase individual Program of Studys ability to promote, test and administer marketable skill awards, industry certification/licensure exams, etc. by sustaining the majority of the cost for such testing for the students. (Target Group: All) (NCLB: 5)	1	CTE Counselors, Director of Career and Technical Education, Director of Guidance & Counseling	Summative - Student enrollment and participation in CTE programs of study, increase in CTE student awards, certification and degrees				
2) Communicate to CTE students the value and importance as well as the CTE expectation as specified in the HCISD District Improvement Plan Goal #5, of working towards marketable skills, certifications and/or degree attainment (Target Group: All) (NCLB: 5)		CTE Counselors, Director of Career and Technical Education, Director of Guidance & Counseling	Summative - Student enrollment and participation in CTE programs of study, increase in CTE student awards, certification and degrees as specified by the Carl Perkins Federal Funding requirements				
3) Support the campuses to increase the passing percentage rate of students on the college readiness indicators of language arts and math (Target Group: All) (NCLB: 1)		Campus Staff, Content Area Specialist(s), Counselor(s), Director of Advanced Academic Services, District Coordinator for School Improvement, District Leadership Team, Teacher(s)	Summative - Test data				
4) HCISD will continue to promote a 21st Century Research Skills guide for students and teachers (ELAR) (Target Group: All)		Content Area Specialist(s), Coordinator for Library Services	Summative - Guide will be located on district webpage under "For Students" tab				
5) Support the Tex Prep by providing information and assisting in the coordination of presentations on middle school campuses. (Target Group: All) (NCLB: 5)		Director of Advanced Academic Services	Summative - Completion rate				
6) Provide standard based instructional materials and strategies that support academic rigor. (Target Group: All) (NCLB: 1)	3, 4	Administrator for Organizational Development, Director of Advanced Academic Services	Summative - Training sign in sheets and agendas				

<p>7) Follow the district wide curriculum which supports focused instruction that is vertically aligned. (Target Group: All) (NCLB: 1)</p>	<p>Administrator for Elementary Education,  Administrator for Secondary Education,  Associate Principal,  Chief Academic Officer, Content Area Specialist(s),  Department Heads, Elementary Campuses,  Instructional Coach, Instructional Facilitators,  Secondary Campuses, Teacher(s)</p>	<p>Summative - Teacher feedback student performance on state assessments</p>				
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 = Accomplished
 = Considerable
 = Some Progress
 = No Progress
 = Discontinue






**Goal 4:** We will develop an individualized learning plan for all students that will assess results at specific intervals to ensure post-secondary and career readiness is achieved.

**Performance Objective 10:** For the 2016-17 school year, the dropout rate will decrease to less than 2%.

**Evaluation Data Source(s) 10:**

**Summative Evaluation 10:**

Strategy Description	Title I	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Reviews			
				Formative			Summative
				Nov	Jan	Mar	June
1) Monitor the Leaver Crosswalk (Target Group: 12th)		Counselor(s), Director of Guidance & Counseling, Director of Parental Involvement, Principal	Summative - Graduation Rate				
2) Connect to Success event will be organized. The goal of this event will be to encourage our students to return to high school and complete their high school diploma. (Target Group: All) (NCLB: 5)	2	Attendance Officers, Director of Parental Involvement, Parental Involvement	Summative - Data regarding the number of students returning to the HCISD system				

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






**Goal 4:** We will develop an individualized learning plan for all students that will assess results at specific intervals to ensure post-secondary and career readiness is achieved.

**Performance Objective 11:** For the 2016-17 school year, the 4-year HS graduation rate will be at 89%.

**Evaluation Data Source(s) 11:**

**Summative Evaluation 11:**

Strategy Description	Title I	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Reviews			
				Formative			Summative
				Nov	Jan	Mar	June
1) Monitor the Leaver Crosswalk (Target Group: 12th)		Counselor(s), Director of Guidance & Counseling, Director of Parental Involvement, Principal	Summative - Graduation Rate				
2) Support the implementation of Edgenuity as a credit recovery program to support student graduation requirements (Target Group: 9th, 10th, 11th, 12th)		Associate Principal, Chief Academic Officer, Curriculum & Instruction Dept., Director of Guidance & Counseling, Director of Technology, Principal	Summative - Credits earned				
3) Provide parents and students the opportunities to become informed and familiar with Harlingen CISD graduation requirements and college readiness indicators. (Target Group: All) (NCLB: 5)	6	Counselor(s), Director of Guidance & Counseling, Director of Parental Involvement, Principal	Summative - AEIS reports, Graduation and Completion Rates, Participation of Attendance (parent meetings), Sign in Sheets				
4) To increase awareness of House Bill requirements and graduation at all grade levels (Target Group: All)		Counselor(s), Director of Guidance & Counseling, Director of Parental Involvement, Principal	Summative - Graduation Rate				
5) Committee will be formed to monitor the 5th year student. (Target Group: 9th, 10th, 11th, 12th) (NCLB: 5)		Director of Parental Involvement	Summative - A committee will be formed by 2015				

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

**Goal 4:** We will develop an individualized learning plan for all students that will assess results at specific intervals to ensure post-secondary and career readiness is achieved.

**Performance Objective 12:** For the 2016-17 school year, the 5-year high school completion rate will meet or exceed 95%.

**Evaluation Data Source(s) 12:**

**Summative Evaluation 12:**

**Goal 4:** We will develop an individualized learning plan for all students that will assess results at specific intervals to ensure post-secondary and career readiness is achieved.

**Performance Objective 13:** For the 2016-17 school year, 20% of 12th grade students will graduate with 12+ college credit hours or equivalent.

**Evaluation Data Source(s) 13:**

**Summative Evaluation 13:**

**Goal 4:** We will develop an individualized learning plan for all students that will assess results at specific intervals to ensure post-secondary and career readiness is achieved.

**Performance Objective 14:** For the 2016-17 school year, 40% of 12th grade students will graduate with an industry certification.

**Evaluation Data Source(s) 14:**

**Summative Evaluation 14:**

**Goal 4:** We will develop an individualized learning plan for all students that will assess results at specific intervals to ensure post-secondary and career readiness is achieved.

**Performance Objective 15:** For the 2016-17 school year, 90% of 12th grade students will graduate under the Distinguished/Recommended Graduation Plan.

**Evaluation Data Source(s) 15:**

**Summative Evaluation 15:**


**Goal 4:** We will develop an individualized learning plan for all students that will assess results at specific intervals to ensure post-secondary and career

readiness is achieved.

**Performance Objective 16:** For the 2016-17 school year, 100% of enrolled students will complete their AP course.

**Evaluation Data Source(s) 16:**

**Summative Evaluation 16:**

Strategy Description	Title I	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Reviews			
				Formative			Summative
				Nov	Jan	Mar	June
1) Continue professional and academic communication and support for dual credit courses between HCISD and Texas State Technical College (Target Group: All) (NCLB: 5)		Director of Advanced Academic Services, Director of Career and Technical Education, Director of Guidance & Counseling	Summative - Student enrollment, student transcripts, curriculum documents				
2) Communicate to students and parents the benefits of college preparation and programs such as Dual Enrollment, Pre AP/AP, and CTE through classroom presentations, high school visits, videos, webpages, and pre-registration (Target Group: All) (NCLB: 5)		Director of Advanced Academic Services, Director of Career and Technical Education, Director of Guidance & Counseling	Summative - CTE Program of Study enrollment, Dual Enrollment, Pre- AP/AP enrollment				
3) Utilize the AP Potential report to ensure that all students who demonstrate potential are enrolled and educated in the benefits and requirements of AP courses.		Associate Principal, Counselor(s), Teacher - GT / AP, Teacher(s)	Summative - Increase in the number of students enrolled in AP program.				
							

**Goal 4:** We will develop an individualized learning plan for all students that will assess results at specific intervals to ensure post-secondary and career readiness is achieved.

**Performance Objective 17:** For the 2016-17 school year, AP test participation will increase by 11%.

**Evaluation Data Source(s) 17:**

**Summative Evaluation 17:**

**Goal 4:** We will develop an individualized learning plan for all students that will assess results at specific intervals to ensure post-secondary and career readiness is achieved.






**Performance Objective 18:** For the 2016-17 school year, 50% of students will score a 3 or better on Advanced Placement exams.

**Evaluation Data Source(s) 18:**

**Summative Evaluation 18:**

Strategy Description	Title I	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Reviews			
				Formative			Summative
				Nov	Jan	Mar	June
1) Support campus staff to increase the percentage of examinees scoring a 3 or higher on at least one AP exam. (Target Group: All) (NCLB: 1)	1	Content Area Specialist(s), Director of Advanced Academic Services, Teacher - GT / AP	Summative - Year end AP data				
2) Support campus staff to increase the number of students taking at least one AP exam. (Target Group: All) (NCLB: 5)		Director of Advanced Academic Services, Teacher - GT / AP	Summative - Year end data				
3) Support the campuses to conduct AP tutoring sessions. (Target Group: All, GT)		Director of Advanced Academic Services, Instructional Facilitators, Teacher - GT / AP	Summative - Attendance records; Allocate money				
4) Implement AP benchmarks for the core area. (Target Group: All)		Associate Principal, Content Area Specialist(s), Instructional Coach	Summative - AP exam results				
5) Implement a Pre-AP and AP PLC for teachers with monthly meetings.			Summative -				



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

**Goal 4:** We will develop an individualized learning plan for all students that will assess results at specific intervals to ensure post-secondary and career readiness is achieved.

**Performance Objective 19:** For the 2016-17 school year, 65% of graduates will complete a CTE Coherent Sequence.

**Evaluation Data Source(s) 19:**

**Summative Evaluation 19:**

**Goal 4:** We will develop an individualized learning plan for all students that will assess results at specific intervals to ensure post-secondary and career readiness is achieved.

**Performance Objective 20:** For the 2016-17 school year, 60% of 12th grade students will complete the Free Application for Federal Student Aid (FAFSA).

**Evaluation Data Source(s) 20:**

**Summative Evaluation 20:**

**Goal 4:** We will develop an individualized learning plan for all students that will assess results at specific intervals to ensure post-secondary and career readiness is achieved.

**Performance Objective 21:** For the 2016-17 school year, 70% of 12th grade students will complete the Apply Texas Application.

**Evaluation Data Source(s) 21:**

**Summative Evaluation 21:**

**Goal 4:** We will develop an individualized learning plan for all students that will assess results at specific intervals to ensure post-secondary and career readiness is achieved.

**Performance Objective 22:** For the 2016-17 school year, 70% of 12th grade students will enroll in postsecondary education within their first two years after graduation.

**Evaluation Data Source(s) 22:**

**Summative Evaluation 22:**

**Goal 4:** We will develop an individualized learning plan for all students that will assess results at specific intervals to ensure post-secondary and career

readiness is achieved.

**Performance Objective 23:** For the 2016-17 school year, 30% of 12th grade students will graduate within six years.

**Evaluation Data Source(s) 23:**

**Summative Evaluation 23:**






**Goal 5: We will increase the efficiency of communication between teachers, parents, and students to achieve the district's goal of meeting all students' educational needs.**

**Performance Objective 1:** Spark partnerships by providing information to and training for our community.

**Evaluation Data Source(s) 1:**

**Summative Evaluation 1:**

Strategy Description	Title I	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Reviews			
				Formative			Summative
				Nov	Jan	Mar	June
1) Provide parents the opportunity to participate in a staff development day for parents. (Target Group: All) (NCLB: 5)	1	Director of Parental Involvement	Summative - Community Donations - Participants, Sign-In Sheets, Evaluations per Sessions				
2) Nurture the relationship built between HCISD and Harlingen PTA City Council (Target Group: All) (NCLB: 5)	1	PTA, Superintendent(s)	Summative - Sign in sheets for City Council PTA Meetings				
3) Provide training to parents on accessing online confidential student test results.		Director of Accountability & Assessment, Director of Parental Involvement, Principal	Summative - Sign in sheets for informational sessions Percentage of parents contacted				
4) Provide training opportunities for parents that will include parent strategies that will benefit the families. (Target Group: All) (NCLB: 5)	6	Director of Parental Involvement	Summative - Participation in activities and sign in sheets for activities				
5) Provide an additional support for students and families through our Parent Center. Explore Partnerships to include Harlingen Housing Authority and Cameron County Housing Authority. (Target Group: All) (NCLB: 5)	1	Director of Parental Involvement, Parental Involvement	Summative - Participation, Sign- In Sheets, Student Success				

6) Ensure that parents are informed and familiar with Parent Access Center for monitoring of student grades and attendance. (Target Group: All)		Counselor(s), Director of Accountability & Assessment, Director of Parental Involvement, Parent Liaison, Principal	Summative - Participation, Number of parents utilizing the Parent Access Center				
7) Community outside agencies that have volunteered will be made to present to Harlingen CISD campuses. (Target Group: All, PRE K, K, 9th, 10th, 11th, 12th, 1st, 2nd, 3rd, 4th, 5th, 6th, 7th, 8th) (NCLB: 5)	6	Director of Parental Involvement, Parent Liaison, Principal	Summative - agendas, sign sheets				
 = Accomplished  = Considerable  = Some Progress  = No Progress  = Discontinue							

**Goal 5:** We will increase the efficiency of communication between teachers, parents, and students to achieve the district's goal of meeting all students' educational needs.






**Performance Objective 2:** Connect the community and the district with innovative approaches to addressing the educational needs of students.

**Evaluation Data Source(s) 2:**

**Summative Evaluation 2:**

Strategy Description	Title I	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Reviews			
				Formative			Summative
				Nov	Jan	Mar	June
1) Partner CTE teachers with local community and business leaders, supporting positive school/workforce networking, direction, and guidance in terms of relevantly preparing students of labor/college-ready expectations through classroom connections and teaching. (Target Group: All) (NCLB: 5)	1	Director of Career and Technical Education	Summative - CTE student classroom success, CTE teacher professional Development and participation in district initiatives such as Heroes for Harlingen.				
2) Expand partnership between the Harlingen Public Library and HCISD in order to provide opportunities for our students to have access to additional information and resources.		Content Area Specialist(s), Coordinator for Library Services	Summative - HCISD website updated to include HPL resources				
3) Provide activities for parents to encourage parental involvement in our schools. (Target Group: All) (NCLB: 4,5)	6	Director of Parental Involvement, Parent Liaison, Parent Volunteers, Principal, PTA	Summative - Sign-in sheets for parental involvement activities				
4) Strengthen the partnership between the Regional Academic Health Center (RAHC) and HCISD Library Media Specialists in order to facilitate a vertical K-16 alignment for library services. (Target Group: All) (NCLB: 4)	4	Coordinator for Library Services	Summative - HCISD website updated to include RAHC resources				
5) Nurture relationships with community partners by conducting presentations at each high school (Target Group: All) (NCLB: 5)	1	Counselor(s), Director of Advanced Academic Services, Director of Guidance & Counseling	Summative - Activity sign in sheets				
6) Engage our community in HCISD campuses by hosting Principal for a day activities (Target Group: All) (NCLB: 4)		Administrator for Organizational Development	Summative - Summary of Principal for a Day activities				

7) Foster opportunities to include high school students in the RGV Mentors program. (Target Group: ECD, AtRisk) (NCLB: 5)	1	Counselor(s), Director of Guidance & Counseling	Summative - Number of participating students				
8) Develop campus and community partnerships; including the Epilepsy Foundation, Poison Control, Dentists Who Care, UT Borderhealth, Cameron County and Texas Department of State Health Services, Texas Wildlife Organization, RGV Focus, Region One, Tropical Texas and Buckner Children Services. (Target Group: All)		Content Area Specialist(s), Director of Guidance & Counseling, Nursing Department	Summative - Participation in community events				
9) Expand partnership between the Harlingen Public Library and HCISD in order to provide opportunities for our students to have access to additional information and resources (Target Group: All)		Content Area Specialist(s), Coordinator for Library Services	Summative - HCISD website updated to include HPL resources				
10) Compile data on specific use of technology modes based on a survey to parents to gain insight on technology needs of our students. (Target Group: All) (NCLB: 1,2)		Action Idea Lead, Director of Parental Involvement, Director of Technology	Summative - data from survey will be presented to design team to guide work on the development of innovative approaches for instruction.				
11) By the end of March 2017, 80% of our parental involvement volunteers (Parent Centers) will be enrolled at the Harlingen CISD Parent Access Center. (Target Group: PRE K, K, 9th, 10th, 11th, 12th, 1st, 2nd, 3rd, 4th, 5th, 6th, 7th , 8th) (NCLB: 5)	6		Summative - By March 2015, Parent Center volunteers will have access to HCISD Parent Access Center.				
12) Test Taking presentations will be made available for parents of Harlingen CISD. (Target Group: PRE K, K, 9th, 10th, 11th, 12th, 1st, 2nd, 3rd, 4th, 5th, 6th, 7th , 8th, 504) (NCLB: 5)		Director of Parental Involvement, Parent Liaison, Parental Involvement	Summative - Sign Sheets				
13) College My Future, presentations on the importance of higher education will be made available to current juniors and seniors and their parents in English and Spanish on February 2016. Also, FASFA assistance will be made available. (Target Group: 11th, 12th) (NCLB: 5)	6	Attendance Officers, Director of Guidance & Counseling, Director of Parental Involvement, Parent Liaison, Parental Involvement	Summative - Sign Sheets				
14) Planning and preparing for the future, pursuing your dream career activity will be made available for the 9th grade success students. (Target Group: 9th) (NCLB: 5)	6	Director of Career and Technical Education, Director of Parental Involvement, Principal	Summative - Agenda, Sign in Sheet				
15) STAAR/EOC tutorials will be made available at the Harlingen CISD Evening School of Opportunities. (Target Group: 9th, 10th, 11th, 12th) (NCLB: 5)	6	Director of Parental Involvement, Parental Involvement	Summative - Sign In Sheets				

<p>16) 9th Grade Success Initiative counselor will meet with the school's assistant principal and have a social worker work to provide services for 9th Grade Success Initiative students on appropriate behavior, social skills, goal setting and etc. The 9th Grade Success Initiative counselor will recommend bottom 10% of these students of the bottom quartile. (Target Group: 9th) (NCLB: 5)</p>	<p>6</p>	<p>Assistant Principal(s), Director of Parental Involvement, Parental Involvement</p>	<p>Summative - Sign in Sheets</p>				
<p>  = Accomplished          = Considerable          = Some Progress          = No Progress          = Discontinue       </p>							






**Goal 5:** We will increase the efficiency of communication between teachers, parents, and students to achieve the district's goal of meeting all students' educational needs.

**Performance Objective 3:** Saturate the community where it naturally exists with a Harlingen CISD presence to create a committed partnership.

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

**Summative Evaluation 3:**

Strategy Description	Title I	Staff Responsible for Monitoring	Evidence that Demonstrates Success	Reviews			
				Formative			Summative
				Nov	Jan	Mar	June
1) Promote effectively on HCISD TV (KHGN), district website as well as CTE Campus/CTE Teacher websites, the importance and value of the opportunity for earning post-secondary credits while participating in CTE Programs of Study. (Target Group: All) (NCLB: 5)	6	Administrator for Organizational Development, Director of Career and Technical Education, Director of Communication and KHGN, Webmaster	Summative - Utilize social media networks with students, Increase in Channel 17 viewers, increase in the number of web visits to specific content driven websites, CTE Program of Study enrollment, CTE student College Registration via College and Career Rooms				
2) Promote Campus Websites to parents allowing linkage to resources (Target Group: All)		Director of Parental Involvement, Parent Liaison	Summative - Participation, Number of parents utilizing the Campus Websites				
3) Promote Special Programs/Multi-Language Department resources through website and teacher collaboration through social media. (Target Group: LEP)		Director of Special Programs/Multi-Language, Special Programs/Multi-Language Specialists	Summative - District webpage Facebook One-Drive Instagram Pinterest				

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



**Goal 5:** We will increase the efficiency of communication between teachers, parents, and students to achieve the district's goal of meeting all students' educational needs.

**Performance Objective 4:** During the 2016-2017 school year, increase the rate of communication between the school staff and parents.

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

**Summative Evaluation 4:**