

BOARD OF SCHOOL TRUSTEES

KELLER INDEPENDENT SCHOOL DISTRICT

11A. Report

Date: October 13, 2008

SUBJECT: DISTRICT IMPROVEMENT PLAN EXECUTIVE SUMMARY

BOARD GOAL: All students will achieve educational excellence.

All systems in the Keller Independent School District will be effective, efficient, and accountable in support of the district's mission.

FISCAL NOTE: No Financial Impact

Background Information:

- Per Education Code 11.252 each District is required to develop, review, and revise a district improvement plan for the purpose of improving student performance for all students.
- The District Improvement Plan is developed in alignment with the performance objectives adopted by the Board on September 22, 2008.
- The Executive Summary was provided to the District Educational Improvement Committee on September 15, 2008 for review and feedback.

Administrative Considerations:

- The District Strategic Improvement Plan is a long range five year plan written with long term Strategic Goals and Objectives (2005-2010) and short term operational activities that are measured quarterly.
- The Executive Summary outlines the district planning process and includes each activity targeted this year for completion.
- Superintendent's Cabinet has reviewed and approved the Executive Summary.

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Respectfully submitted,

Karin Holacka
Executive Director of Elementary Administration

Excellence in
ACTION

**2008-2009
DISTRICT STRATEGIC IMPROVEMENT PLAN**



Keller ISD

The Keller Independent School District, with an unwavering commitment to excellence and in partnership with our community, will achieve the highest standards of performance by providing exceptional educational opportunities for all students.

KELLER INDEPENDENT SCHOOL DISTRICT



DISTRICT IMPROVEMENT PLAN

~ EXECUTIVE SUMMARY ~

2008-2009

DISTRICT MISSION STATEMENT:

The Keller Independent School District, with an unwavering commitment to excellence and in partnership with our community, will achieve the highest standards of performance by providing exceptional educational opportunities for all students.

BACKGROUND:

Keller Independent School District is a fast growing district located in Northeast Tarrant County. Keller ISD was founded in 1911 and encompasses approximately fifty-one square miles and includes all or part of nine municipalities including Keller, Fort Worth, Southlake, Watauga, North Richland Hills, Colleyville, Westlake, Haltom City, and Hurst. Projected mid-year enrollment is approximately 31,000 students in 35 schools, which nearly triples the enrollment of 11,880 in 1995. The Keller ISD is expected to reach its maximum enrollment of approximately 40,000 students within the next ten years. The District includes two National Blue Ribbon Schools of Excellence, Florence Elementary and Keller High School. The 2008 State Accountability System rated thirteen schools as Exemplary, fourteen schools as Recognized, and six schools as Acceptable. The District rating for 2008 is Recognized.

The 2005-2006 District Improvement Plan was the first phase of a revised effort towards a more comprehensive District and Campus Planning process. The creation of long range district and campus plans utilizing the five Board-adopted District Strategic Goals was the first step towards aligning the planning process in the District. The impetus for these changes was the Curriculum Audit that was commissioned by the Board of Trustees in 2004 and delivered to the district in 2005. The findings of the Curriculum Audit have guided the District towards a systems-approach for district and school improvement initiatives. The District is continuing to refine the district planning process and is moving towards a District Strategic Improvement Plan that is written with long term Strategic Goals and Strategic Objectives (2005-2010) and short term operational activities that will be measured annually.

The District Strategic Improvement Plan is designed to be a joint document between the administration and the Board of Trustees. In 2006, district performance was evaluated based on the attainment of performance objective goals from 2005 to 2006 in order to determine baseline data. This evaluative practice has continued this year beginning in July 2008 in order to measure trends in student performance over the past 3 years. Analysis of the data has resulted in the determination of causal factors and key initiatives for district improvement. Through this process, the district strategic objectives were then reviewed and revised to reflect the vision of an exceptional district and the 2008-2009 goal of maintaining our recognized district status. Key elements of the plan were developed by administration and shared with the DEIC in August.

DISTRICT VISION:

- Keller ISD – An exceptional district in which to learn, work, and live.

DISTRICT BELIEFS:

- All children can learn.
- In treating all people with dignity and respect.
- Family, community and schools are partners in education.
- Only the best personnel shall work with our students.
- In a safe, positive working and learning environment.
- In high performance in all endeavors.
- Technology is an essential tool in the working and learning environment.
- Learning is a lifelong process.

DISTRICT GOALS:

Goal 1: All students will achieve educational excellence.

Goal 2: All systems in Keller ISD will be effective, efficient, and accountable in support of the district's mission.

Goal 3: Keller Independent School District will recruit, develop, and retain a diverse highly qualified staff.

Goal 4: The Keller Independent School District will develop and promote positive community relations through effective communication, the involvement of stakeholders, and the establishment of business and community partnerships.

Goal 5: Keller Independent School District facilities and services will be operated in a safe manner so that all students and employees may thrive in a secure and nurturing environment.

DISTRICT EXPECTATIONS:

- Be a leader; model strong work ethic and commit to professional growth.
- Focus on customer service; be approachable, responsive, flexible, and accountable to our stakeholders.
- Develop an environment of trust through open, honest, and timely communication; maintain confidentiality when appropriate.
- Be perceptive to the needs of others; be a proactive team player.
- Commit to and support the district's mission, beliefs, and goals.
- Listen to understand; respect others' opinion and work toward consensus through collaboration.
- Have fun.
- Accept responsibility and accountability for effective and efficient use of all resources.
- Base decisions on data; strive for continuous improvement.

PROCESS FOR ACTIVITY ADJUSTMENTS:

If an activity in the District Strategic Improvement Plan is identified for removal by a district administrator or a member of the Board, a process has been developed to ensure appropriate discussion and consensus occur in order to make a final decision. The specific activity under consideration may be modified or rejected if the following procedure is utilized.

Administrators:

1. The administrator responsible for the activity shall discuss it with the appropriate department.
2. The activity is placed on the Superintendent's Cabinet agenda for discussion.
3. The identified activity is then discussed as an agenda items during the Superintendent's Report.
4. The Board will review and discuss the activity.
5. The administrator resubmits the activity to the Superintendent's Cabinet for a final decision.
6. The administrator responsible for initiating the request will notify the department.
7. The District Strategic Improvement Plan will be revised to reflect the decision.

Board Members:

1. During a Board session, a member of the Board will specify the identified activity.
2. The Board will review and discuss the activity.
3. The activity will then be discussed and reviewed by the Superintendent's Cabinet.
4. The recommendation will be discussed by members of the board, and a final decision will be made.
5. The administrator responsible for initiating the request will notify the department.
6. The District Strategic Improvement Plan will be revised to reflect the decision.



DISTRICT IMPROVEMENT PLAN

~ NEEDS ASSESSMENT ~

2008-2009

DATA CONSIDERED:

During the district planning process important data was reviewed and analyzed to direct the District Strategic Improvement Plan's creation. Data utilized includes local, state, and national assessments (local benchmark results, TAKS, SDAA II, PBMS, SPP, TPRI, TELPAS, PSAT, SAT, ACT, and AP), the Curriculum Audit, Surveys of Parents and of Staff Members, Board of Trustee priorities, and Brainstorm Lists from different departments. Additional data regarding finance, human resources, administration, and business operations was also analyzed.

DATA ANALYSIS:

Through a statistical analysis of performance data the district has identified the following areas targeted for improvement:

- All five areas of the Texas Assessment of Knowledge and Skills (Math, Reading, Writing, Science and Social Studies) will continue to be targeted for improvement. The district's 08-09 minimum goal of maintaining Recognized against increasing accountability standards is the interim step (short-term goal) to the vision of Exemplary by 2009-2010.
- It is evident that our math scores and science scores are the priority. Gains were achieved in all student groups across grade levels. An analysis of the differences in performance gaps of 3 year trend data supports the need for this priority.
- An evaluation of student performance by the extended targeted groups as those listed in the AEIS (Academic, Excellence Indicator System) will support the process of data-driven decision making that focuses on improving student performance.
- KISD and all eligible campuses met AYP (Adequate Yearly Progress) performance and participation standards. As federal standards continue to systematically increase on an annual basis, evaluation of student performance on alternative assessments will be targeted.
- A correlation of student performance and district/campus expenditures for the core curriculum will continued to be monitored with the intent to identify the areas that have the greatest needs and analyze how funding priorities are established.
- The indicators for the State Performance Plan for the targets that were not met will be addressed in the district's plan to meet the required performance standards outlined in this federal accountability system.

STATE AND NATIONAL COMPARISONS:

In analyzing the assessment data the following comparisons were made in relation to state and district data:

- KISD is a 2007-2008 TEA Recognized District.
- In 27 out of 36 of the student performance accountability measures, students performed at or above the Exemplary level.
- KISD increased or maintained the percent of students meeting the commended level performance in 22 out of 26 categories.
- Class of 2006 SAT scores of 1037 are above both state and national averages.
- Class of 2006 ACT scores of 21.3 are above both state and national averages.
- The number of KISD students in grades 9-12 who received credit for at least one advanced or dual enrollment course in 2005-2006 averages to 28.3% compared to 21% of students statewide.
- 19.5% percent of 2006 students in grades 11 & 12 took at least one AP or IB exam which is above the state average of 18.9%.*
- 53.9% percent of 2006 AP examinees (grades 11 & 12), with at least one AP or IB examination, scored at or above the state average of 51.3%.*

**Updated SAT, ACT, and AP. information will be available in mid-December.*

CAUSAL FACTORS:

The following causal factors address the main underlying reasons for the District not performing at the desired level necessary to become an exceptional district. These causal factors are the basis for action plans and strategies developed in the District Strategic Improvement Plan. The identified causal factors include:

- Consistent and improved implementation of the newly aligned and articulated scope and sequence with specified district objectives. Consistent, differentiated instructional program practices.
- Changing needs on identified campuses due to demographic differences.
- Consistent and improved monitoring of curriculum implementation including classroom observations.
- Coordination of professional development -through integration of special programs and content areas
- Gaps in performance in science and math in specific subpopulations as identified in AEIS. Need for district wide full day kindergarten program to enhance students preparation for first grade
- Need framework for performance quality management.
- Need system for analyzing academic and financial performance.
- Resources needed to increase technology integration in the classroom for the enhancement of student engagement and support of differentiation.
- Development and implementation of purchasing control systems to ensure alignment with district goals and initiatives.
- Enhanced recruitment activities to increase diversity and fill high need staffing positions.

KEY IMPROVEMENT ACTIVITIES/MAJOR INITIATIVE:

Whether listed as part of the Curriculum Audit, District Strategic Improvement Plan, or Campus/Departmental Improvement Plans there are a number of major initiatives taking place in the District currently. Some of the initiatives include:

- Refinement of the District and Campus Planning process to improve integration and accommodate more complete long range planning
- Tracking of Curriculum Audit implementation
- Refinement of an aligned and articulated scope and sequence to include district objectives.
- System for analyzing district's demographics, academic outcomes, and operating efficiencies.
- Framework for performance management that drives quality and decision-making for continuous improvement.
- Refinement of coordinated professional development programs for all staff
- Development and implementation of a comprehensive instructional leadership training program for campus administrators.
- Evaluation of differentiated staffing to campuses based on demographics
- Finalization of procedures for all non-exempt employees for use of the biometric time clocks
- Development of a comprehensive finance/budget guide for administrators
- Integration of program based budget and evaluation of programs
- Implementation of the budget development process for 09-10 in fall of -2008
- Expansion of district's technology network
- Expansion or refinement of AR On-Line System and integration of legal opinions, where appropriate
- Refinement of process to maintain compliance with Least Restrictive Environment (125%) requirements
- Development and implementation of District Response to Intervention plan



2005 – 2010 DISTRICT STRATEGIC OBJECTIVES

District Strategic Goal 1: All students will achieve educational excellence.

Strategic Objective 1.1 We will earn an exemplary rating for the District.

Student achievement must rise to the level of exemplary status as measured by State assessments. This strategic objective will encompass activities designed to increase the achievement level of all student groups to 90% or better.

1. Implement administrative procedures that hold central and campus staff responsible for the implementation of the district instructional initiatives and programs.
2. Develop curriculum and assessments for district-wide elective courses.
3. Develop specific examples and model lessons on how to approach key concepts or skills in the classroom, including a variety of techniques for enhancing and modifying for special needs.
4. Develop evaluation plan for the dyslexia program.
5. Develop short term and long term mathematics and science plans to address gaps in objectives and student groups.
6. Develop processes and timelines to collaborate and review student demographic data as related to instructional data integrity.
7. Develop updated library scope and sequence to support curriculum.
8. Develop instructional intervention plans with campus leadership to meet exemplary level status.
9. Identify, implement, and evaluate research-based instructional strategies and methodologies to meet diverse student needs.
10. Incorporate a decision making process that guides district and campus staff for selecting instructional resources that ensures the alignment between resources and district objectives.
11. Develop and implement tool for evaluating individual campus library collections and aligning them with district scope and sequence to ensure adequate materials are in place to support each TEK as measured on TAKS.

Strategic Objective 1.2 We will increase the commended performance of our students on state assessments.

In Keller ISD, student achievement is not measured by just meeting the passing standard, but rather by students performing at high levels of achievement. This strategic objective will encompass activities designed to increase the commended performance of all students.

1. Conduct data talks to plan, implement and monitor expected scale score data to identify and support students.
2. Develop evaluation plan for the gifted and talented program.
3. Evaluate reading and writing connection activities for curriculum support in all areas for professional section of each library.

Strategic Objective 1.3 We will provide exceptional opportunities for parental involvement in educational programs and activities.

Research indicates a strong correlation between parental involvement and student academic achievement. This strategic objective will encompass activities that encourage and provide opportunities for parents to be involved in the education of their children.

1. Expand and refine the use of community forums and committees to engage parents in campus and district-wide programs and activities.
2. Plan and implement seminars and parent orientation meetings for extra-curricular activities.
3. Revise and expand the online substance abuse educational program for parents.
4. Continue Adult ESL program at two KISD campuses and increase adult participation in program.
5. Implement Parent information sessions for parents of limited English proficient students.
6. Pilot watch D.O.G.S. (Dads-of Great-Students) at selected elementary campuses.

Strategic Objective 1.4 We will increase the participation and achievement of our students in the areas of Advanced Academics.

Students participate in advanced academics services through the gifted/talented program, Advanced Placement courses, and other college readiness programs. This strategic objective will encompass a broadening of student participation activities and increase in achievement levels leading to graduation under the Distinguished Achievement Plan and increase number of students earning college credit through dual credit and/or advanced placement exams.

1. Initiate TCC dual credit courses at high school campuses.
2. Implement Heritage language classes at the high schools in order to increase opportunities for college readiness in limited English student population.
3. Develop and implement curriculum and assessments for Advanced Placement courses.
4. Implement AVID program for 9th grade students at Fossil Ridge High School.

Strategic Objective 1.5 We will accelerate the rate of achievement in our lowest performing student groups to narrow the gap between the lowest performing and highest performing student groups.

An achievement gap exists between student groups as measured by State assessments. This strategic objective will encompass activities that will target raising the achievement level of specific lower performing student groups at increasingly higher rates in order to decrease the size of the discrepancy.

1. Conduct Data Talks with all campus leadership teams that focus on student groups identified as academically at-risk.
2. Evaluate approved differentiated staffing and program needs and revise as appropriate.
3. Refine recruitment activities for both teachers and instructional paraprofessionals to provide a highly qualified pool of applicants to fill all core content area positions.
4. Design a curriculum management system that includes comprehensive alignment with the TEKS/TAKS; pre-requisite skills; and instructional resources.
5. Implement and monitor a tiered model of Response to Intervention (academic and behavior).
6. Implement the One-way Dual language model in 3rd grade as a delivery model for Bilingual education in Keller ISD.
7. Provide and implement training for Achieve 3000 at Spanish bilingual campuses to ensure students meet the standard on TAKS.

Strategic Objective 1.6 We will increase the completion rate of students in grades 9-12 and decrease the annual dropout rate of all students in grades 7-12.

In Keller ISD, students are prepared to graduate under the Recommended Plan within four years, through a sequence of rigorous courses supported by additional academic support for students at risk. This strategic objective will encompass activities that target students who need additional support to stay in school and achieve.

1. Revise and improve current process for students who are relocating to KISD, especially with regards to enrollment, placement, credit transfer, credit recovery/acceleration.
2. Decrease the percentage of 9th grade students (overall) assigned to DAEP.
3. Integrate 4-year plans into the registration process for high school students using Achieve Texas.
4. Develop and implement plan for students in grades 9-10 at risk of dropping out of school.

Strategic Objective 1.7 We will facilitate a student's successful transition to post secondary educational institutions and the world of work.

Students who graduate from Keller ISD need assistance in planning for their future and applying to institutions of higher learning. This strategic objective will include activities to inform students about post-secondary options and to help them prepare for successful entry into institutions of higher learning or the workplace. Other activities will be targeted at creating rigorous instructional and experiential programs that prepares students for successful post-secondary and job related experiences.

1. Implement and vertically align the KISD Graduate Profile.
2. Develop and implement a plan to increase percentage of economically disadvantaged students enrolling in college.
3. Increase the percentage of all students enrolling in college.
4. Develop and implement a plan to create greater awareness and access to post-secondary opportunities.
5. Monitor and adjust the expansion of Career Technical Education courses.

Strategic Objective 1.8 We will provide exceptional opportunities for student participation in extra-curricular and co-curricular programs and activities.

Opportunities to participate in programs that address the social needs of students enhance the environment necessary for academic excellence. This strategic objective will include activities that directly support or extend the academic program (co-curricular) and that provide opportunities for students to explore other areas of interest or talent (extra-curricular).

1. Conduct annual student, community and staff surveys on the district's extra-curricular programs.
2. Conduct annual cohort district surveys on extra-curricular offerings and programs.

District Strategic Goal 2: All systems in Keller ISD will be effective, efficient, and accountable in support of the district's mission.

Strategic Objective 2.1 We will efficiently utilize all district resources.

Keller ISD is committed to efficiently utilizing all resources. Activities for this strategic objective will focus on the efficient utilization of time, personnel, and finances.

1. Increase warehouse storage capacity to provide more diversified product availability to end users and take advantage of bulk purchasing and pricing in a wider range of product areas.
2. Create work order request from warehouse services through School Dude, to track labor, productivity, and response to customer needs.
3. Evaluate and refine staffing to optimize funds available for human resources.
4. Monitor and maintain administrative cost ratios below the state standard.
5. Refine and monitor plan to address the 65% rule.
6. Pilot use of custodial float team to reduce custodial overtime.
7. Update Three Year Financial Forecast including ADA projections, facility needs, property values, associated tax revenue to KISD, state funds to KISD, and expenditures.
8. Monitor program budgeting in order to quantify programmatic costs and provide data for budget decisions.
9. Prepare the KISD budget in a format that it meets the requirements for the Meritorious Budget Award from the national Association of School Business Officials (ASBO), and the Distinguished Budget Presentation award from the Government Finance Officers Association (GFOA).
10. Prepare the Comprehensive Annual Financial Report (CAFR) so that it qualifies for the Certificate of Excellence in Financial Reporting from the Association of School Business Officials (ASBO) and the Certificate of Achievement for Excellence in Financial Reporting award from the Government Finance Officers Association (GFOA).
11. Research methods to increase energy conservation initiatives.
12. Develop procedures for utility management at all district facilities to improve planning, provide a basis for budgeting and to meet state-mandated energy requirements.
13. Pilot a research-based substitute training program to enhance the quality of substitutes in the classroom.

Strategic Objective 2.2 We will assess and evaluate district programs that effect student performances.

Keller ISD is committed to evaluating the status of district programs and determining the effectiveness of our programs for improving student academic performance. Decisions to add programs or stop using current programs will be based upon data gathered from a systematic program evaluation model.

1. Implement an evaluation system that establishes a process for defining, adopting, monitoring, and evaluating district-wide programs and initiatives.
2. Track the performance of students enrolled in extra- and co-curricular courses to determine the impact of participation in extra- and co-curricular activities on academic performance and attendance.
3. Increase the LRE for 5 year olds as measured by increased PEIMS coding of 40, 41, and 42 for this population.
4. Create a deployment plan for implementation of the Desktop Analyst Performance Management System.
5. Implement a comprehensive framework using the Baldrige Criteria to develop quality processes and systems.

Strategic Objective 2.3 We will develop, implement, and assess long-range organizational plans within each department.

Keller ISD is committed to the development of long-range plans. This strategic objective will encompass areas such as maintenance, growth, infrastructure, construction to address growth, infrastructure improvement, preventative maintenance, and life cycle replacement.

1. Meet quarterly with the KISD Technology Advisory Committee to review and modify the District's technology plan as needed.
2. Develop an athletic department advisory committee to assess long and short range goals.
3. Monitor, revise, and review quarterly the 10-year facility plan.

Strategic Objective 2.4 We will maintain, refine and continue to improve our use of sound fiscal practices.

Keller ISD utilizes sound fiscal practices. In an effort to provide continuous improvement in all aspects of our school district, current practice will be refined to provide even more efficient and cost effective fiscal practices.

1. Research and recommend adoption and implementation of sound administrative regulations and a purchasing manual.
2. Monitor performance based budgeting to reflect student achievement data.
3. Refine baseline expenditures, including additional personnel and special allocations, with updated demographic information.
4. Update budget assumptions for an early expenditure identification process to facilitate budget development and adoption.
5. Extend staff obtaining TASBO certification to the Director of Purchasing and Senior Buyer.
6. Develop procedures and relationships that will allow KISD to pay vendors electronically.
7. Upgrade the current Financial and Human Resources software, Finance Plus, to better integrate with the district's fiscal and HR practices and procedures.

Strategic Objective 2.5 We will pursue research-based technological innovations and integrate them into all aspects of our organization.

Technology is a tool that should be integrated into every aspect and department of Keller ISD. This strategic objective will encompass activities to help facilitate the operation of departments, update the current use of technology and integrate technology more fully into the curriculum and instructional practices of educators and students.

1. Revise a policy database to track Board actions on local policies.
2. Refine a web based searchable database for administrative regulations and legal opinions.
3. Define and implement a technology training plan for campus administrators.
4. Implement and communicate a challenging technology-enriched curriculum aligned with TEKS.
5. Implement Microsoft Share Point to provide a method for professional collaboration between district staff which will include blogs, wikis, and RSS feeds.
6. Pilot a new digital media portal from Cisco at Basswood and Caprock Elementary schools.
7. Expand access to wireless technologies at all campuses to insure reliable connectivity
8. Pilot electronic white boards in all high school math and science classroom with activities developed to align with the KISD curriculum.

District Strategic Goal 3: Keller Independent School District will recruit, develop, and retain a diverse highly qualified staff.

Strategic Objective 3.1 We will develop, implement and assess a comprehensive human resource program.

Keller ISD has a strong commitment to human resource development. This strategic objective will encompass activities that will provide for an effective program of recruitment, retention, staffing, organization, compensation and benefits and staff support.

1. Implement a first year teacher academy and mentor program for support of new teachers.
2. Refine the long range plan to increase the pool of qualified applicants in acute shortage areas, hard to fill positions, and to increase minority representation.
3. Maintain a compensation (salary and benefits) plan that will allow KISD to be market competitive with our local comparative districts in all employee categories.
4. Define the mission of the district's diversity committee.
5. Refine the development of short and long term goals to guide the work of the diversity committee.
6. Explore opportunities to implement a fee-based employer-sponsored childcare.

Strategic Objective 3.2 We will provide a comprehensive research-based professional development and training plan that embeds learning opportunities into all aspects of our organization.

This strategic objective encompasses activities that are designed to create positive learning and training opportunities for members of all departments. A focused professional development plan for instructional staff as well as training opportunities to increase productivity and skills will be part of the activities planned.

1. Implement a Leadership Development Academy.
2. Implement a comprehensive professional development plan and monitoring system.
3. Provide paraprofessional training for the enhancement of job performance.
4. Develop and implement training modules for the School Dude work order system.
5. Coordinate opportunities for English as a Second Language classes for KISD employees.
6. Develop and implement training programs for faculty/staff in drug and alcohol trends, identification and prevention.
7. Continue development of instructional leadership qualities among campus administrators.
8. Develop first-year professional development plan for district leaders.
9. Provide ELA/reading professional development opportunities.
10. Provide math professional development.
11. Provide social studies professional development opportunities.
12. Provide science professional development opportunities.
13. Provide teachers with strategies to teach content material to English Language Learners (ELL's) through ESL certification training and Sheltered Instruction.
14. Develop an interactive whiteboard academy to develop resources, lessons and activities based on best practices and integrated into the KISD curriculum.
15. Implement a professional development plan designed to meet the needs of secondary coaches.

District Strategic Goal 4: The Keller Independent School District will develop and promote positive community relations through effective communication, the involvement of stakeholders, and the establishment of business and community partnerships.

Strategic Objective 4.1 We will provide exemplary customer service.

Keller ISD is committed to providing exemplary customer service. This strategic objective will encompass activities that focus on identifying, providing, and measuring customer service initiatives across the District.

1. Initiate internal district survey through Texas Monthly's Best Companies to Work for in Texas program/questionnaire in order to measure the satisfaction of Keller ISD employees.
2. Revise customer service surveys to reflect all aspects of Maintenance and Operations.
3. Create and implement a customer survey that will help improve customer relations as it relates to transportation issues.
4. Create and implement a customer survey that will allow the Sodexo management team to monitor customer satisfaction, facilitate a seamless transition and build a successful business relationship with KISD

Strategic Objective 4.2 We will increase parent and patron access to information and opportunities to participate in district programs and activities.

Keller ISD is committed to working in partnership with parents and patrons of the District. This strategic objective will encompass activities that focus on fostering that partnership and providing multiple opportunities for parents and patrons to participate in District activities.

1. Expand the Superintendent's Brown Bag lunch community forums across the District.
2. Refine internal/external communications plan.
3. Publicize facts of KISD Bond package(s) including a special edition of Ask Dr. V-Bond 2008.
4. Broaden web-based communication systems (and other media) to promote district programs and activities.
5. Re-design the KISD website using Microsoft Share Point to provide easy parent portal access to student grades, attendance, assignments, and announcements.
6. Offer web based information regarding local and state extra-curricular guidelines, substance abuse education, scheduling, and health/safety information.
7. Broaden streaming of video content via the KISD web site including KISD Board meetings.

Strategic Objective 4.3 We will implement systems to communicate effectively within the Keller ISD organization.

Keller ISD recognizes the importance of communicating effectively with all in the Keller ISD organization. This strategic objective will encompass activities that focus on communicating with all employees through multiple sources.

1. Enhance the recognition program, Heart at Work, to effectively recognize, validate and value outstanding performance and actions.
2. Support and guide campus office staff on effective communications and public relations.
3. Align practices among feeder patterns and develop plans for improvement utilizing data.
4. Pilot Operational Guidelines to support the alignment and consistency of leadership practices.
5. Implement Microsoft Share Point district-wide as the common means of internal and external communication
6. Explore trade marking of district logos.

Strategic Objective 4.4 We will increase community, business, and inter-governmental participation in and with the school district.

Keller ISD recognizes the importance of partnerships and realizes the need to actively seek out District partners and provide to those partners opportunities to interact and participate with the District. This strategic objective will encompass activities that facilitate the participation of community, business and inter-governmental partners in District activities and initiatives.

1. Broaden business relationships for KISD.
2. Develop and refine State of the District document/publication.
3. Increase public awareness of KISD's employee Appreciation program, *Heart at Work*.
4. Develop appreciation/recognition for identifiable KISD volunteer programs.
5. Utilize marketing opportunities/events to publicize KISD.
6. Monitor zoning, planning and security related activities of city and county governments.

District Strategic Goal 5: Keller Independent School District facilities and services will be operated in a safe manner so that all students and employees may thrive in a secure and nurturing environment.

Strategic Objective 5.1 We will provide a safe, positive and orderly learning and work environment.

This strategic objective encompasses activities that are designed to create environments where students and employees can thrive and excel. The focus of this strategic objective will be on climate rather than facilities.

1. Develop, implement, and monitor plan for Texas Behavior Support Initiative and Crisis Prevention Intervention (CPI) training.
2. Increase efforts to reduce truancy at the campus level increasing the student attendance rate.
3. Implement abstinence-based curriculum for all students in 7th grade to reduce high-risk behaviors.
4. Improve overall appearance of district facilities and grounds.
5. Continue quarterly meetings with the Cyber Safety Advisory Committee to review, discuss, and revise the District's Cyber Safety plan and coordinate activities for the annually Cyber Safety Week.
6. Pilot an employee-centered review committee to listen to concerns and make recommendations for resolution with the maintenance and operations department.

Strategic Objective 5.2 We will promote the improved physical health and well-being of our staff and students.

Keller ISD is committed to improving the physical health and well being of staff and students. This strategic objective will encompass activities that promote healthy choices, life style, exercise and nutrition.

1. Implement a coordinated health program to align with legislative requirements and core content.
2. Enhance Health Education of students by extending the Coordinated School Health Program, Healthy and Wise, throughout Middle School.
3. Develop and implement District-wide Nursing Peer Review Program.
4. Collaborate with technology to develop tracking system for Bloodborne Pathogens Training.
5. Implement First Aid training for Campus Personnel covering clinic.
6. Offer the district's strength and conditioning facilities after hours to staff member in support of the district's wellness program.
7. Include monthly wellness newsletter in district-wide communications.
8. Enhance staff benefits to provide multiple opportunities for employees to participate in fitness activities.

Strategic Objective 5.3 We will implement effective safety and security plans, practices and procedures to enhance the safety and security of our students and staff.

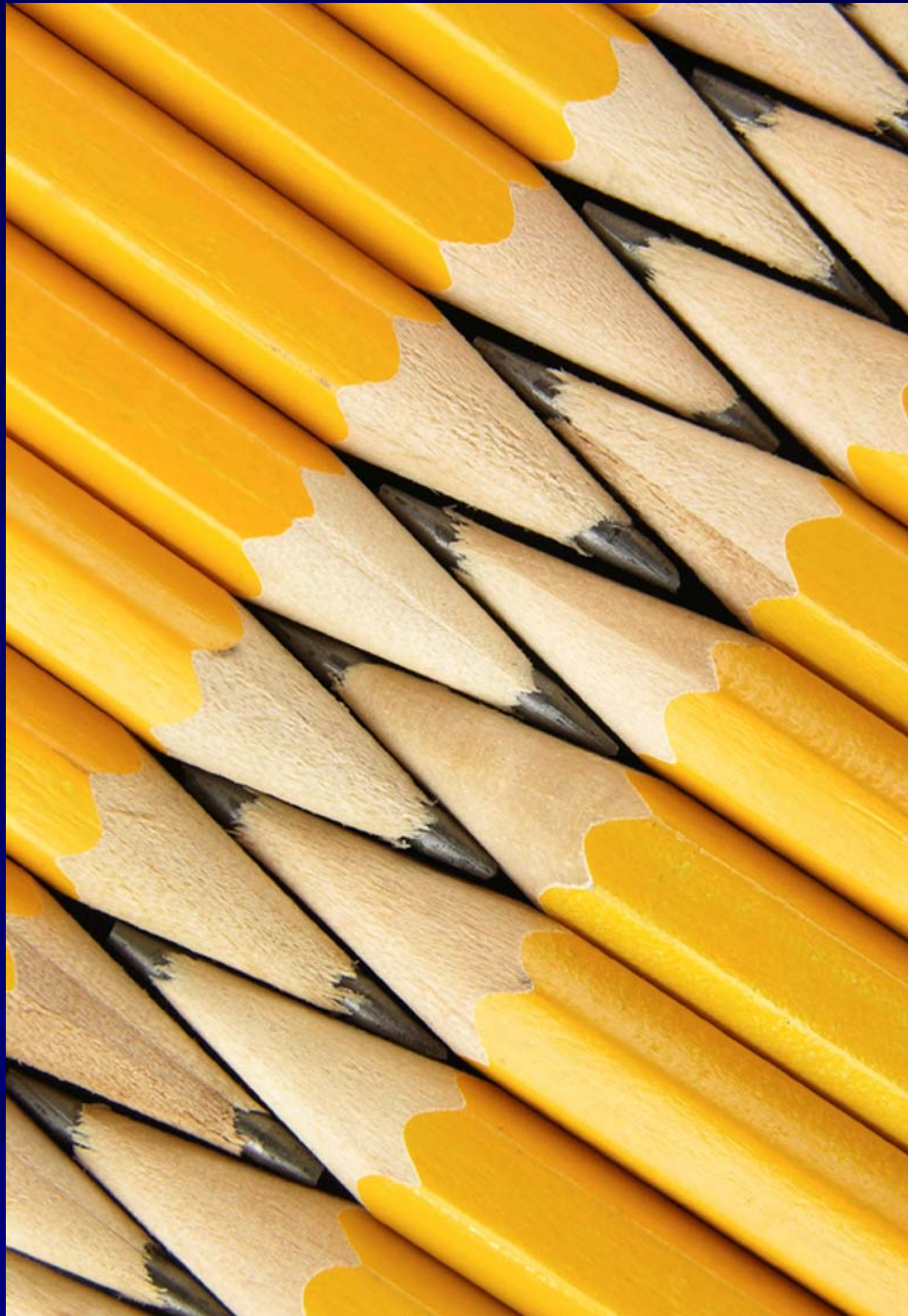
This strategic objective encompasses activities that are targeted at providing safe and secure facilities and services to keep staff and students free from hazards and dangerous situations.

1. Refine and implement the multi-hazard emergency operating plan.
2. Develop and implement a training schedule to address food services security utilizing HACCP procedures and food accountability by utilizing production records effectively and efficiently.
3. Train all necessary staff on security camera software.
4. Implement district-wide campus access hours (regular access hours, dark hours, and after hours)
5. Implement a district-wide indoor air quality program.

Strategic Objective 5.4 We will provide effective systems to intervene in social issues that negatively impact student learning.

Keller ISD is committed to identifying and providing intervention to social issues such as drug abuse, alcohol abuse, bullying, and discrimination. This strategic objective will focus on activities that communicate District initiatives and responses to social issues that negatively impact student learning.

1. Define a district-wide plan to assist students transitioning back to home campus from DAEP.
2. Utilize Task Force to design and implement a plan for student drug-testing.
3. Utilize “Talk About It,” a web-based anonymous communication system for students to report concerns regarding safety, welfare issues.
4. Expand use of ‘Signs of Suicide’ curriculum to include middle school.
5. Refine and broaden the student summit to gather information regarding social related issues in KISD schools.



KELLER ISD

2008-2009 District Strategic Improvement Plan

Executive Summary

District Improvement Plan

- **Per Education Code 11.252 each district is required to develop, review, and revise a district improvement plan for the purpose of improving student performance for all students.**



INTENTIONALLY EXCEPTIONAL

Review:
Mission
Expectations
Beliefs

Needs Assessment:
Data Considered,
Data Analysis,
State and National
Comparisons

Evaluate Programs/
Initiatives:
Causal Factors
Key Improvement
Activities



Set Performance
Objectives

Evaluate Goals,
Objectives, &
Remaining
Activities

Establish New Activities
To enable us to reach our
objectives

Monitor through
Quarterly Reports

QUARTERLY UPDATE

Strategic Objective/Activities:	1st Quarter	2nd Quarter	3rd Quarter	Summative
Board Goal 1: All students will achieve educational excellence. 				
1.1 We will earn an exemplary rating for the district 				
Implement administrative procedures that hold central and campus staff responsible for the implementation of the district instructional initiatives and programs.	(Percent complete and plans for upcoming quarter)	(Percent complete and plans for upcoming quarter)	(Percent complete and plans for upcoming quarter)	(Percent complete and impact on district performance)
Develop curriculum and assessments for district-wide elective courses.				
Develop specific examples and model lessons on how to approach key concepts or skills in the classroom, including a variety of techniques for enhancing and modifying for special needs.				
Develop evaluation plan for the dyslexia program.				
Develop short term and long term mathematics and science plans to address gaps in objectives and student groups.				
Develop processes and timelines to collaborate and review student demographic data as related to instructional data integrity.				
Develop updated library scope and sequence to support curriculum.				
Develop instructional intervention plans with campus leadership to meet exemplary level status.				

Quarterly Reports

- 1st Quarter - November
- 2nd Quarter - February
- 3rd Quarter - May
- 4th Quarter - August

REPORT CARD				
GRADING PERIOD	1	2	3	4
READING	A			
WRITTEN COMMUNICATION	A			
MATHEMATICS	C			
SCIENCE/HEALTH	B			
SOCIAL STUDIES	B			
ART	A			
MUSIC	A			
PHYSICAL EDUCATION	C			
Grade Average	B			
Attendance:	Present	40		
	Absent	0		
	Tardy	1		
A = Excellent • B = Good • C = Satisfactory • N = Needs Improvement U = Unsatisfactory • I = Insufficient / Incomplete				
Student: _____ Grade: _____ Year: _____				

Activity Adjustments

Administrators:

- The administrator responsible for the activity shall discuss it with the appropriate department.
- The activity is placed on the Superintendent's Cabinet agenda for discussion.
- The identified activity is then discussed as an agenda item during the Superintendent's Report.
- The Board will review and discuss the activity.
- The administrator resubmits the activity to the Superintendent's Cabinet for a final decision.
- The administrator responsible for initiating the request will notify the department.
- The District Strategic Improvement Plan will be revised to reflect the decision.

Board Members:

- During a Board session, a member of the Board will specify the identified activity.
- The Board will review and discuss the activity.
- The activity will then be discussed and reviewed by the Superintendent's Cabinet.
- The recommendation will be discussed by members of the board, and a final decision will be made.
- The administrator responsible for initiating the request will notify the department.
- The District Strategic Improvement Plan will be revised to reflect the decision.

Campus Strategic Planning

- Same process and purpose as district level planning
- Executive Summaries for assigned campuses will be provided
- Campus Planning Carousel - October 27th



Questions?

