

# Eagle Mountain-Saginaw Independent School District

## District Improvement Plan

2024-2025



# Mission Statement

The mission of Eagle Mountain-Saginaw Independent School District is to foster a **culture of excellence** that instills a **passion** for a **lifetime of continuous achievement** in every student.

## Vision

ASPIRE 2025 Strategic Plan

Excellence in Academics

- Teaching and Learning
- Recruitment and Retention of Quality Staff
- Social/Emotional Support

Excellence in Personalized Opportunities

- Student Engagement
- Staff Engagement
- Parent Engagement

Excellence in Organizational Improvement

- Systems Thinking
- Safety and Security

## Core Beliefs

BELIEF STATEMENTS

1. Every student is a unique individual with unique potential.
2. Effective communication is key to success.
3. Engaged and interested students learn more effectively.
4. Respect is a key to success.
5. Education is a team effort.
6. High-quality educational facilities optimize student and staff success.

7. Accountability is essential to success.

8. A physically and emotionally safe environment promotes student learning.

9. A high-quality education is barrier free.





# Comprehensive Needs Assessment

Revised/Approved: September 23, 2024

## Demographics

### Demographics Summary

EMS ISD reached the 23,000 student population mark in 2023-2024. The population consists of 40.3% Hispanic, 31.2% White, 17.4% Black, 5.27% Asian, 5.32% Multi-Racial. The details are in the attached demographic chart. The growth of the Special Education population had a major impact upon achievement scores, facility use, and finances for staffing and resources.

[EMS ISD At a Glance](#)

### Demographics Strengths

Diversity is considered a strength in EMS ISD. The increased achievement of our Multi-Racial population is also a strength. The ethnicity achievement gaps between demographics continue to decrease. Additionally, the gap between our low-socio economic Asian, 5 !

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# Student Achievement

## Student Achievement Summary

### STAAR Passing Rate for Spring 2024:

Grade 3 ELAR - 70%, Math - 67%

Grade 4 ELAR - 78%, Math - 61%

Grade 5 ELAR - 72%, Math - 70%, Science - 49%

Grade 6 ELAR - 76%, Math - 66%

Grade 7 ELAR - 74%, Math - 37%

Grade 8 ELAR - 82%, Math 71%, Science - 68%, Social Studies - 60%

EOC Algebra I - 81%

EOC Biology - 90%

EOC US History 96%

EOC English I - 72%

EOC English II - 72%

### Advanced Placement (AP):

- Enrollments: Across the district, there were 4,225 enrollments in AP courses.
  - Exams Taken: A total of 2,703 AP exams were taken.
  - Success Rate: An impressive 62% of these exams received a score of 3 or higher, marking your best year yet!

### SAT Scores:

- Testers: There were 1,764 SAT testers.
- Composite Score: The average composite score was 960.
- Reading & Writing: The Reading & Writing section had an average score of 491.
- Math: The average math score was 469.

### ACT Scores:

- Test Takers: A total of 421 students took the ACT.
- Composite Score: The mean composite score was 20.7.

- Math: The average math score was 20.1.
- ELA (English Language Arts): The mean ELA score was also 20.1.
- Science: The mean science score was 21.

**For 2023-2024 BAS (Reading) data:**

Kindergarten - 59% of our students are at TIER 1 level of instruction at the end of the school year.

9% of our students are at TIER 2 (below) level of instruction at the end of the school year.

32% of our students are at TIER 3 (well below) level of instruction at the end of the school year.

Grade 1 - 51% of our students are at TIER 1 level of instruction at the end of the school year.

8% of our students are at TIER 2 (below) level of instruction at the end of the school year.

41% of our students are at TIER 3 (well below) level of instruction at the end of the school year.

Grade 2 - 58% of our students are at TIER 1 level of instruction at the end of the school year.

8% of our students are at TIER 2 (below) level of instruction at the end of the school year.

33% of our students are at TIER 3 (well below) level of instruction at the end of the school year.

**For 2023-2024 M-CLASS (Reading) data:**

Kindergarten - 69% of our students are at TIER 1 level of instruction at the end of the school year.

13% of our students are at TIER 2 (below) level of instruction at the end of the school year.

18% of our students are at TIER 3 (well below) level of instruction at the end of the school year.

Grade 1 - 66% of our students are at TIER 1 level of instruction at the end of the school year.

13% of our students are at TIER 2 (below) level of instruction at the end of the school year.

21% of our students are at TIER 3 (well below) level of instruction at the end of the school year.

Grade 2 - 59% of our students are at TIER 1 level of instruction at the end of the school year.

16% of our students are at TIER 2 (below) level of instruction at the end of the school year.

25% of our students are at TIER 3 (well below) level of instruction at the end of the school year.



### **Student Achievement Strengths**

EOC STAAR scores for Biology and US History were 90% or higher this year.

Student scoring a 3 or higher on their AP tests was 62% this year.



- Encouraging all teachers K-5 to teach science every day and understanding this is a mind shift.

### **Secondary Mathematics**

- Incorporating many of the OER resources into this year's curriculum as part of the transition to OER at the middle school level beginning the 2025-2026 school year.

### **Secondary ELAR**

- Implementing new Middle School Curriculum - focusing on lesson internalization

### **Secondary Social Studies**

# Parent and Community Engagement

## Parent and Community Engagement Summary

Parent Academy continues to be available for parents in the spring and fall semester. Several sessions are offered for our Bilingual parents. In addition we offer parent nights for our French speaking parents, as well as for our Napali and Vietnamese families. Parent nights are held at the district level for our advanced placement programs providing information on programs available and course registrations. World language academy is offered to our student/parents in the fall and spring with students having the opportunity to learn Spanish or American Sign Language.

# **Comprehensive Needs Assessment Data Documentation**

- ASPIRE



# Goals

Revised/Approved: May 28, 2024

**Goal 1: EXCELLENCE IN ACADEMICS TEACHING AND LEARNING:** EMS ISD will foster a supportive environment, setting high expectations, and promoting student involvement to ensure each student achieves academic mastery and is well prepared for future success. Central to this commitment is our proactive approach to monitoring and responding to student needs. We recognize that each student is unique and has diverse learning requirements, and it is our responsibility to foster an environment that supports their success.

**Performance Objective 1:** 100% of students will demonstrate academic growth during the 2024-25 school year.

**High Priority**

**HB3 Goal**

**Evaluation Data Sources:** include but not limited to:

NWEA MAP content areas, mCLASS, DCAs, interim benchmarks, STAAR, STAAR ALT 2, TELPAS, and IEP progress.

**Summative Evaluation:** Significant progress made toward meeting Objective

Strategy 1 Details	Reviews
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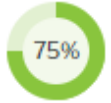






**Strategy 3 Details**

**Reviews**

**Strategy 3:** Parent communication of student progress based on district progress monitoring screeners will be shared at the beginning, middle, and end of the year.

**Strategy's ?                    M            M            M            M**

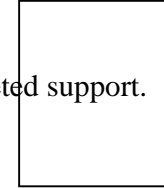
Strategy 7 Details	Reviews			
<p><b>Strategy 7:</b> Collaborate with the ESC 11 Educational Services team and Birdville ISD Education Leadership team to study and plan for the implementation of Open Education Resources (OER) as a foundational element of our curriculum beginning in the 2025-2026 school year.</p> <p><b>Staff Responsible for Monitoring:</b> Director of Teaching and Learning - Deputy Superintendent, Executive Director of Elementary Services, Executive Director of Secondary Services, Executive Director of Special Programs, Director of Teaching &amp; Learning, Director of Special Education, Director of Student Engagement, Curriculum Coordinators, Teaching &amp; Learning Facilitators</p>	Formative			Summative
	Dec	Feb	Apr	June
				
<div style="display: flex; justify-content: space-around; align-items: center;"> <div data-bbox="466 418 663 467">  No Progress         </div> <div data-bbox="762 418 982 467">  Accomplished         </div> <div data-bbox="1081 418 1333 467">  Continue/Modify         </div> <div data-bbox="1432 418 1629 467">  Discontinue         </div> </div>				

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**Performance Objective 2:** Increase the accountability ratings of identified campuses to 70% or higher by August 2025 through targeted support.

**High Priority**

**Evaluation Data Sources:** STAAR Scores, MAP assessments, DCAs, ST Math

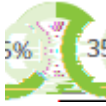






Strategy 1 Details	Reviews			
<p><b>Strategy 1:</b> Partner with ESC 11 to perform an Effective Schools Framework Diagnostic and develop and implement a plan to support specific campus needs.</p> <p><b>Strategy's Expected Result/Impact:</b> All campuses will be performing at or about state and federal expectations.</p> <p><b>Staff Responsible for Monitoring:</b> Executive Director of Elementary Services - Deputy Superintendent, Executive Director of Elementary Services, Executive Director of Secondary Services, Director of Teaching &amp; Learning, Director of Educational Programs &amp; Accountability, Executive Director of Special Programs, Director of Special Education, and Campus Principals.</p>	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2 Details	Reviews			
<p><b>Strategy 2:</b> Conduct monthly in-person coaching sessions and implementation support check-ins with Principal Manager to collect evidence, support change management, and monitor implementation.</p> <p><b>Strategy's Expected Result/Impact:</b> Significant increase in support for campus administrators and teachers of targeted campuses, resulting in higher test scores and accountability ratings.</p> <p><b>Staff Responsible for Monitoring:</b> Executive Director of Elementary Services (Principal Manager)</p>	Formative			Summative
	Dec	Feb	Apr	June

Strategy 4 Details	Reviews			
<b>Strategy 4:</b> Provide desegregated data reports to support campuses with monitoring progress throughout the year. <b>Staff Responsible for Monitoring:</b> Director of Educational Programs & Accountability	Formative			Summative
	Dec	Feb	Apr	June
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>No Progress</p> </div> <div style="text-align: center;">  <p>Accomplished</p> </div> <div style="text-align: center;">  <p>Continue/Modify</p> </div> <div style="text-align: center;">  <p>Discontinue</p> </div> </div>				

**Goal 2: EXCELLENCE IN ACADEMICS TEACHING AND LEARNING:** EMS ISD will foster a culture of continuous improvement, promote student achievement, and equip each student with the necessary knowledge and skills to excel academically through the development and implementation of a rigorous and differentiated, research-based curriculum that provides students with an engaging and accessible educational experience, fostering their intellectual growth and preparing them for future success.

**Performance Objective 1:**

Strategy 4 Details	Reviews			
<p><b>Strategy 4:</b> Instructional coaches, campus administrators, and curriculum coordinators will model and share instructional practices and strategies during professional learning to increase implementation of effective practices on campuses.</p> <p><b>Staff Responsible for Monitoring:</b> Director of Teaching and Learning -Ed Services, Principals, Elementary and Secondary Services, Special Programs, Teaching and Learning</p> <p><b>Funding Sources:</b> - 199 - General Fund, - 211 - Title 1, Part A, - 263 - Title III, Part A</p>	<b>Formative</b>			<b>Summative</b>
	<b>Dec</b>	<b>Feb</b>	<b>Apr</b>	<b>June</b>
				
Strategy 5 Details	Reviews			
<p><b>Strategy 5:</b> In PLCs, we will analyze data to evaluate implementation of research-based instructional strategies and monitor student progress.</p> <p><b>Staff Responsible for Monitoring:</b> Executive Directors of Elementary and Secondary Services - Director of Teaching &amp; Learning, Director of Education Programs &amp; Accountability, Principals and Curriculum Coordinators</p>	<b>Formative</b>			<b>Summative</b>
	<b>Dec</b>	<b>Feb</b>	<b>Apr</b>	<b>June</b>
Strategy 6 Details	Reviews			
<p><b>Strategy 6:</b> Elementary Math and ELAR coaches will use the Lead4Ward Growth Documents to analyze Interim and MAP data to focus on growth during data meetings.</p> <p><b>Staff Responsible for Monitoring:</b> Director of Teaching and Learning - Elementary Math Coordinator, Elementary ELAR Coordinator, Elementary SLAR Coordinator, Director of Teaching &amp; Learning, Executive Director of Elementary Services</p>	<b>Formative</b>			<b>Summative</b>
	<b>Dec</b>	<b>Feb</b>	<b>Apr</b>	<b>June</b>
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**Goal 3: EXCELLENCE IN ACADEMICS RECRUITMENT and RETENTION of QUALITY STAFF:** EMS ISD will recruit and employ highly effective people that hold values and characteristics that are aligned with the district mission. This culture of excellence includes those who are committed, coachable, and possess a growth mindset.

**Performance Objective 1:** In order to help identify quality candidates that embody the values of EMS ISD, the District will provide hiring supports to those who make employment recommendation decisions.





**High Priority**

Strategy 1 Details	Reviews
<p><b>Strategy 1:</b> Training will be provided to 100% of campus administrators focused on identifying quality online applications and resumes.</p> <p><b>Staff Responsible for Monitoring:</b> Human Resources</p> <p><b>Funding Sources:</b> - 199 - General Fund</p>	

**Goal 4: EXCELLENCE IN ACADEMICS PERSONAL and SOCIAL DEVELOPMENT:** EMS ISD will ensure opportunities for students, staff, families, and community members to learn and be empowered to implement and contribute to a safe and supportive environment that promotes personal and social development and fosters student learning.

**Performance Objective 1:** 100% of school community members (staff/students) will be equipped with the resources and training necessary to contribute to a







Strategy 3 Details	Reviews			
<p><b>Strategy 3:</b> 100% of campuses will facilitate anti-bullying lessons, to students, that meet the state minimum standards for bullying prevention by the end of the 2024-2025 school year.</p> <p><b>Strategy's Expected Result/Impact:</b> Students will be able to identify and report bullying within their campus.</p> <p><b>Staff Responsible for Monitoring:</b> Executive Director of Secondary Services  Campus Principal  Director of Counseling &amp; Campus Support  Coordinator of Crisis Intervention &amp; Support</p>	Formative			Summative
	Dec	Feb	Apr	June
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>No Progress</p> </div> <div style="text-align: center;">  <p>Accomplished</p> </div> <div style="text-align: center;">  <p>Continue/Modify</p> </div> <div style="text-align: center;">  <p>Discontinue</p> </div> </div>				

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**Performance Objective 2:** 100% of campuses will provide families with the resources and training necessary to contribute to a safe and supportive environment for students.

**High Priority**

**Evaluation Data Sources:** Calendar of scheduled parent opportunities, Documentation of Attendance, Documentation of Visits to Website

Strategy 1 Details	Reviews			
<p><b>Strategy 1:</b> The Counseling and Campus Support department, through the Intervention Counseling Team, will provide three, high-quality parent/community member events focused on promoting safe and supportive environments for students.</p> <p><b>Strategy's Expected Result/Impact:</b> Parents and community members will understand their role in contributing to a safe and supportive environment.</p> <p><b>Staff Responsible for Monitoring:</b> Executive Director of Secondary Services Coordinator of Crisis Intervention &amp; Support Director of Counseling &amp; Campus Support</p>	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2 Details	Reviews			
<p><b>Strategy 2:</b> Intervention counselors will create a library of newsletters with relevant information regarding the parent/guardian role in creating and promoting a safe and supportive environment for students. A minimum of three newsletters will be shared by December 1, 2024.</p> <p><b>Strategy's Expected Result/Impact:</b> Parents &amp; community members will understand their role in contributing to a safe and supportive environment.</p> <p><b>Staff Responsible for Monitoring:</b> Executive Director of Secondary Services Coordinator of Crisis Intervention &amp; Campus Support Director of Counseling &amp; Campus Support</p>	Formative			Summative
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**Goal 5: EXCELLENCE IN ACADEMICS PERSONAL and SOCIAL DEVELOPMENT:** EMS ISD will provide diversified and developmentally appropriate learning opportunities with the purpose of equipping staff and students with the necessary skills for personal and social development, ensuring a supportive learning experience where everyone can thrive.

**Performance Objective 1:** 100% of EMS ISD campuses will provide students with learning opportunities which equip them with necessary skills for personal and social development.

**High Priority**

**Evaluation Data Sources:** District annual counseling calendar of lessons, Campus schedule of lesson implementation





Strategy 1 Details	Reviews
<p><b>Strategy 1:</b> The Counseling and Campus Support department, in collaboration with campus counselors, will annually develop, refine, and share age-appropriate lessons based on the needs of students and campuses.</p> <p><b>Strategy's Expected Result/Impact:</b> Students will be equipped with the tools needed to be successful members of the</p>	

**Goal 5: EXCELLENCE IN ACADEMICS PERSONAL and SOCIAL DEVELOPMENT:** EMS ISD will provide diversified and developmentally appropriate learning opportunities with the purpose of equipping staff and students with the necessary skills for personal and social development, ensuring a supportive learning experience where everyone can thrive.

**Performance Objective 2:** All EMS ISD campus staff will be provided with learning opportunities which equip them with the necessary skills to foster personal and social development within their students.

**High Priority**

**Evaluation Data Sources:** Professional Learning calendar, ensuring a ~ Learning calendar, en

Strategy 3 Details	Reviews			
<p><b>Strategy 3:</b> The Counseling and Campus Support department, in collaboration with Intervention Counselors, will develop and share a supplemental resource toolkit for all staff. This resource aims to enhance personal and social well-being, empowering staff to better assist students.</p> <p><b>Strategy's Expected Result/Impact:</b> Staff will have access to multiple resources to support personal and social well-being as needed on an individual/personal basis.</p> <p><b>Staff Responsible for Monitoring:</b> Executive Director of Secondary Services Coordinator of Crisis Intervention &amp; Support Director of Counseling &amp; Campus Support</p>	Formative			Summative
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**Goal 6: EXCELLENCE IN PERSONALIZED OPPORTUNITIES STUDENT ENGAGEMENT:** EMS ISD will engage each student in developing and executing a dynamic, customized, and personal education from registration to graduation which capitalizes on embedded robust opportunities where choice matters.

**Performance Objective 1:** 100% of campuses will take steps to build student engagement in and ownership of their learning journey.

**High Priority**

**Goal 6: EXCELLENCE IN PERSONALIZED OPPORTUNITIES STUDENT ENGAGEMENT:** EMS ISD will engage each student in developing and executing a dynamic, customized, and personal education from registration to graduation which capitalizes on embedded robust opportunities where choice matters.

**Performance Objective 2:** EMS ISD will enhance equitable access to and awareness of educational opportunities and resources for all students as evidenced by feedback in surveys and student voice opportunities.

**High Priority**

Strategy 1 Details	Reviews			
<p><b>Strategy 1:</b> Develop a comprehensive digital platform where students can explore different pathways, courses, and resources available within EMS ISD.</p> <p><b>Staff Responsible for Monitoring:</b> Executive Directors of Elementary and Secondary Services - Technology, Counseling, Principals, Elementary and Secondary Services</p>	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2 Details	Reviews			

Strategy 5 Details	Reviews			
<p><b>Strategy 5:</b> Conduct regular assessments of students' needs, identify barriers to success, and implement targeted interventions and support systems to address disparities in access and participation.</p> <p><b>Staff Responsible for Monitoring:</b> Executive Director of Special Programs - Principals, Elementary and Secondary Services, Federal Programs</p>	Formative			Summative
	Dec	Feb	Apr	June
Strategy 6 Details	Reviews			
<p><b>Strategy 6:</b> Provide additional resources and support for students from underrepresented backgrounds to ensure equal access to advanced coursework, extracurricular activities, and other enrichment opportunities.</p>				



**Goal 6:**

**Goal 7: EXCELLENCE IN PERSONALIZED OPPORTUNITIES STUDENT ENGAGEMENT:** EMS ISD will create a culture that understands and

**Goal 7:**

**Goal 7:**

**Goal 8:**



**Goal 9: EXCELLENCE IN PERSONALIZED OPPORTUNITIES STAFF ENGAGEMENT:** EMS ISD will foster a workplace culture where staff members feel valued and respected. This culture encourages collaboration, open communication, and mutual trust amongst staff members and leadership.

**Performance Objective 1:** EMS ISD will increase staff satisfaction and morale by implementing initiatives that recognize and reward staff contributions and efforts.





**Evaluation Data Sources:** Employee Survey

Strategy 1 Details	Reviews			
<p><b>Strategy 1:</b> Supervisors will identify ways (i.e. beginning of year staff survey, personality tests) in which staff like to be recognized and acknowledged for their contributions that are aligned with the district's resources and workplace culture by October 2024.</p> <p><b>Staff Responsible for Monitoring:</b> Executive Directors of Elementary and Secondary Services - Campus and District Administrators</p>	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2 Details	Reviews			
<p><b>Strategy 2:</b> Establish a dedicated time for campus and district administrators time to collaborate to share and compile a list of effective recognition and reward strategies that align with the district's resources and workplace culture by December</p>				

**Goal 9: EXCELLENCE IN PERSONALIZED OPPORTUNITIES STAFF ENGAGEMENT:** EMS ISD will foster a workplace culture where staff members feel valued and respected. This culture encourages collaboration, open communication, and mutual trust amongst staff members and leadership.

**Performance Objective 2:** EMS ISD will enhance collaboration and trust among staff members by implementing intentional opportunities for relationship building.

**Evaluation Data Sources:** Employee Feedback Surveys

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Establish a dedicated time for campus and district administrators to collaborate to share and compile a list of opportunities for relationship building by December 2024. <b>Staff Responsible for Monitoring:</b> Executive Directors of Elementary and Secondary Services	<b>Formative</b>			<b>Summative</b>
	<b>Dec</b>	<b>Feb</b>	<b>Apr</b>	<b>June</b>
Strategy 2 Details	Reviews			
<b>Strategy 2:</b> CPAC and campus leadership team will plan and implement a minimum of one relationship building opportunity each semester. <b>Staff Responsible for Monitoring:</b> Executive Directors of Elementary and Secondary Services - Campus Administrators	<b>Formative</b>			<b>Summative</b>
	<b>Dec</b>	<b>Feb</b>	<b>Apr</b>	<b>June</b>
Strategy 3 Details	Reviews			
<b>Strategy 3:</b> District Administrators will plan and implement a minimum of one relationship building opportunity for their department annually. <b>Staff Responsible for Monitoring:</b> Deputy Superintendent - District Department Leaders	<b>Formative</b>			<b>Summative</b>
	<b>Dec</b>	<b>Feb</b>	<b>Apr</b>	<b>June</b>
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress         </div> <div style="text-align: center;">  Accomplished         </div> <div style="text-align: center;">  Continue/Modify         </div> <div style="text-align: center;">  Discontinue         </div> </div>				



**Goal 10: EXCELLENCE IN PERSONALIZED OPPORTUNITIES STAFF ENGAGEMENT:** EMS ISD will provide resources and opportunity for all staff to engage in purposeful professional learning aligned with the districts strategic goals. This will enable educators to drive their own learning, identify areas for improvement, and access relevant learning experiences that align with their personal career aspirations and district's objectives.

**Performance Objective 1:** EMS ISD will implement a comprehensive professional learning plan that offers various delivery methods, including workshops, online courses, and peer collaboration, to ensure alignment with both campus and district strategic goals.




**Evaluation Data Sources:** Professional Learning Plan presented to board and DPAC.

Strategy 1 Details	Reviews	
<p><b>Strategy 1:</b> The Teaching &amp; Learning Team will create a committee of campus and district administrators and teachers to develop a Professional Learning Plan that is reviewed annually in February.</p> <p><b>Staff Responsible for Monitoring:</b> Director of Teaching &amp; Learning</p>	<b>Formative</b>	<b>Summative</b>

**Goal 10: EXCELLENCE IN PERSONALIZED OPPORTUNITIES STAFF ENGAGEMENT:** EMS ISD will provide resources and opportunity for all staff to engage in purposeful professional learning aligned with the districts strategic goals. This will enable educators to drive their own learning, identify areas for improvement, and access relevant learning experiences that align with their personal career aspirations and district's objectives.

**Performance Objective 2:** EMS ISD will empower educators by providing professional learning opportunities that align to individual, campus, and district goals and objectives, as measured through end-of-year summatives and evaluations.

**Evaluation Data Sources:** End of Year Summatives & Evaluations

Strategy 1 Details	Reviews			
<p><b>Strategy 1:</b> Clearly define the purpose of professional learning in EMS ISD for staff, as determined by the Teaching &amp; Learning Team prior to the 2024-2025 school year.</p> <p><b>Staff Responsible for Monitoring:</b> Director of Teaching &amp; Learning</p>	Formative			Summative
	Dec	Feb	Apr	June
				
Strategy 2 Details	Reviews			
<p><b>Strategy 2:</b> Use pre and post surveys, created by the Teaching &amp; Learning Team, to determine needs and effectiveness of professional learning opportunities, including but not limited to Campus and District Professional Learning and Content Learning Communities (CLCs) to be implemented during the 2024-2025 school year.</p> <p><b>Staff Responsible for Monitoring:</b> Director of Teaching &amp; Learning, Curriculum Coordinators, Professional Learning Instructors/Facilitators</p>	Formative			Summative
	Dec	Feb	Apr	June
				
Strategy 3 Details	Reviews			
<p><b>Strategy 3:</b> Explain how district staff can request professional learning opportunities to support their professional goals and growth during the first DPAC meeting of each school year to be disseminated to campus and district staff.</p> <p><b>Staff Responsible for Monitoring:</b> Director of Teaching &amp; Learning</p>	Formative			Summative
	Dec	Feb	Apr	June
				
Strategy 4 Details	Reviews			
<p><b>Strategy 4:</b> Supervisors will discuss and recommend professional learning opportunities during pre-conferences, summatives, and end-of-year evaluation conferences.</p> <p><b>Staff Responsible for Monitoring:</b> Executive Directors of Elementary and Secondary Services Department Administrators</p>	Formative			Summative
	Dec	Feb	Apr	June



**Goal 11: EXCELLENCE IN PERSONALIZED OPPORTUNITIES FAMILY ENGAGEMENT:** EMS ISD will actively listen to families and acknowledge their diverse needs in order to foster a culture of authentic family engagement that makes families feel heard, respected, and valued.

**Performance Objective 1:** EMS ISD campuses and programs will engage families according to interests and needs as evidenced by program participation and input.

<b>Strategy 1 Details</b>	<b>Reviews</b>
<b>Strategy 1:</b> Conduct periodic needs assessments in multiple modalities and languages to gather feedback from families. <b>Staff Responsible for Monitoring:</b>	

**Goal 11:**





**Goal 11: EXCELLENCE IN PERSONALIZED OPPORTUNITIES FAMILY ENGAGEMENT:** EMS ISD will actively listen to families and acknowledge their diverse needs in order to foster a culture of authentic family engagement that makes families feel heard, respected, and valued.

**Performance Objective 3:** EMS ISD will participate in opportunities for community outreach that serve to build understanding, break down barriers, and develop authentic, two-way conversations with families.

Strategy 1 Details	Reviews			
<p><b>Strategy 1:</b> Seek out events in the surrounding community, neighborhoods, etc., where school/district personnel can participate and engage with families.  <b>Staff Responsible for Monitoring:</b> Director of Educational Programs and Accountability</p>	<b>Formative</b>			<b>Summative</b>
	<b>Dec</b>	<b>Feb</b>	<b>Apr</b>	<b>June</b>
Strategy 2 Details	Reviews			
<p><b>Strategy 2:</b> Provide mechanisms for two-way communication to build school-to-home partnerships focused on supporting student learning and school culture.  <b>Staff Responsible for Monitoring:</b> Communications - Federal Programs, Principals, Elementary and Secondary</p>				





**Goal 12: EXCELLENCE IN ORGANIZATIONAL IMPROVEMENT SYSTEMS THINKING:** EMS ISD will design streamlined systems that will create interdependence between campuses and departments that ensures efficiency across the organization. By creating standardized guidance documents to align processes for clear understanding of expectations.

**Performance Objective 1:** Develop a comprehensive set of standardized guidance documents (SGDs) by December 2025 that outline clear expectations and processes for key organizational functions and procedures. These documents should be accessible to all campuses and departments, promoting consistency and uniformity in operations.

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Conduct a comprehensive process audit to compile a prioritized list of functions and procedures that require transformation into SGDs. <b>Staff Responsible for Monitoring:</b> Director of CCMR	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2 Details	Reviews			
<b>Strategy 2:</b> Evaluate the identified processes and procedures based on their impact, frequency, and criticality. Then, delegate each process or procedure to a team member responsible for creating the standardized guidance document (SGD) <b>Staff Responsible for Monitoring:</b> Director of CCMR	Formative			Summative
	Dec	Feb	Apr	June
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress         </div> <div style="text-align: center;">  Accomplished         </div> <div style="text-align: center;">  Continue/Modify         </div> <div style="text-align: center;">  Discontinue         </div> </div>				

**Goal 12: EXCELLENCE IN ORGANIZATIONAL IMPROVEMENT SYSTEMS THINKING:** EMS ISD will design streamlined systems that will create interdependence between campuses and departments that ensures efficiency across the organization. By creating standardized guidance documents to align processes for clear understanding of expectations.

**Performance Objective 2:** Implement a training program by January 2026 to educate all staff members on the SGDs and their importance in aligning processes and expectations. This program should ensure that all employees have a clear understanding of the documents and can effectively apply them in their respective roles.

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Provide trainings on how to access and utilize SGDs at the beginning of each school year. <b>Staff Responsible for Monitoring:</b> Director of CCMR	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2 Details	Reviews			
<b>Strategy 2:</b> Create a brief video showcasing the location, accessibility, and purpose of the SGDs. <b>Staff Responsible for Monitoring:</b> Director of CCMR	Formative			Summative
	Dec	Feb	Apr	June
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress         </div> <div style="text-align: center;">  Accomplished         </div> <div style="text-align: center;">  Continue/Modify         </div> <div style="text-align: center;">  Discontinue         </div> </div>				



**Goal 13: EXCELLENCE IN ORGANIZATIONAL IMPROVEMENT SYSTEMS THINKING:** EMS ISD will design streamlined systems that will create interdependence between campuses and departments that ensures efficiency across the organization by developing and maintaining a centralized information warehouse.

**Performance Objective 1:** By May 2025, establish a comprehensive centralized information warehouse that serves as the primary repository for all district information and documents.





Strategy 1 Details	Reviews
<p><b>Strategy 1:</b> EMS ISD will choose a digital platform to centralize and organize various types of information and documents, including standard guidance documents, administrative regulations, calendars, and more.</p> <p><b>Staff Responsible for Monitoring:</b> Executive Directors of ?      tors of ?      tors</p>	

**Goal 13:** EXCELLENCE IN ORGANIZATIONAL IMPROVEMENT SYSTEMS THINKING: EMS ISD will design streamlined systems that will create

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**Goal 14: EXCELLENCE IN ORGANIZATIONAL IMPROVEMENT SAFETY AND SECURITY:** EMS ISD will provide a safe and orderly learning and work environment for students, staff, community members and visitors with a focus on behavior and trainings.

**Performance Objective 1:** EMS ISD will provide a safe and orderly learning and work environment for staff and students by providing learning opportunities each semester on the Student Code of Conduct. By May 2025, the Campus Principal or Campus Behavior Coordinator will develop and conduct two informational sessions for teachers and staff outlining components of the Student Code of Conduct.

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Establish district professional development and training focused on De-escalation and communication skills. <b>Staff Responsible for Monitoring:</b> Executive Directors of Elementary and Secondary Services	<b>Formative</b>			<b>Summative</b>
	<b>Dec</b>	<b>Feb</b>	<b>Apr</b>	<b>June</b>
Strategy 2 Details	Reviews			
<b>Strategy 2:</b> Disaggregated data reported out to leadership regarding employee feelings about their environments from exit surveys and stay interviews. <b>Staff Responsible for Monitoring:</b> Executive Director of Human Resources - HR Directors	<b>Formative</b>			<b>Summative</b>
	<b>Dec</b>	<b>Feb</b>	<b>Apr</b>	<b>June</b>
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>No Progress</p> </div> <div style="text-align: center;">  <p>Accomplished</p> </div> <div style="text-align: center;">  <p>Continue/Modify</p> </div> <div style="text-align: center;">  <p>Discontinue</p> </div> </div>				

**Goal 14: EXCELLENCE IN ORGANIZATIONAL IMPROVEMENT SAFETY AND SECURITY:** EMS ISD will provide a safe and orderly learning and work environment for students, staff, community members and visitors with a focus on behavior and trainings.

**Performance Objective 2:** EMS ISD will promote high standards for conduct and behaviors that are conducive to a safe, collaborative environment that fosters employee retention.

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Campus Administration will provide discipline consequences to match the level of the behavior so the learning environment can continue without interruptions. <b>Staff Responsible for Monitoring:</b> Executive Directors of Elementary and Secondary Services - Principals	Formative			Summative
	Dec	Feb	Apr	June
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress         </div> <div style="text-align: center;">  Accomplished         </div> <div style="text-align: center;">  Continue/Modify         </div> <div style="text-align: center;">  Discontinue         </div> </div>				

**Goal 15:**

**Goal 15: EXCELLENCE IN ORGANIZATIONAL IMPROVEMENT SAFETY AND SECURITY:** EMS ISD will implement and rigorously enforce safety and security policies, procedures and laws to promote a safe and orderly learning and work environment for everyone with a focus on operations and systems.

**Performance Objective 2:** EMS ISD will provide a safe and orderly learning and work environment for students, staff, community members, and visitors with





**Goal 16:** EXCELLENCE IN FINANCIAL REPORTING AND STEWARDSHIP OF DISTRICT FUNDING: EMS ISD will demonstrate a high level of

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Goal	Objective	Strategy
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