Eagle Mountain-Saginaw Independent School District

District Improvement Plan

2024-2025

ASPIRE

Achieving Success through Perseverance, Innovation, Resilience, and Excellence

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.

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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 ethinicity achievement gaps between demographics continue to decrease. Additionally, the gap between our low-socio economic student and all students has decreased dramatically.

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.

Curriculum, Instruction, and Assessment

Curriculum, Instruction, and Assessment Summary

The Curriculum & Instruction team is part of the Teaching & Learning Department and consists of 6 full-time Curriculum Coordinators and 1 part-time Interim Coordinator. Their main responsibilities include:

- Reviewing and updating curriculum documents.
- Sharing instructional strategies to boost student engagement and learning, including technology use and differentiated instruction.
- Providing assessments to measure student progress and guide instruction.
- Offering professional learning opportunities for teachers and instructional staff on effective teaching practices.
- Gathering feedback from teachers and the community to make informed updates to the curriculum.

Areas of Focus for 2024-2025

Unit/Module/Lesson Internalization Protocols for teachers, coaches, and intervention specialists to comply with HB 1605 and prepare Elementary and Middle School teachers for the transition to Open Education Resources (OER) beginning the 2025-2026 school year.

Elementary ELAR and Mathematics

- Instructional Coaches will use the Lead4ward growth documents to analyze Interim and MAP data to focus on growth during data meetings this year
- Student Growth Focus (using campus/teacher/student growth templates (mClass, MAP testing, DCAs, Fall & Spring Interim Tests

Elementary ELAR Specific

- Continued K-2 Word Study Focus (Tier 1 and 2)
- Continued 3-5 SCR/ECR Focus

K-12 Science has new curriculum this year. The Science coordinators are working diligently to provide instruction and support as teachers internalize the lessons and materials in Savaas.

Elementary Science

We are doing the following to see an increase in 5th grade Science STAAR scores this year:

- Supporting teachers with new TEKS, curriculum, and resources
- Helping principals make sure their teachers have the materials needed to do hands on science.
- Teaching students to write during Science

- 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

- Implementing new DCA prototypes in Middle Schools. The goal is to measure true learning and let the results of the DCA drive instruction. Additionally, 6th and 7th grade will have DCAs that match the rigor of the STAAR test so when students get to 8th grade, the teachers will be able to focus more on content than testing strategies.
- Logistics
    - The DCA will no longer be a 6 weeks test.
    - The DCA will be on Tuesday of the 5th week of the 6 weeks.
    - The Reflection day will be the following Friday.
    - On Friday, the students will be able to see how they answered the questions as they go over the test.
    - The DCA will consist of 10 questions only and will only cover the power standards listed in the curriculum.
    - There will be 9 multiple-choice questions and 1 constructed response question.

Curriculum, Instruction, and Assessment Strengths

The Teaching & Learning Team, including the Curriculum & Instruction Department, is committed to providing quality curriculum resources, professional learning, and support to all teachers. We are collaborating with Educational Service Center Region 11 and members of the Birdville ISD Teaching & Learning team to transition to Open Educational Resources for elementary and middle schools starting in the 2025-2026 school year. Our focus on innovation and accessibility ensures that every student has the opportunity to succeed.

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

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

Improvement Planning Data

- District goals
- Campus goals
- HB3 Reading and math goals for PreK-3
- HB3 CCMR goals
- Performance Objectives with summative review (prior year)
- Campus/District improvement plans (current and prior years)
- Planning and decision making committee(s) meeting data
- State and federal planning requirements

Accountability Data

- Texas Academic Performance Report (TAPR) data
- Student Achievement Domain
- Student Progress Domain
- Closing the Gaps Domain
- Effective Schools Framework data
- Comprehensive, Targeted, and/or Additional Targeted Support Identification data
- Accountability Distinction Designations
- Federal Report Card and accountability data
- RDA data
- Alternative Education Accountability (AEA) data
- Local Accountability Systems (LAS) data
- Community Based Accountability System (CBAS)

Student Data: Assessments

- State and federally required assessment information
- STAAR current and longitudinal results, including all versions
- STAAR End-of-Course current and longitudinal results, including all versions
- STAAR released test questions
- STAAR Emergent Bilingual (EB) progress measure data
- Texas English Language Proficiency Assessment System (TELPAS) and TELPAS Alternate results
- Texas Primary Reading Inventory (TPRI), Tejas LEE, or other alternate early reading assessment results
- Postsecondary college, career or military-ready graduates including enlisting in U. S. armed services, earning an industry based certification, earning an associate degree, graduating with completed IEP and workforce readiness
- Advanced Placement (AP) and/or International Baccalaureate (IB) assessment data
- Career and Technical Education (CTE) Programs of Study data including completer, concentrator, explorer, participant, and non-participant information
- SAT and/or ACT assessment data
- PSAT

- ASPIRE
- Istation Indicators of Progress (ISIP) accelerated reading assessment data for Grades 3-5 (TEA approved statewide license)
- Compass Learning accelerated reading assessment data for Grades 6-8 (TEA approved statewide license)
- Apex Learning accelerated reading assessment data for English I and II (TEA approved statewide license)
- Think Through Math assessment data for Grades 3-8 and Algebra I (TEA approved statewide license)
- Student failure and/or retention rates
- Local diagnostic reading assessment data
- Local benchmark or common assessments data
- Running Records results
- Observation Survey results
- Istation Indicators of Progress (ISIP) reading assessment data for Grades PK-2
- Prekindergarten Self-Assessment Tool
- Texas approved PreK - 2nd grade assessment data
- Texas approved Prekindergarten and Kindergarten assessment data
- Other PreK - 2nd grade assessment data
- State-developed online interim assessments
- Grades that measure student performance based on the TEKS

Student Data: Student Groups

- Race and ethnicity data, including number of students, academic achievement, discipline, attendance, and rates of progress between groups
- Special programs data, including number of students, academic achievement, discipline, attendance, and rates of progress for each student group
- Economically disadvantaged / Non-economically disadvantaged performance and participation data
- Male / Female performance, progress, and participation data
- Special education/non-special education population including discipline, progress and participation data
- Migrant/non-migrant population including performance, progress, discipline, attendance and mobility data
- At-risk/non-at-risk population including performance, progress, discipline, attendance, and mobility data
- Emergent Bilingual (EB) /non-EB data, including academic achievement, progress, support and accommodation needs, race, ethnicity, gender etc.
- Career and Technical Education (CTE) Programs of Study data including completer, concentrator, explorer, participant, and non-participant achievements by race, ethnicity, gender, etc.
- Section 504 data
- Homeless data
- Gifted and talented data
- Dyslexia data
- Response to Intervention (RtI) student achievement data
- Dual-credit and/or college prep course completion data
- STEM and/or STEAM data
- Pregnancy and related services 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
- School safety data
- Enrollment trends

Employee Data

- Professional learning communities (PLC) data
- Staff surveys and/or other feedback
- Teacher/Student Ratio
- State certified and high quality staff data
- 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
- Equity data
- T-TESS data
- T-PESS data

Parent/Community Data

- Parent surveys and/or other feedback
- Parent engagement rate
- 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
- Study of best practices
- Action research results
- Other additional data

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			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 1: EMS ISD will provide professional learning to all campuses on implementation and use of academic screeners. **Staff Responsible for Monitoring:** Director of Teaching and Learning - Ed Services: Teaching and Learning, Elementary and Secondary Services, Special Programs **Funding Sources:** Screener Access, Handbooks, Calendars, Focus committees - 199 - General Fund				

Strategy 2 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2: Regular updates aligned to the assessment calendar will be provided during District Instructional PLC's which focus on data, goal setting, curriculum updates and feedback, and supports to connect the written, taught, and tested curriculum. **Staff Responsible for Monitoring:** Director of Teaching and Learning - Ed Services: Teaching and Learning, Elementary and Secondary Services, Special Programs **Funding Sources:** - 199 - General Fund				

Strategy 3 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
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 Expected Result/Impact:** Fostering an environment that addresses the learning of individuals and connects school to family to support their success. **Staff Responsible for Monitoring:** Director of Teaching and Learning - Ed Services Elementary and Secondary Services, Special Programs, Teaching and Learning, Principals, Teachers **Funding Sources:** - 199 - General Fund, - 211 - Title 1, Part A, - 199 - State Compensatory Ed				

Strategy 4 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 4: District curriculum will be evaluated and updated regularly to ensure it is timely (aligned to current requirements of the state) and reflects best practices and teacher feedback. **Strategy's Expected Result/Impact:** Continuously improving curriculum documents that represent teacher feedback and state requirements while they enhance and support instruction. **Staff Responsible for Monitoring:** Director of Teaching and Learning - Curriculum Coordinators **Funding Sources:** - 199 - General Fund				

Strategy 5 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 5: Documents will be developed to define the role of C&I, role of principal, role of teacher, role of student, role of parent to accomplish growth. (similar to the Title I Parent Compact and involve focus groups of these to develop the documents) These documents will be developed with input from each stakeholder group. **Staff Responsible for Monitoring:** Executives of Elementary and Secondary - Ed Services, Principals, Elementary and Secondary Services, Special Programs, Teaching and Learning				

Strategy 6 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 6: Begin integrating Open Education Resources (OER) into the 2024-25 curriculum documents as one step of the transition to fully implement OER next year for elementary RLA/SLA and elementary/secondary mathematics. **Staff Responsible for Monitoring:** Director of Teaching & Learning - Elementary and Secondary Math and Reading Coordinators				

Strategy 7 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 7: 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. **Staff Responsible for Monitoring:** 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 & Learning, Director of Special Education, Director of Student Engagement, Curriculum Coordinators, Teaching & Learning Facilitators	75%			

0% No Progress 100% Accomplished Continue/Modify Discontinue

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 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			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 1: Partner with ESC 11 to perform an Effective Schools Framework Diagnostic and develop and implement a plan to support specific campus needs. **Strategy's Expected Result/Impact:** All campuses will be preforming at or about state and federal expectations. **Staff Responsible for Monitoring:** Executive Director of Elementary Services - Deputy Superintendent, Executive Director of Elementary Services, Executive Director of Secondary Services, Director of Teaching & Learning, Director of Educational Programs & Accountability, Executive Director of Special Programs, Director of Special Education, and Campus Principals.				

Strategy 2 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2: Conduct monthly in-person coaching sessions and implementation support check-ins with Principal Manager to collect evidence, support change management, and monitor implementation. **Strategy's Expected Result/Impact:** Significant increase in support for campus administrators and teachers of targeted campuses, resulting in higher test scores and accountability ratings. **Staff Responsible for Monitoring:** Executive Director of Elementary Services (Principal Manager)				

Strategy 3 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 3: Apply for LASO grants to support and improve district initiatives. **Strategy's Expected Result/Impact:** Increased funding to provide support for all campuses. **Staff Responsible for Monitoring:** Director of Teaching & Learning	100%	100%	100%	

Strategy 4 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 4: Provide desegregated data reports to support campuses with monitoring progress throughout the year. **Staff Responsible for Monitoring:** Director of Educational Programs & Accountability				

 No Progress Accomplished Continue/Modify Discontinue

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: 100% of campus and district administrators will be proficient in planning for and supporting instructional practices throughout the year that focus on measuring individual student growth resulting in improved student outcomes on state and district summative assessments.

High Priority

HB3 Goal

Evaluation Data Sources: MAP, CLCs, Principal PLCs with Coordinators, ICE Meetings, Walk throughs

Strategy 1 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 1: 100% of instructional leaders will utilize Lead4Ward Accountability Reports to equip each with knowledge that leads to measuring individual student growth. **Staff Responsible for Monitoring:** Director of Teaching and Learning - Teaching and Learning, Campus Administration, Special Programs **Funding Sources:** - 255 - Title II, Part A TPTR, - 199 - General Fund				

Strategy 2 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2: Campus Improvement Plans will have growth focused outcomes for all content areas and key demographics. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services - Ed Services: Elementary and Secondary Services and Principals **Funding Sources:** - 199 - General Fund, - 199 - State Compensatory Ed, - 211 - Title 1, Part A, - 263 - Title III, Part A				

Strategy 3 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 3: Instructional PLC's supporting the collaboration between curriculum coordinators and principals will occur monthly. **Staff Responsible for Monitoring:** Director of Teaching and Learning - Ed Services, Principals, Elementary and Secondary Services, Special Programs, Teaching and Learning **Funding Sources:** - 211 - Title 1, Part A, - 255 - Title II, Part A TPTR, - 199 - General Fund				

Strategy 4 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 4: 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. **Staff Responsible for Monitoring:** Director of Teaching and Learning -Ed Services, Principals, Elementary and Secondary Services, Special Programs, Teaching and Learning **Funding Sources:** - 199 - General Fund, - 211 - Title 1, Part A, - 263 - Title III, Part A				

Strategy 5 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 5: In PLCs, we will analyze data to evaluate implementation of research-based instructional strategies and monitor student progress. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services - Director of Teaching & Learning, Director of Education Programs & Accountability, Principals and Curriculum Coordinators				

Strategy 6 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 6: Elementary Math and ELAR coaches will use the Lead4Ward Growth Documents to analyze Interim and MAP data to focus on growth during data meetings. **Staff Responsible for Monitoring:** Director of Teaching and Learning - Elementary Math Coordinator, Elementary ELAR Coordinator, Elementary SLAR Coordinator, Director of Teaching & Learning, Executive Director of Elementary Services				

 No Progress Accomplished Continue/Modify Discontinue

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			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 1: Training will be provided to 100% of campus administrators focused on identifying quality online applications and resumes. **Staff Responsible for Monitoring:** Human Resources **Funding Sources:** - 199 - General Fund, - 255 - Title II, Part A TPTR				

Strategy 2 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2: By the spring semester of 2025 targeted interview questions for hiring committees that gauge candidate commitment, coachability, and growth mindset will be created. **Staff Responsible for Monitoring:** Human Resources **Funding Sources:** - 199 - General Fund				

Strategy 3 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 3: Open ended questions will be embedded in the online application that target commitment, coachability, and growth mindset. **Staff Responsible for Monitoring:** Human Resources **Funding Sources:** - 199 - General Fund				

 No Progress Accomplished Continue/Modify Discontinue

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 safe and supportive environment.

High Priority

Evaluation Data Sources: Professional Learning attendance, Professional Learning agendas

Strategy 1 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 1: 100% of campuses will provide students annual training on reporting processes and procedures based on the US Department of Homeland Security's "A Toolkit for Strengthening K-12 Reporting Programs." **Strategy's Expected Result/Impact:** Students demonstrate a knowledge of reporting processes as evidenced by the district student survey. **Staff Responsible for Monitoring:** Executive Director of Secondary Services Campus Principal Director of Counseling & Campus Support Coordinator of Crisis Intervention & Support				

Strategy 2 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2: 100% of staff will complete Mental Health First Aid training before the start of the 2028-2029 school year. - 33% of EMS ISD employees will complete Mental Health First Aid training before the start of the 2024-2025 school year. - 66% of EMS ISD employees will complete Mental Health First Aid training before the start of the 2025-2026 school year. - 100% of EMS ISD employees will complete Mental Health First Aid training before the start of the 2026-2027 school year. - Plan in place for all new employees to receive Mental Health First Aid training prior to start of employment before the start of the 2027-2028 school year. **Strategy's Expected Result/Impact:** Staff will be able to identify warning signs in others and respond appropriately. **Staff Responsible for Monitoring:** Executive Director of Secondary Services Campus Principal Coordinator of Crisis Intervention & Support				

Strategy 3 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 3: 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. **Strategy's Expected Result/Impact:** Students will be able to identify and report bullying within their campus. **Staff Responsible for Monitoring:** Executive Director of Secondary Services Campus Principal Director of Counseling & Campus Support Coordinator of Crisis Intervention & Support				

No Progress

Accomplished

Continue/Modify

Discontinue

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 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			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 1: 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. **Strategy's Expected Result/Impact:** Parents and community members will understand their role in contributing to a safe and supportive environment. **Staff Responsible for Monitoring:** Executive Director of Secondary Services Coordinator of Crisis Intervention & Support Director of Counseling & Campus Support				

Strategy 2 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2: 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. **Strategy's Expected Result/Impact:** Parents & community members will understand their role in contributing to a safe and supportive environment. **Staff Responsible for Monitoring:** Executive Director of Secondary Services Coordinator of Crisis Intervention & Campus Support Director of Counseling & Campus Support				

0% No Progress 100% Accomplished Continue/Modify Discontinue

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			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 1: 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. **Strategy's Expected Result/Impact:** Students will be equipped with the tools needed to be successful members of the school community and classroom. **Staff Responsible for Monitoring:** Executive Director of Secondary Services Campus Principal Director of Counseling & Campus Support				

Strategy 2 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2: The Counseling and Campus Support department, in collaboration with campus counselors, will develop and share a supplemental resource toolkit for students to support social well-being, emotional literacy, and healthy decision-making. **Strategy's Expected Result/Impact:** Students will know how to self advocate by accessing the resources that have been provided for them. **Staff Responsible for Monitoring:** Executive Director of Secondary Services Coordinator of Crisis Intervention & Support Director of Counseling & Campus Support				

 No Progress Accomplished Continue/Modify Discontinue

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, Professional Learning attendance

Strategy 1 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 1: 100% of teaching staff will be provided with two professional learning opportunities focused on classroom strategies for promoting personal and social development during the 2024-2025 school year. **Strategy's Expected Result/Impact:** Classroom staff will feel prepared to offer classroom strategies on a regular basis. **Staff Responsible for Monitoring:** Executive Director of Secondary Services Campus Principal Coordinator of Crisis Intervention & Support Director of Counseling & Campus Support				

Strategy 2 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2: A district resource will be provided to all campuses outlining developmentally appropriate standards and expectations for positive and appropriate behaviors. Campus principals will be provided training on the resource and practical application for its use with students, staff, and parents during the 2024-2025 school year. **Strategy's Expected Result/Impact:** Campus principals will have additional tools to utilize in order to support unique student situations impacting their campuses. **Staff Responsible for Monitoring:** Executive Director of Secondary Services Coordinator of Crisis Intervention & Support Director of Counseling & Campus Support				

Strategy 3 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 3: 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. **Strategy's Expected Result/Impact:** Staff will have access to multiple resources to support personal and social well-being as needed on an individual/personal basis. **Staff Responsible for Monitoring:** Executive Director of Secondary Services Coordinator of Crisis Intervention & Support Director of Counseling & Campus Support				

 No Progress Accomplished Continue/Modify Discontinue

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

Strategy 1 Details	Reviews			
	Formative			Summative
Strategy 1: Personalized learning will be developed with each student that incorporate their interests, strengths, and goals. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services - Principals, Special Programs	Dec	Feb	Apr	June

Strategy 2 Details	Reviews			
	Formative			Summative
Strategy 2: Each campus will develop expectations for and implement regular check ins and progress reviews to track student academic and behavioral growth. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services	Dec	Feb	Apr	June

Strategy 3 Details	Reviews			
	Formative			Summative
Strategy 3: Opportunities for collaboration between students, teachers, and counselors focused on ensuring alignment between student goals and educational opportunities will be planned and supported at every campus. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services - Counselors, Principals, Elementary and Secondary Services, Special Programs	Dec	Feb	Apr	June

 No Progress Accomplished Continue/Modify Discontinue

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

Strategy 2 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2: Conduct regular workshops and information sessions for students and parents to educate them about available choices and how to navigate them effectively. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services - Principals, Federal Programs, Elementary and Secondary Services, Special Programs				

Strategy 3 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 3: Establish partnerships with local businesses, colleges, and community organizations to provide students with real-world learning experiences and membership opportunities. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services - Ed Services, Principals, Elementary and Secondary Services, Special Programs				

Strategy 4 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 4: Implement career exploration programs and internships to expose students to various career paths and help them make informed decisions about their future. **Staff Responsible for Monitoring:** Executive Director of Secondary Services - CTE, Advanced Academics, Principals, Elementary and Secondary Services, Special Programs				

Strategy 5 Details	Reviews			
	Formative			Summative
Strategy 5: Conduct regular assessments of students' needs, identify barriers to success, and implement targeted interventions and support systems to address disparities in access and participation. **Staff Responsible for Monitoring:** Executive Director of Special Programs - Principals, Elementary and Secondary Services, Federal Programs	Dec	Feb	Apr	June

Strategy 6 Details	Reviews			
	Formative			Summative
Strategy 6: Provide additional resources and support for students from underrepresented backgrounds to ensure equal access to advanced coursework, extracurricular activities, and other enrichment opportunities. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services - Advanced Academics, CCR, CTE, Principals, Elementary and Secondary Services, Athletics, Fine Arts	Dec	Feb	Apr	June

Strategy 7 Details	Reviews			
	Formative			Summative
Strategy 7: Monitor and evaluate the effectiveness of personalized education initiatives through the collection and analysis of data from parents, teachers, and students on student performance, engagement, and satisfaction with personalized experiences. **Staff Responsible for Monitoring:** Communications - Principals, Elementary and Secondary Services, Special Programs, Ed Services	Dec	Feb	Apr	June

No Progress

Accomplished

Continue/Modify

Discontinue

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 3: 100% of stakeholders will clearly understand what a personal education looks like for K-12 students in EMS ISD.

High Priority

Strategy 1 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 1: Create focus groups to identify current practices that align to personal education, categorize these practices, identify additional needed practices, and define at what grade level access will occur laid out in an implementation Calendar. **Strategy's Expected Result/Impact:** All students will have a personal education experience in EMS ISD **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services - Director of Counseling, Director of CCMRA, Campus Principals				

Strategy 2 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2: Define the components of a personal education in a one pager. **Strategy's Expected Result/Impact:** Creates an overview of what a personal education is in EMS ISD. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services - Communications				

No Progress

Accomplished

Continue/Modify

Discontinue

Goal 7: EXCELLENCE IN PERSONALIZED OPPORTUNITIES STUDENT ENGAGEMENT: EMS ISD will create a culture that understands and communicates opportunities, respects individuality and builds ownership.

Performance Objective 1: EMS ISD will foster a culture of understanding and communication regarding educational opportunities as measured by district and campus surveys and participation rates.

Strategy 1 Details	Reviews			
	Formative			Summative
Strategy 1: Host informational sessions and workshops to educate stakeholders about the various pathways and programs offered within the district. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services - Teaching and Learning, Communications, Special Programs, Elementary and Secondary Services	Dec	Feb	Apr	June

Strategy 2 Details	Reviews			
	Formative			Summative
Strategy 2: Establish a peer mentoring program where experienced students can guide and support their peers in navigating educational opportunities and making informed decisions. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services - Counseling, Ed Services, Principals, Elementary and Secondary Services, Special Programs	Dec	Feb	Apr	June

Strategy 3 Details	Reviews			
	Formative			Summative
Strategy 3: Provide training and professional learning opportunities for staff to enhance their knowledge of available resources and their ability to effectively communicate with students and families. **Staff Responsible for Monitoring:** Communications - Ed Services, Principals, Elementary and Secondary Services, Special Programs	Dec	Feb	Apr	June

No Progress

Accomplished

Continue/Modify

Discontinue

Goal 7: EXCELLENCE IN PERSONALIZED OPPORTUNITIES STUDENT ENGAGEMENT: EMS ISD will create a culture that understands and communicates opportunities, respects individuality and builds ownership.

Performance Objective 2: All students will be empowered to take ownership of their learning and personal development.

Strategy 1 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 1: Provide opportunities for students to set personal goals and track their progress over time, fostering a sense of agency and accountability. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services				

Strategy 2 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2: Encourage student leadership and involvement in decision-making processes within the school community such as: student government, clubs, and committees. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services - Principals, Elementary and Secondary Services, Special Programs				

Strategy 3 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 3: Recognize and celebrate student achievements and contributions, reinforcing a culture of empowerment and self efficacy. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services - Principals, Elementary and Secondary Services, Special Programs, Communications				

Strategy 4 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 4: Offer leadership development programs and workshops to equip students with the skills and confidence to advocate for their needs and interests. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services - Principals, Elementary and Secondary Services, Special Programs				

No Progress

Accomplished

Continue/Modify

Discontinue

Goal 7: EXCELLENCE IN PERSONALIZED OPPORTUNITIES STUDENT ENGAGEMENT: EMS ISD will create a culture that understands and communicates opportunities, respects individuality and builds ownership.

Performance Objective 3: Opportunities for stakeholder engagement and collaborative decision-making processes will be evident in all campuses and departments.

Strategy 1 Details	Reviews			
	Formative			Summative
Strategy 1: Establish advisory committees comprised of students, parents, teachers, and community members to provide input and feedback on key initiatives and policies. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services - Communications, HR, Teaching and Learning	Dec	Feb	Apr	June

Strategy 2 Details	Reviews			
	Formative			Summative
Strategy 2: Organize meetings, forums, and/or focus groups to solicit input from stakeholders on issues related to educational opportunities, individuality, and ownership. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services	Dec	Feb	Apr	June

Strategy 3 Details	Reviews			
	Formative			Summative
Strategy 3: Utilize surveys and feedback mechanisms to gather insights from students, parents, and staff on their experiences and perceptions of school culture. **Staff Responsible for Monitoring:** Communications - HR, Teaching and Learning	Dec	Feb	Apr	June

No Progress

Accomplished

Continue/Modify

Discontinue

Goal 8: EXCELLENCE IN PERSONALIZED OPPORTUNITIES STUDENT ENGAGEMENT: EMS ISD will implement processes to systematically communicate and provide access to a variety of opportunities to engage all students and stakeholders. This is prioritized by student choice in a manner that respects learning styles, interests and individuality, allowing all voices to be heard.

Performance Objective 1: EMS ISD will foster a culture of student voice and choice by actively involving students in decision making processes.

Strategy 1 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 1: Implement mechanisms for students to propose and develop new programs or initiatives based on their interests and passions, empowering them to take leadership roles in shaping their school environment. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services - Communications, Teaching and Learning, Principals, Elementary and Secondary Services				

Strategy 2 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2: Recognize and celebrate student contributions and achievements, fostering a sense of belonging and pride in their school community. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services - Communications, Counseling, Principals, Elementary and Secondary Education				

 No Progress Accomplished Continue/Modify Discontinue

Goal 8: EXCELLENCE IN PERSONALIZED OPPORTUNITIES STUDENT ENGAGEMENT: EMS ISD will implement processes to systematically communicate and provide access to a variety of opportunities to engage all students and stakeholders. This is prioritized by student choice in a manner that respects learning styles, interests and individuality, allowing all voices to be heard.

Performance Objective 2: All campuses will create inclusive and accessible opportunities for engagement.

Strategy 1 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 1: Ensure all students, regardless of background or ability, have equal access to educational opportunities and resources by addressing barriers to participation and providing reasonable accommodations as needed. **Staff Responsible for Monitoring:** Executive Director of Special Programs -Teaching and Learning, Elementary and Secondary Services, Principals				

Strategy 2 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2: Collaborate with community organizations and agencies to identify and address gaps in access to resources and opportunities for underserved student populations. **Staff Responsible for Monitoring:** Teaching and Learning: College Ready and CTE				

Strategy 3 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 3: Evaluate and adjust outreach and engagement strategies to reach and engage all students and stakeholders, including those who may face barriers to participation due to language, socio economic status, or other factors. **Staff Responsible for Monitoring:** Teaching and Learning, Federal Programs, College Ready, CTE				

No Progress

Accomplished

Continue/Modify

Discontinue

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			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 1: 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. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services - Campus and District Administrators				

Strategy 2 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2: 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 2024. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services, Communications, HR, Special Programs				

Strategy 3 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 3: Develop questions to measure staff satisfaction and morale about feeling valued and respected through collaboration, open communication, and mutual trust to be included in the employee feedback survey by December 2024 **Staff Responsible for Monitoring:** Communications Department and District Leadership Team				

Strategy 4 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 4: Beginning in 2025-2026, evaluate responses from employee feedback surveys from the beginning and end of the school year to measure growth and assess needs. **Staff Responsible for Monitoring:** Educational Services Executive/Senior Directors and District Leadership Team				

 No Progress Accomplished Continue/Modify Discontinue

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			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 1: 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. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services				

Strategy 2 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2: CPAC and campus leadership team will plan and implement a minimum of one relationship building opportunity each semester. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services - Campus Administrators				

Strategy 3 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 3: District Administrators will plan and implement a minimum of one relationship building opportunity for their department annually. **Staff Responsible for Monitoring:** Deputy Superintendent - District Department Leaders				

 No Progress Accomplished Continue/Modify Discontinue

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			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 1: The Teaching & 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. **Staff Responsible for Monitoring:** Director of Teaching & Learning	20%			

Strategy 2 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2: Share Professional Learning Plan with Leadership Team, DPAC, the Board of Education, and Campus Administrators. **Staff Responsible for Monitoring:** Deputy Superintendent and Director of Teaching & Learning	N/A			

Strategy 3 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 3: Publish Professional Learning courses in Eduphoria: Strive to allow staff the opportunity to enroll. Include information about the intended audience, course content, and delivery method in the course description prior to the end of each school year. **Staff Responsible for Monitoring:** Director of Teaching & Learning	35%			

No Progress

Accomplished

Continue/Modify

Discontinue

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			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 1: Clearly define the purpose of professional learning in EMS ISD for staff, as determined by the Teaching & Learning Team prior to the 2024-2025 school year. **Staff Responsible for Monitoring:** Director of Teaching & Learning				

Strategy 2 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2: Use pre and post surveys, created by the Teaching & 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. **Staff Responsible for Monitoring:** Director of Teaching & Learning, Curriculum Coordinators, Professional Learning Instructors/Facilitators				

Strategy 3 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 3: 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. **Staff Responsible for Monitoring:** Director of Teaching & Learning				

Strategy 4 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 4: Supervisors will discuss and recommend professional learning opportunities during pre-conferences, summatives, and end-of-year evaluation conferences. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services Department Administrators				

Strategy 5 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 5: A component will be added into the summatives and end of year evaluation documents in Eduphoria: Strive to include any recommendations for Professional Learning opportunities. **Staff Responsible for Monitoring:** Executive Director of Human Resources - Director of Teaching & Learning	50%			

Strategy 6 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 6: Supervisors will refer to the released Professional Learning catalog to guide discussions during summatives and end of year evaluation conferences. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services - Campus and District Administrators				

0% No Progress 100% Accomplished Continue/Modify Discontinue

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.

Strategy 1 Details	Reviews			
	Formative			Summative
Strategy 1: Conduct periodic needs assessments in multiple modalities and languages to gather feedback from families. **Staff Responsible for Monitoring:** Director of Educational Programs and Accountability - Teaching and Learning, Federal Programs/Languages	Dec	Feb	Apr	June

Strategy 2 Details	Reviews			
	Formative			Summative
Strategy 2: Plan and implement engagement activities based on the needs assessment data to include evaluating and adjusting current practices or creating new avenues for family engagement. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services - Elementary and Secondary Services, Teaching and Learning, Federal Programs	Dec	Feb	Apr	June

No Progress

Accomplished

Continue/Modify

Discontinue

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 2: EMS ISD campuses and programs will connect families with strategies and resources to support student learning opportunities at school and home.

Strategy 1 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 1: Identify and communicate available resources based on periodic needs assessments and other feedback sought/ received. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services - Ed Services, Elementary and Secondary Services, Principals, Counselors, Federal Programs, Special Programs, PK				

Strategy 2 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2: Empower parents/caregivers through purposeful activities and opportunities that enhances student learning at home. **Staff Responsible for Monitoring:** Director of Educational Programs and Accountability - Federal Programs, Principals				

Strategy 3 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 3: Provide professional learning opportunities for staff to increase awareness of available resources. **Staff Responsible for Monitoring:** Director of Educational Programs and Accountability				

No Progress

Accomplished

Continue/Modify

Discontinue

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			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 1: Seek out events in the surrounding community, neighborhoods, etc., where school/district personnel can participate and engage with families. **Staff Responsible for Monitoring:** Director of Educational Programs and Accountability				

Strategy 2 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2: Provide mechanisms for two-way communication to build school-to-home partnerships focused on supporting student learning and school culture. **Staff Responsible for Monitoring:** Communications - Federal Programs, Principals, Elementary and Secondary Services, Special Programs				

No Progress

Accomplished

Continue/Modify

Discontinue

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			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 1: Conduct a comprehensive process audit to compile a prioritized list of functions and procedures that require transformation into SGDs. **Staff Responsible for Monitoring:** Director of CCMR				

Strategy 2 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2: 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) **Staff Responsible for Monitoring:** Director of CCMR				

No Progress

Accomplished

Continue/Modify

Discontinue

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			
	Formative			Summative
Strategy 1: Provide trainings on how to access and utilize SGDs at the beginning of each school year. **Staff Responsible for Monitoring:** Director of CCMR	Dec	Feb	Apr	June

Strategy 2 Details	Reviews			
	Formative			Summative
Strategy 2: Create a brief video showcasing the location, accessibility, and purpose of the SGDs. **Staff Responsible for Monitoring:** Director of CCMR	Dec	Feb	Apr	June

No Progress

Accomplished

Continue/Modify

Discontinue

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			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 1: 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. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services				

Strategy 2 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2: EMS ISD will develop an organized framework to optimize user navigation within the platform. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services				

No Progress

Accomplished

Continue/Modify

Discontinue

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 2: Evaluate the relevance and usefulness of district information/documents located on other platforms, and if deemed valuable, transfer them to the new centralized platform by May 2026.

Strategy 1 Details	Reviews			
Strategy 1: EMS ISD will create a review committee made up of individuals from various departments to evaluate the quality, accuracy, and currency of materials. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services	Formative			Summative
	Dec	Feb	Apr	June

Strategy 2 Details	Reviews			
Strategy 2: EMS ISD will create a timeline and set milestones for the transfer process of materials, ensuring that it aligns with the target deadline of May 2026. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services	Formative			Summative
	Dec	Feb	Apr	June

Strategy 3 Details	Reviews			
Strategy 3: EMS ISD will assign designated personnel responsible for the migration of materials from old platforms to new centralized platform. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services	Formative			Summative
	Dec	Feb	Apr	June

No Progress

Accomplished

Continue/Modify

Discontinue

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 3: Regularly assess and update the centralized information warehouse to ensure it meets the evolving needs of the organization by conducting annual reviews and incorporating feedback from stakeholders.

Strategy 1 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 1: EMS ISD will form a cross-functional review team composed of representatives from various departments and stakeholders within the organization. This team will work collaboratively to conduct the annual reviews and ensure that the centralized information warehouse remains relevant and aligned with the evolving needs. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services				

Strategy 2 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2: EMS ISD will create a feedback collection mechanism to gather insights and suggestions from stakeholders who utilize the centralized information warehouse to help optimize the system and keep materials relevant. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services				

 No Progress Accomplished Continue/Modify Discontinue

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			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 1: Establish district professional development and training focused on De-escalation and communication skills. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services				

Strategy 2 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2: Disaggregated data reported out to leadership regarding employee feelings about their environments from exit surveys and stay interviews. **Staff Responsible for Monitoring:** Executive DIrector of Human Resources - HR Directors				

No Progress

Accomplished

Continue/Modify

Discontinue

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			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 1: Campus Administration will provide discipline consequences to match the level of the behavior so the learning environment can continue without interruptions. **Staff Responsible for Monitoring:** Executive Directors of Elementary and Secondary Services - Principals				

 No Progress Accomplished Continue/Modify Discontinue

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 1: Cybersecurity frameworks, applications and strategies are seamlessly integrated within the school system, constantly evolving through ongoing refinement and adaptation.

Evaluation Data Sources: Cybersecurity Coalition CCRE 2.0 Cybersecurity Rubric

Summative Evaluation: Significant progress made toward meeting Objective

Next Year's Recommendation: Continue to conduct the annual CCRE Rubric review to gauge growth and identify any areas that need more attention.

Strategy 1 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 1: Conduct annual CCRE Rubric reviews. **Strategy's Expected Result/Impact:** The Cybersecurity Rubric is aligned with the National Institute of Standards and Technology (NIST) Cybersecurity Framework. Based on a Maturity Model, the rubric is a roadmap for organizations to assess and continuously improve their level of proficiency in NIST-aligned domains to strengthen the District's security posture. **Staff Responsible for Monitoring:** Senior Technology Officer, Director of Technology Operations				

 No Progress Accomplished Continue/Modify Discontinue

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 a focus on behavior and trainings.

Strategy 1 Details	Reviews			
Strategy 1: 100% of EMS ISD staff will be trained National Incident Management System (NIMS) to prepare for, respond to and manage critical incidents. **Strategy's Expected Result/Impact:** Campus administrators will have a core knowledge/understanding of responding to an emergency or catastrophic event through emergency management training. **Staff Responsible for Monitoring:** Police Department Leadership	Formative			Summative
	Dec	Feb	Apr	June

Strategy 2 Details	Reviews			
Strategy 2: EMS ISD will support building security by managing and sustaining current policies, procedures, and administrative guidelines for campus security. **Strategy's Expected Result/Impact:** Police Department Leadership	Formative			Summative
	Dec	Feb	Apr	June

Strategy 3 Details	Reviews			
Strategy 3: Develop and implement reunification plans for each building and manage that information in a central location for easy access when needed. **Strategy's Expected Result/Impact:** Tabletop exercises to proof strategies for effectiveness **Staff Responsible for Monitoring:** Campus Administration, Police Department Leadership	Formative			Summative
	Dec	Feb	Apr	June

Strategy 4 Details	Reviews			
Strategy 4: Enhance communication and community policing through strong communications using various methods. **Staff Responsible for Monitoring:** Police Department Leadership	Formative			Summative
	Dec	Feb	Apr	June

Strategy 5 Details	Reviews			
Strategy 5: Random weapons detection checks **Staff Responsible for Monitoring:** Police Department Leadership	Formative			Summative
	Dec	Feb	Apr	June

 No Progress Accomplished Continue/Modify Discontinue

Goal 16: EXCELLENCE IN FINANCIAL REPORTING AND STEWARDSHIP OF DISTRICT FUNDING: EMS ISD will demonstrate a high level of financial responsibility by maintaining accurate and appropriate records, financial transparency, and budgetary control of funding and expenditures.

Performance Objective 1: Maintain a high level of accuracy in financial reporting as well as being transparent in the use of the district's funds.

High Priority

Strategy 1 Details	Reviews			
Strategy 1: Maintain a rating of Superior Achievement in the annual Financial Integrity Rating System of Texas (FIRST)	Formative			Summative
Staff Responsible for Monitoring: Chief Financial Officer - Business Office	Dec	Feb	Apr	June

Strategy 2 Details	Reviews			
Strategy 2: Prepare and maintain financial records to receive an annual financial audit that is free of findings in respect to state and federal compliance and material misstatements.	Formative			Summative
Staff Responsible for Monitoring: Chief Financial Officer - Business Office	Dec	Feb	Apr	June

Strategy 3 Details	Reviews			
Strategy 3: Maintain and post on time all required public postings related to the district's financial operations.	Formative			Summative
Staff Responsible for Monitoring: Chief Financial Officer - Business Office	Dec	Feb	Apr	June

No Progress

Accomplished

Continue/Modify

Discontinue

Goal 16: EXCELLENCE IN FINANCIAL REPORTING AND STEWARDSHIP OF DISTRICT FUNDING: EMS ISD will demonstrate a high level of financial responsibility by maintaining accurate and appropriate records, financial transparency, and budgetary control of funding and expenditures.

Performance Objective 2: Maintain budgetary control of district funding in support of the district's mission and objectives.

Strategy 1 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 1: Work collaboratively with District campuses and departments to determine funding priorities and budget development. **Staff Responsible for Monitoring:** Chief Financial Officer - Business Office				

Strategy 2 Details	Reviews			
	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2: Maintain budgetary control of spending to remain within funding appropriations. **Staff Responsible for Monitoring:** Chief Financial Officer - Business Office				

0% No Progress 100% Accomplished Continue/Modify Discontinue

District Funding Summary

199 - General Fund					
Goal	**Objective**	**Strategy**	**Resources Needed**	**Account Code**	**Amount**
1	1	1	Screener Access, Handbooks, Calendars, Focus committees		$0.00
1	1	2			$0.00
1	1	3			$0.00
1	1	4			$0.00
2	1	1			$0.00
2	1	2			$0.00
2	1	3			$0.00
2	1	4			$0.00
3	1	1			$0.00
3	1	2			$0.00
3	1	3			$0.00
				Sub-Total	$0.00
211 - Title 1, Part A					
Goal	**Objective**	**Strategy**	**Resources Needed**	**Account Code**	**Amount**
1	1	3			$0.00
2	1	2			$0.00
2	1	3			$0.00
2	1	4			$0.00
				Sub-Total	$0.00
199 - State Compensatory Ed					
Goal	**Objective**	**Strategy**	**Resources Needed**	**Account Code**	**Amount**
1	1	3			$0.00
2	1	2			$0.00
				Sub-Total	$0.00

255 - Title II, Part A TPTR					
Goal	**Objective**	**Strategy**	**Resources Needed**	**Account Code**	**Amount**
2	1	1			$0.00
2	1	3			$0.00
3	1	1			$0.00
				Sub-Total	$0.00

263 - Title III, Part A					
Goal	**Objective**	**Strategy**	**Resources Needed**	**Account Code**	**Amount**
2	1	2			$0.00
2	1	4			$0.00
				Sub-Total	$0.00