

**Eagle Mountain-Saginaw Independent School District**  
**Hollenstein Career And Technology Center**  
**2024-2025 Campus Improvement Plan**



# 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.

The mission of the EMS ISD Career and Technical Education Program is to foster a culture of excellence that instills a passion for a lifetime of continuous achievement in the high-demand, highly skilled occupations of tomorrow's global economy.

## Vision

Integrate education and the workplace.

Engage students in their educational journey.

Foster a commitment to post-secondary education.

Prepare students to create their future in tomorrow's highly skilled competitive workforce.

## Value Statement

Every student is a unique individual with unique potential

Effective communication is key to success.

Engaged and interested students learn more effectively.

Respect is a key to success.

Education is a team effort.

High quality educational facilities optimize student and staff success.

Accountability is essential to success.

A physically and emotionally safe environment promotes student learning.

A high quality education is barrier free.



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# Goals

**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:** HCTC teachers will utilize data to improve instruction and student achievement.

**Evaluation Data Sources:** Teachers will utilize pre/post assessments. Classes with certifications will use benchmark system to assess readiness for testing.

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> By the end of the 1st semester, all HCTC teachers will utilize data to implement high yield instructional strategies. <b>Strategy's Expected Result/Impact:</b> Improved student achievement and content understanding.	Formative			Summative
	Dec	Feb	Apr	June
<div><div><div>0%</div>No Progress</div><div><div>100%</div>Accomplished</div><div><div>→</div>Continue/Modify</div><div><div>✖</div>Discontinue</div></div>				

**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:** 100% of HCTC teachers will implement EMS ISD MTSS process.

**Evaluation Data Sources:** All teachers will be trained on MTSS processes utilizing the EMS ISD MTSS professional development model.

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> HCTC teachers and administrators will utilize the MTSS process to monitor, develop and implement interventions for at- risk students <b>Strategy's Expected Result/Impact:</b> Reduction in course failures and non-completers <b>Staff Responsible for Monitoring:</b> staff and admin	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2 Details	Reviews			
<b>Strategy 2:</b> HCTC teachers and admin will monitor student academic growth and provide appropriate interventions as needed. <b>Strategy's Expected Result/Impact:</b> Reduction in course failures and non-completers	Formative			Summative
	Dec	Feb	Apr	June
<div><div><div>0%</div>No Progress</div><div><div>100%</div>Accomplished</div><div><div>→</div>Continue/Modify</div><div><div>✖</div>Discontinue</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:** Teachers will utilize high yield instructional models and strategies, with instructional technology tools, to increase student engagement, achievement, and critical thinking skills.

**Evaluation Data Sources:** walk throughs, lesson plans, evaluations, and learning walks



**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:** District and campus CTE administrators will actively recruit qualified candidates who meet industry-based requirements for courses being taught.

**Evaluation Data Sources:** TTESS results; campus and department involvement to enhance program and curriculum; CTSO participation

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Rigorous interview standards and setting expectations of being committed, coachable and having a growth mindset  <b>Strategy's Expected Result/Impact:</b> Staff who are committed, coachable, and possess a growth mindset; Continuous improvement on TTESS.	Formative			Summative
	Dec	Feb	Apr	June
<div><div><div><div>0%</div><div>No Progress</div></div><div><div>100%</div><div>Accomplished</div></div><div><div>→</div><div>Continue/Modify</div></div><div><div>✖</div><div>Discontinue</div></div></div></div>				

**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:** HCTC campus staff and administrators will ensure open communication and participation from all stakeholders to improve campus processes to ensure a safe and supportive environment.

**Evaluation Data Sources:** District and staff surveys

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> HCTC staff and administrators will have open communication with stakeholders. <b>Strategy's Expected Result/Impact:</b> Students, staff and community members will feel empowered and student growth will be evident.	Formative			Summative
	Dec	Feb	Apr	June
<div><div><div>0%</div>No Progress</div><div><div>100%</div>Accomplished</div><div><div>→</div>Continue/Modify</div><div><div>✖</div>Discontinue</div></div>				

**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:** HCTC campus teachers will collaborate with home campus teachers, administrators and counselors to ensure students have a supportive learning experience.

**Evaluation Data Sources:** Documentation from teachers regarding communication with home campuses.

Strategy 1 Details	Reviews			
Strategy 1: All HCTC teachers will effectively communicate the needs of students to appropriate district stakeholders. Strategy's Expected Result/Impact: Student academic and personal growth	Formative			Summative
	Dec	Feb	Apr	June
<div><div><div>0%</div>No Progress</div><div><div>100%</div>Accomplished</div><div><div>→</div>Continue/Modify</div><div><div>✖</div>Discontinue</div></div>				

**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:** HCTC students will be provided multiple opportunities to participate in content aligned co-and-extra curricular activities.

**Evaluation Data Sources:** Student participation numbers

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> HCTC teachers will provide opportunities for students to participate in a CTSO <b>Strategy's Expected Result/Impact:</b> Strong student participation and connection to content; community exposure to co-curricular opportunities	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2 Details	Reviews			
<b>Strategy 2:</b> HCTC teachers will participate in at least one community service project. <b>Strategy's Expected Result/Impact:</b> Increased understanding of correlation between school and community.	Formative			Summative
	Dec	Feb	Apr	June
<div><div><div><div></div><div>0%</div></div><div>No Progress</div></div><div><div><div></div><div>100%</div></div><div>Accomplished</div></div><div><div><div></div></div><div>Continue/Modify</div></div><div><div><div></div></div><div>Discontinue</div></div></div>				

**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:** Students in courses with industry-based certifications will be properly prepared to take and pass exam. Certification teachers will benchmark student readiness prior to certification exams.

**Evaluation Data Sources:** Student certification attempted, earned, passed and failed data

Strategy 1 Details	Reviews			
Strategy 1: HCTC certification teachers will implement benchmark progress system for certifications to gauge student mastery. Strategy's Expected Result/Impact: Increased student readiness and passing rate	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2 Details	Reviews			
Strategy 2: Students who show benchmark readiness will challenge the certification exam. Strategy's Expected Result/Impact: increased student readiness and passing rate	Formative			Summative
	Dec	Feb	Apr	June
<div><div><div>0%</div>No Progress</div><div><div>100%</div>Accomplished</div><div><div>→</div>Continue/Modify</div><div><div>✖</div>Discontinue</div></div>				

**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:** HCTC teachers will educate students on CTE programs of study.

**Evaluation Data Sources:** increased completer status

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> All HCTC teachers will ensure students are aware of CTE programs of study, course alignment and IBCs associated with program. <b>Strategy's Expected Result/Impact:</b> increased completer status	Formative			Summative
	Dec	Feb	Apr	June
<div><div><div>0%</div><div>No Progress</div></div><div><div>100%</div><div>Accomplished</div></div><div><div>→</div><div>Continue/Modify</div></div><div><div>✖</div><div>Discontinue</div></div></div>				

**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:** HCTC will collaborate with district CTE administrators to offer CTE student hiring fair.

**Evaluation Data Sources:** Student participation in hiring fair

Strategy 1 Details	Reviews			
Strategy 1: HCTC teachers will prepare students for CTE hiring fair by resume building and interviewing skills. Strategy's Expected Result/Impact: student career and workforce readiness will increase	Formative			Summative
	Dec	Feb	Apr	June
<div><div><div>0%</div>No Progress</div><div><div>100%</div>Accomplished</div><div><div>→</div>Continue/Modify</div><div><div>✖</div>Discontinue</div></div>				

**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:** HCTC will host a campus open house to all community members.

**Evaluation Data Sources:** Community member involvement will increase awareness of opportunities offered to students

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> HCTC admin and staff will encourage community members to attend open house event through various communication and social media venues. <b>Strategy's Expected Result/Impact:</b> Community awareness of CTE opportunities offered to students	Formative			Summative
	Dec	Feb	Apr	June
<div><div><div>0%</div>No Progress</div><div><div>100%</div>Accomplished</div><div><div>→</div>Continue/Modify</div><div><div>✗</div>Discontinue</div></div>				



**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:** HCTC staff members will have multiple opportunities to participate in the culture and positive campus environment.

**Evaluation Data Sources:** Campus and district surveys

Strategy 1 Details	Reviews			
Strategy 1: HCTC campus culture yearly plan Strategy's Expected Result/Impact: staff will feel valued and respected	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2 Details	Reviews			
Strategy 2: Staff will have an opportunity to participate in campus PLCs and implementation of the CIP. Strategy's Expected Result/Impact: Staff will feel empowered to both collaborate and take ownership in campus growth.	Formative			Summative
	Dec	Feb	Apr	June
<div><div><div>0%</div>No Progress</div><div><div>100%</div>Accomplished</div><div><div>→</div>Continue/Modify</div><div><div>✖</div>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:** Campus professional development will align with district CTE goals to assist teachers to better prepare students to be career and workforce ready.

**Evaluation Data Sources:** Teachers attending campus/district PD and utilizing information gained during PD to increase student career and workforce readiness

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Campus professional development, PLC and roundtables sessions will provide teachers the opportunity to increase knowledge and skills in their respective teaching areas. <b>Strategy's Expected Result/Impact:</b> Teachers will be able to adequately prepare students to enter a career or industry	Formative			Summative
	Dec	Feb	Apr	June
<div><div><div>0%</div><div>No Progress</div></div><div><div>100%</div><div>Accomplished</div></div><div><div>→</div><div>Continue/Modify</div></div><div><div>✖</div><div>Discontinue</div></div></div>				

**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:** HCTC administrators and staff will have open communication with students, parents and community stakeholders.

**Evaluation Data Sources:** Campus and district survey

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Campus administrators and staff will regularly communicate with students, parents and community stakeholders via email and various social media options. <b>Strategy's Expected Result/Impact:</b> Increased student, parent and community involvement	Formative			Summative
	Dec	Feb	Apr	June
<div><div><div>0%</div><div>No Progress</div></div><div><div>100%</div><div>Accomplished</div></div><div><div>→</div><div>Continue/Modify</div></div><div><div>✗</div><div>Discontinue</div></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 1:** HCTC will involve CTE department and home campuses to ensure the safety and academic success of students.

**Evaluation Data Sources:** CTE department and campuses will be aligned in best practices that impact CTE students

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Campus administrator will communicate effectively with all district stakeholders regarding systems and processes that will impact student academic growth and safety. <b>Strategy's Expected Result/Impact:</b> Increased awareness and understanding of HCTC students and staff needs.	Formative			Summative
	Dec	Feb	Apr	June
<div><div><div>0%</div>No Progress</div><div><div>100%</div>Accomplished</div><div><div>→</div>Continue/Modify</div><div><div>✖</div>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:** HCTC staff and administrators will utilize the EMS ISD systems created to align campuses and departments.





**Evaluation Data Sources:** Efficiency and communication amongst all departments and campuses

Strategy 1 Details	Reviews			
Strategy 1: HCTC staff and administrator will utilize the microfiche system for CTE travel. Strategy's Expected Result/Impact: Increased documentation and district wide awareness of CTE travel	Formative			Summative
	Dec	Feb	Apr	June
<div><div><div>0%</div>No Progress</div><div><div>100%</div>Accomplished</div><div><div>→</div>Continue/Modify</div><div><div>✗</div>Discontinue</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 1:** HCTC teachers and administrators will monitor student behavior and provide appropriate interventions to promote a safe and effective learning environment.

**Evaluation Data Sources:** MTSS strategies and processes

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> HCTC teachers will utilize the MTSS process to monitor behavior, develop and implement interventions <b>Strategy's Expected Result/Impact:</b> Decrease in behavioral incidents	Formative			Summative
	Dec	Feb	Apr	June
Strategy 2 Details	Reviews			
<b>Strategy 2:</b> HCTC teachers will utilize TIER 1 classroom strategies and processes <b>Strategy's Expected Result/Impact:</b> Increase in student engagement and on-task behaviors	Formative			Summative
	Dec	Feb	Apr	June
Strategy 3 Details	Reviews			
<b>Strategy 3:</b> HCTC teachers will implement and reinforce campus expectations. <b>Strategy's Expected Result/Impact:</b> Increase student engagement and sense of HCTC community; decrease negative student interactions	Formative			Summative
	Dec	Feb	Apr	June
<div>  No Progress            Accomplished            Continue/Modify            Discontinue         </div>				

**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:** Standard Response Protocol (SRP) will be implemented 100% of the time when implementing drills to ensure a safe and secure environment.

**Evaluation Data Sources:** SRP logs and data

Strategy 1 Details	Reviews			
Strategy 1: All staff and students will be trained in SRP processes. Strategy's Expected Result/Impact: SRP processes will be implemented effectively during drills and actual emergencies	Formative			Summative
	Dec	Feb	Apr	June
<div><div><div>0%</div>No Progress</div><div><div>100%</div>Accomplished</div><div><div>→</div>Continue/Modify</div><div><div>✖</div>Discontinue</div></div>				