

Comal Independent School District

District Improvement Plan

2018-2019 Strategic Priorities/Performance Objectives/Strategies



Mission Statement

*Comal ISD, where we encourage collaboration and communication,
promote critical thinking, embrace high standards of accountability,
and establish a winning tradition through perseverance and grit.*

Vision

Student Success Comes First

Culture and Commitments

Culture and Commitments

Learn and perform your job with high expectations.

Deliver exceptional customer service.

Work for the team.

Own our student performance.

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Strategic Priorities

Strategic Priority 1: Maximize academic performance.

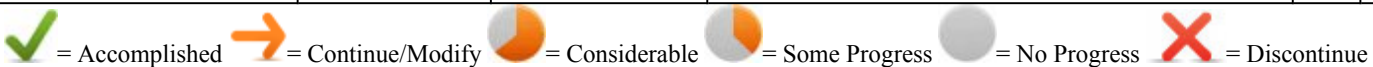
Performance Objective 1: Increase performance on the English I End of Course exam by 4% for the all students group (76% to 80%.)

Evaluation Data Source(s) 1: English I EOC

Summative Evaluation 1:

TEA Priorities: 3. Connect high school to career and college.

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Sept	Nov	Mar	May
Critical Success Factors CSF 1 CSF 2 CSF 3 1) Continue implementation of unit assessments to monitor student progress.	2.4, 2.5, 2.6	Principals and Academic Deans; C& Staff; Executive Director for Secondary Schools; Assistant Superintendent for Curriculum and Academics	Increased number of students meeting "approaches" standard on English I EOC; targeted intervention strategies designed and implemented by campuses				
Critical Success Factors CSF 1 CSF 2 CSF 4 2) Monitor performance of secondary LEP students on unit assessments and universal screener as appropriate.	2.4, 2.5, 2.6	Principals and Academic Deans; C& Staff; Executive Director for Secondary Schools; Assistant Superintendent for Curriculum and Academics	Targeted intervention strategies designed and implemented by campus for LEP students; increase in number of LEP students meeting growth targets				



✔ = Accomplished
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Strategic Priority 1: Maximize academic performance.

Performance Objective 2: Increase the percentage of students meeting growth target by 2% for the all students group (69% to 71%)

Evaluation Data Source(s) 2: STAAR and EOC Results

Summative Evaluation 2:

TEA Priorities: 2. Build a foundation of reading and math.


Strategic Priority 1: Maximize academic performance.

Performance Objective 3: Increase percentage of students in the Class of 2019 earning a CCMR point at SVHS, CLHS, and CHS from 50% (as of Sept 10, 2018) to 80% (by June 1, 2019)

Evaluation Data Source(s) 3: TSI results, SAT results, ACT results, certifications earned, AP results, OnRamps completion, dual credit completion, IEP workforce ready results, US Military enlistments

Summative Evaluation 3:

TEA Priorities: 3. Connect high school to career and college.

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Sept	Nov	Mar	May
1) Implement a decision chart at all campuses to guide the discussions with students lacking a CCMR point.							
2) Provide unlimited TSI testing units to campuses and unlimited opportunities to get teachers certified to administer the TSI.							
							

Strategic Priority 1: Maximize academic performance.

Performance Objective 4: Increase percentage of 2nd graders on grade level as measured by EOY MAP by 7% in reading (from 71% to 78%) and by 6% in math (from 76% to 82%)

Evaluation Data Source(s) 4: EOY MAP Screener results

Summative Evaluation 4:

TEA Priorities: 2. Build a foundation of reading and math.

Strategic Priority 1: Maximize academic performance.

Performance Objective 5: Decrease the gap in reading and math growth between all CISD students and students served by special programs from 6% to 4%

Evaluation Data Source(s) 5: STAAR growth measure

Summative Evaluation 5:


TEA Priorities: 2. Build a foundation of reading and math.

Strategic Priority 1: Maximize academic performance.

Performance Objective 6: Increase district writing performance in 4th and 7th grade by 4%.

Evaluation Data Source(s) 6:

Summative Evaluation 6:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Sept	Nov	Mar	May
1) Increase critical and reflective writing professional development for core content and elective teachers.		Curriculum and Academics staff					
2) Expand reflective and critical writing program (Reflect and Connect) to all campuses in all subjects.		Curriculum and Academics staff; principals					
							

Strategic Priority 1: Maximize academic performance.

Performance Objective 7: Create and support Youth Leadership and College & Career curriculum that includes essential skills.

Evaluation Data Source(s) 7: End of Year teacher survey

Summative Evaluation 7:

TEA Priorities: 3. Connect high school to career and college.

Strategic Priority 1: Maximize academic performance.

Performance Objective 8: Develop a process to measure the success of counseling services for mental health support.

Evaluation Data Source(s) 8:

Summative Evaluation 8:

Strategic Priority 1: Maximize academic performance.




Performance Objective 9: Implement systems and processes to improve CCMR.

Evaluation Data Source(s) 9:

Summative Evaluation 9:

TEA Priorities: 3. Connect high school to career and college.

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Sept	Nov	Mar	May
1) Expand certification opportunities for high school students, increasing the number of potential certifications from 25 offered in 18-19 to 28 offered in 19-20.							
2) Administer SAT school day to juniors in the spring of 2019							

3) Administer the PSAT to 8th - 11th graders in the fall of 2018.							
 = Accomplished  = Continue/Modify  = Considerable  = Some Progress  = No Progress  = Discontinue							

Strategic Priority 2: Prepare classrooms and facilities for learning.

Performance Objective 1: Meet recommendations related to safety and security put forth by the Texas School Safety Center

Evaluation Data Source(s) 1: - Campus liaison contact list

- Communications Plan
- Drill logs

Summative Evaluation 1:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Sept	Nov	Mar	May
1) Establish a process for identifying/updating a program liaison at each district facility and create a communication plan to ensure all program liaisons receive relevant and timely safety information		Director of Safety & Security	Liaisons identified; communications plan implemented				
2) Established process for conducting and documenting after-action review and follow-up corrective actions following all drills, exercises, and actual incidents.		Director of Safety & Security	Drills scheduled and conducted on a regular basis with appropriate documentation.				
							

Strategic Priority 2: Prepare classrooms and facilities for learning.


Performance Objective 2: Prepare all students, staff, and campuses for emergency situations that could arise on campuses.

Evaluation Data Source(s) 2: - Safety & Security Webpage

- Resource Materials

- Go Kits

Summative Evaluation 2:


Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Sept	Nov	Mar	May
1) Publish a safety and security district webpage with resources and information		Director of Safety & Security; Executive Director of Communications	Safety & Security information available to staff and public.				
2) Publish resource materials to support knowledge around district safety processes and procedures.		Director of Safety & Security	Staff has readily accessible information related to Safety & Security processes and procedures.				
3) Provide emergency go-kits for all classrooms in the district and establish a process to review and replenish supplies long-term.		Director of Safety & Security	Classrooms prepared to respond to emergency situation.				
							

Strategic Priority 2: Prepare classrooms and facilities for learning.

Performance Objective 3: Provide on time student transportation

Evaluation Data Source(s) 3: GPS and Routing Software

Summative Evaluation 3:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Sept	Nov	Mar	May
1) Attain 95% morning pickups within +/- 5 minutes of assigned stop time.		Director of Transportation; Executive Director of Construction, Facilities, & District Operations	Students will arrive to their campus on time for morning meal and tutoring when needed.				
2) Attain 85% afternoon drop off within +/- 10 minutes of assigned stop time.		Director of Transportation; Executive Director of Construction, Facilities, & District Operations	Maintain parent confidence in transportation services.				
							

Strategic Priority 2: Prepare classrooms and facilities for learning.

Performance Objective 4: Create a safer environment while transporting students by reducing student behavior incidents by 5%.

Evaluation Data Source(s) 4: Transportation Conduct Report

Summative Evaluation 4:


Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Sept	Nov	Mar	May
1) Develop student management training based on successful techniques implemented by campus administrators.		Director of Transportation; Executive Director of Construction, Facilities, & District Operations	Bus ride will become an extension of the classroom, thus creating a reduction in student behavior issues and a safer environment during transport.				

Strategic Priority 2: Prepare classrooms and facilities for learning.

Performance Objective 5: Improve and monitor the level of cleanliness on campuses.

Evaluation Data Source(s) 5: Campus Cleanliness Scorecard

Summative Evaluation 5:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Sept	Nov	Mar	May
1) Provide training to custodians in proper cleaning techniques and expectations.		Director of Facilities Maintenance; Executive Director of Construction, Facilities & District Operations	Facilities will be clean and ready for students, staff, and parents.				
2) Increase campus environment inspections and testing.		Director of Facilities Maintenance; Executive Director of Construction, Facilities & District Operations	A reduction in student and staff environmental sensitivity issues.				
							


Strategic Priority 2: Prepare classrooms and facilities for learning.

Performance Objective 6: Reduce HVAC downtime by 10%

Evaluation Data Source(s) 6: Work Order system

Summative Evaluation 6:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Sept	Nov	Mar	May
1) Increase preventative maintenance on HVAC units in the District.		Director of Facilities Maintenance; Executive Director of Construction, Facilities & District Operations	Students and staff will be more comfortable in their learning environments				
2) Train and monitor HVAC technicians about decreasing re-work on HVAC repair requests.		Director of Facilities Maintenance; Executive Director of Construction, Facilities & District Operations	Student and staff comfort and frustration will be improved.				




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Strategic Priority 2: Prepare classrooms and facilities for learning.

Performance Objective 7: Maintain technology systems for maximum uptime

Evaluation Data Source(s) 7: Technology Work Order System

Summative Evaluation 7:


Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Sept	Nov	Mar	May
1) Update HelpDesk system to allow for greater communication between end users and technical staff.		Director of Technology Services	Provide end users greater visibility into repair process.				
2) Evaluate current monitoring systems to determine future hardware maintenance or replacement needs		Director of Technology Services	Provide for more opportunities to preform proactive maintenance of critical technology systems.				
3) Evaluate existing technology inventory and upgrade / replace as scheduled / needed. Monitor effectiveness of existing technology resources and work with subject matter experts to identify future needs.		Director of Technology Services	Prepare the District for future technologies implementation while making needed technology resources available.				
							

Strategic Priority 2: Prepare classrooms and facilities for learning.

Performance Objective 8: Increase District user security awareness training.

Evaluation Data Source(s) 8: Training Type/Frequency Report

Summative Evaluation 8:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Sept	Nov	Mar	May
1) Identify existing and potential security threats and create an awareness with District staff.		Director of Technology Services	Relevant and frequent training and notification will reduce the amount of security events within the District network.				
							


Strategic Priority 3: Embrace choice.

Performance Objective 1: Evaluate and revise the Comal ISD pathways plan to match workforce demand, program growth, and student interest.

Evaluation Data Source(s) 1: 2019-20 course selections and enrollment

Summative Evaluation 1:

TEA Priorities: 3. Connect high school to career and college.

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Sept	Nov	Mar	May
1) Establish a workforce partners advisory group							
2) Evaluate current pathways plan to determine future needs and costs.							
							

Strategic Priority 3: Embrace choice.

Performance Objective 2: Implement intramural sports at 4 elementary campuses.

Evaluation Data Source(s) 2:

Summative Evaluation 2:

Strategic Priority 3: Embrace choice.

Performance Objective 3: Evaluate existing and develop new internship programs.

Evaluation Data Source(s) 3:

Summative Evaluation 3:

TEA Priorities: 3. Connect high school to career and college.

Strategic Priority 3: Embrace choice.

Performance Objective 4: Develop a plan to address enrollment growth

Evaluation Data Source(s) 4:

Summative Evaluation 4:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Sept	Nov	Mar	May
1) Form Comal Forward facilities committee and schedule and conduct meetings		Executive Director of Communications and Governmental Relations	Identify facility needs and development of bond package				
2) Establish community partnerships to support enrollment growth		Executive Director of Communications and Governmental Relations	Community partners will engage with campuses and students to support student needs				
							

Strategic Priority 3: Embrace choice.

Performance Objective 5: Analyze facilities in order to support career pathways

Evaluation Data Source(s) 5:

Summative Evaluation 5:

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Sept	Nov	Mar	May
1) Utilize demographic data and course selection data to analyze facility and programatic needs		Executive Director of Facilities	Approve facilities plan				

Strategic Priority 4: Recruit, develop, and coach talent.

Performance Objective 1: Develop internship opportunities with existing university

Evaluation Data Source(s) 1:

Summative Evaluation 1:

TEA Priorities: 1. Recruit, support, retain teachers and principals.

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Sept	Nov	Mar	May
1) Partner with new teacher programs and university partners to be sites for observation and student teaching		Executive Director of Human Resources and Customer Service	Increased participation of teacher training programs interning at Comal ISD.				
2) Participate in university advisory committees		Executive Director of Human Resources and Customer Service	Develop partnerships and guide direction of student teaching programs to better serve the needs of the district				
3) Offer professional development and performance guidance as part of student teacher coursework		Executive Director of Human Resources and Customer Service	Provide candidate training prior to graduation to better serve the needs of the district				
							

Strategic Priority 4: Recruit, develop, and coach talent.

Performance Objective 2: Create a task force to gather data to develop a district, campus and department level on-boarding process for new employees

Evaluation Data Source(s) 2:

Summative Evaluation 2:

TEA Priorities: 1. Recruit, support, retain teachers and principals.

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative		Summative	
				Sept	Nov	Mar	May
1) Schedule and conduct meetings with a task force created to gather information, processes, supports, materials/supplies and skill sets for employees to be successful in the district, on a campus, and/or in a department		Executive Director of Human Resources and Customer Service	A set of data to identify the campus, district, and department processes and documentation that support the on-boarding of new employees				


Strategic Priority 4: Recruit, develop, and coach talent.

Performance Objective 3: Work with Professional Learning to outline a timeline of on-boarding training to support new employees.

Evaluation Data Source(s) 3:

Summative Evaluation 3:

TEA Priorities: 1. Recruit, support, retain teachers and principals.

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative		Summative	
				Sept	Nov	Mar	May
1) Develop a list of items/sessions needed for on-boarding training and the time needed to train staff.		Executive Director of Human Resources and Customer Service	A timeline of needed items or skills training will be established to provided multiple opportunities throughout the year for employees to be trained.				
2) Once timeline elements are developed, a training schedule and on-line resources will be developed to support the standard on-boarding process		Executive Director of Human Resources and Customer Service	Employees will have access to a standard on-boarding process in live and on-line trainings				
							

Strategic Priority 4: Recruit, develop, and coach talent.

Performance Objective 4: A standard will be developed regarding expectations for exceptional customer service

Evaluation Data Source(s) 4:

Summative Evaluation 4:

TEA Priorities: 1. Recruit, support, retain teachers and principals.

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative		Summative	
				Sept	Nov	Mar	May
1) Provide feedback opportunities from all employee groups regarding customer service standards		Executive Director of Human Resources and Customer Service	Vetted and approved standard for Exceptional Customer Service				

Strategic Priority 4: Recruit, develop, and coach talent.

Performance Objective 5: A recognition program for exceptional service will be established and consistently awarded for exceptional service

Evaluation Data Source(s) 5:

Summative Evaluation 5:

TEA Priorities: 1. Recruit, support, retain teachers and principals.

Strategy Description	ELEMENTS	Monitor	Strategy's Expected Result/Impact	Reviews			
				Formative			Summative
				Sept	Nov	Mar	May
1) Program for recognition through Comal Cares will be established and advertised		Executive Director of Human Resources	Increased recognition of employees for exceptional customer service				