

Henderson ISD
Henderson Middle School Campus Improvement Plan
2011-2012

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Hardy Dotson, Principal



**HENDERSON INDEPENDENT SCHOOL DISTRICT
VISION STATEMENT**

To educate and prepare students to become productive citizens and lifelong learners who value
excellence and integrity.

**HENDERSON INDEPENDENT SCHOOL DISTRICT
GOALS AND OBJECTIVES**

1. HISD will meet all evaluation measures of the state and federal accountability systems.
 - 1.1 100 percent of student groups will reach Satisfactory Standard on each area reported on the state accountability system.
 - 1.2 100 percent of student groups will reach College-Ready Standard on the statewide assessment instrument.
 - 1.3 90 percent of students in grades K-2 will be at or above grade level as measured by district reading and math inventories.
 - 1.4 HISD students will maintain a minimum high school completion rate of 85 percent.
 - 1.5 HISD will maintain a minimum dropout rate of 1.8 percent.
 - 1.6 HISD will maintain a minimum attendance rate of 95 percent.
 - 1.7 HISD will meet performance requirements in each area as measured on the PBMAS.
 - 1.8 100 percent of HISD students with educational, social, and/or behavioral needs will be served through the appropriate special program.

2. HISD staff will attract and retain qualified employees.
 - 2.1 100 percent of HISD teachers and instructional paraprofessionals will meet Highly Qualified requirements.
 - 2.2 100 percent of HISD staff will attend professional development related to their job assignment.
 - 2.3 HISD will increase minority teaching staff demographic percentages so that they are within five percentage points of district student demographics.
 - 2.4 100 percent of HISD employees will receive benefits and compensation that are competitive with other school districts in the area.
 - 2.5 Struggling HISD employees will receive assistance with job duties, responsibilities, and expectations from campus and district level staff.

3. HISD staff will provide and maintain a safe, healthy, and orderly environment for students and employees.
 - 3.1 HISD staff will reduce the number of disciplinary referrals resulting in out of classroom placements by two percent.
 - 3.2 100 percent of HISD students and staff will participate in safety drills.
 - 3.3 100 percent of HISD staff and parents will be informed of widespread student health issues.
 - 3.4 100 percent of HISD students will benefit from health and safety programs and/or services.

4. HISD staff will collaborate and communicate with parents and community stakeholders to advance the mission of the district.
 - 4.1 100 percent of district activities will be publicized.
 - 4.2 100 percent of parents will have the opportunity to meaningfully participate in their child's educational process.
 - 4.3 HISD staff will partner with at least five local entities to enhance the quality of education for students.
 - 4.4 HISD staff will provide at least five opportunities for parents and community stakeholders to meaningfully participate in school improvement planning.
 - 4.5 HISD staff will work to improve the relationship between the school district and the HISD community.

5. HISD staff will provide organizational structures and processes that will maximize the effectiveness and efficiency of fiscal resources in order to maintain a Superior rating on the Financial Integrity Rating System of Texas (FIRST).
 - 5.1 HISD Central Office staff will work together to improve budget preparation and planning process.
 - 5.2 HISD administrators will monitor student enrollment weekly.
 - 5.3 HISD staff will implement processes and procedures that assist in further integrating technology into business practices.
 - 5.4 The HISD board of trustees and administration will work with district stakeholders to propose a bond issue to upgrade district facilities
 - 5.5 HISD staff will maintain district property and implement procedures to dispose of surplus assets in a timely fashion.

HENDERSON MIDDLE SCHOOL MISSION STATEMENT

As a caring community of partners, Henderson Middle School is dedicated to inspire, challenge, and empower our changing youth to become responsible, productive citizens and successful, lifelong learners by providing an inclusive, integrated curriculum to prepare students for a transition to higher learning in a safe, socially balanced atmosphere of mutual respect.

HMS CAMPUS GOALS

1. All students will demonstrate technological and academic proficiencies necessary to succeed at higher levels of learning consistent with the pursuit of their personal educational plans.
2. All students will develop emotionally and socially in order to communicate and work effectively together.

HMS CAMPUS OBJECTIVES

1. We will create and implement a dynamic campus technology plan.
2. We will develop and implement an evolving comprehensive staff development plan to accomplish campus/mission objectives.
3. We will provide emotional support that ensures student success.
4. We will create a motivational climate for learning.
5. We will pursue parental and community involvement.

2011-2012

Henderson Middle School Site-Based Decision Making Committee

Diane Durant	Teacher	3 year term
Joe Neal	Teacher	3 year term
Donna Roycroft	Teacher	3 year term
Kathy Herron	Teacher	3 year term
Neva Davis	Teacher	2 year term
Suzanne Dotson	Teacher	2 year term
Jacquelyn Watson	Teacher	2 year term
Leah Henderson	Teacher	1 year term
Lisa Lybrand	Teacher	1 year term
Cathy Hooper	Non-Teaching Professional	1 year term
Jim Griffin	Campus Non-Teaching Professional	1 year term
Hardy Dotson	Campus Administrator	1 year term
Cindy Anderson	Campus Administrator	1 year term
Wade Watson	Campus Administrator	1 year term
Kerri Forester	Parent	1 year term
Lisa Schweng	Business	
Kim Doerge	Business	
Sheri Holmes	Parent	
Lesa Pierce	Parent	
Laura Rojas	Community	
Christy Stanart	Community	

**Henderson Independent School District
Henderson, Texas**

Performance Objectives: By law, each campus must:

- Assess the academic achievement for each student in the school using the Academic Excellence Indicator System
- Set the campus performance objectives based on the Academic Excellence Indicator System, including objectives for special needs populations.
- Identify how the campus goals will be met for each student.
- Determine the resources needed to implement the plan.
- Identify staff needed to implement the plan.
- Set time lines for reaching the goals.
- Measure progress toward the performance objectives periodically to ensure that the plan is resulting in academic improvement.

**Campus Performance Objectives Committee
Henderson Middle School**

By signing this form, committee members attest that:

- A collaborative process was used
- Input from various sources was used
- Consensus was reached by the committee

Diana Davis
Garry Herron
Lorna Baur
Deah Henderson
Watson
Wade White
Cindy Anderson
Joe Neal
Kim Doerge
Kerri Forester
Christy Starnes

Suzanne Dot
Lind Lyland
Hane Durant
Shen Parker
Wendy Pater
Sybil Jones
Lee Pierce
Lisa Schweng
Mara Rojas
Cathy Hooper
Jim Griffin

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Leadership Team
Signature Sheet

Wm. Hardy Dotson HMS Principal
Cindy Anderson Asst. Principal
Wade Watson Asst. Principal
Beverly Baughman Instructional Strategist

Neva Davis Math Dept.
Leah Henderson Social Studies Dept.
Kathy Herron Science Dept.
Kay Whitehead English Dept.

**2011 – 2012 Needs Assessment Summary
Henderson Middle School**

Academics

Data examined: TAKS data, AYP data tables, Benchmark data

Strengths

Passing rates for all accountability groups in Social Studies was 90% or better.

Passing rates for Science improved in 4 out of 5 accountability groups, and 3 of 4 groups that improved had gains of over 10%.

Writing scores continued to be at or above 90% for all accountability groups.

8th grade Hispanic students scored above 90% on the Math test.

Weaknesses

African-American reading scores dropped from 82% to 74% across the campus.

African-American scores in Math (62%) and Science (61%) remain below the state average.

ECD students continue to perform at or below other accountability groups in Math and Science.

School Culture and Climate

Data examined: PEIMS discipline data, PBMAS data

Strengths

Discipline referrals declined by 33%.

HMS utilized Positive Behavior Supports (PBS) to manage student behavior.

HMS maintains a step sheet which provides teachers an effective way to manage their classrooms without sending students to the office.

HMS implemented “Positive Behavior Traits” with students during the first 6 weeks. This was designed to prevent discipline offenses and to encourage positive expectations for how a HMS student should perform.

Weaknesses

The same students continually commit violations which remove them from the classroom and place them in ISS or DAEP in some instances.

Demographics

Data examined: PBMAS data, PEIMS data

Strengths

Number of students being identified as special education is decreasing.

Final enrollment for 2010-2011 increased by 26 students.

Attendance remained above 95% for each six weeks.

Weaknesses

African-American students continue to be overrepresented in special education.

Curriculum and Instruction

Data examined: TAKS data, PBMAS data, AEIS report, AYP data, DANA Center Walkthroughs

Strengths

HMS core teachers received training in differentiated instruction.

HMS curriculum and instruction continues to meet the needs of White and Hispanic students on the campus.

Curriculum and instruction changes continue to be made which will close the achievement gap that our African-American students currently face.

HMS continues to use academic data to drive instruction.

Weaknesses

Increase curriculum and instruction supports for African-American and LEP students.

Low level of rigor and higher level questioning (Bloom's Taxonomy) in the classroom.

Teachers need more understanding of best practices for remediation of students who are underperforming academically.

Parent and Community Involvement

Data Examined: SBDMC data, PBMAS data,

Strengths

HMS and parents sponsored the Math Mall to enhance student learning in Math.

Parents are welcomed by staff on campus at HMS.

Parents and community members overall support a strong HMS.

Strong parent involvement in decision-making for individual student needs.

Weaknesses

HMS needs to work to increase parent and community involvement in matters concerning the entire campus.

Low parent attendance at Site Based Decision Meetings (SBDM) and Public Information meetings.

Technology

Data examined: Teacher Survey Information, Principal meeting data, Budget planning meetings, DANA Center Walkthroughs

Strengths

HMS makes technology readily available to the teachers and their classrooms.

HMS continually trains its teachers in the use of technology and its applications.

Weaknesses

Minimal use of technology by teachers for daily instruction in the classroom.

Low use of technology programs that provide and enhance remediation within the classroom.

Not all teachers are able to effectively utilize SKYWARD to its full extent.

Staff Quality

Data examined: Leadership team data, PBMAS data.

Strengths

All HMS instructional staff trained in the English Language Proficiency Standards (ELPS).

HMS core teachers trained in Sheltered Instruction and Differentiated Instruction.

Positive perception of HMS faculty among community stakeholders.

Weaknesses

HMS demographics do not match the demographics of our students. We are under represented by Hispanic and African-American faculty members.

All ELAR teachers are not ESL certified.

HMS SCE FTE AND ALLOTMENTS2011-2012

CAMPUS

MIDDLE SCHOOL 041

18.90%

Staff	FTE	Amount
READ 180 Aide	0.600	\$11,086.00
CMC Aide	0.470	\$8,927.00
STAAR Math Teacher	0.125	\$6,446.00
STAAR Math Teacher	0.250	\$8,228.00
ESL Teacher	1.000	\$34,934.00
STAAR Math Teacher	0.750	\$26,530.00
READ 180 Teacher	0.330	\$12,479.00
Supplies		\$6,800.00
TOTAL	3.525	\$115,430.00

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Strategies	Resources	Person(s) Responsible	Monitor Dates	Formative Evaluation
Benchmark assessments will be administered to students twice a year in grades 6-8. (1,2,7)	Benchmark Tests; TEKScore scan sheets; TEKScore; Scanner; WebCCAT; TMSDS	Academic Coach; Principals; Department chairpersons; Teachers	8/22/2011 to 5/31/2012	Calendar; Benchmark test results; Progress reports; Report cards; Blooms Taxonomy
STAAR, Benchmark and Unit test scores will be disaggregated by teacher, ethnicity, economically disadvantaged, LEP, and Special Education to identify curriculum needs and determine which students are not mastering the TEKS. (1,2,7,8)	DMAC; NCLB and Local Funds; Curriculum Office, CSCOPE	Academic Coach; Principals; Department chairpersons; Teachers	8/22/2011 to 5/31/2012	TEKScore usage data and reports; State Assessment Reports; TEKScore reports
Students will receive additional instruction based upon non-mastery of the TEKS as identified by Prior TAKS test scores, grades, unit tests, benchmarks and other assessments. (1,2,5,7)	DMAC, Skyward, CSCOPE, Teachers, Principals	Academic Coaches; Principals; Teachers	8/22/2011 to 5/31/2012	State Assessment Reports; Intervention Plans Based Upon Data
Teachers will use supplementary aids, modifications, and innovative strategies to provide support for students with disabilities placed in the regular classroom. (1,8)	Sp. Ed. Staff; Curriculum Office; ESC 7; ELPS; Read180; System44; CSCOPE ; Capturing Kids Hearts	Special Ed. Staff; Principals	8/22/2011 to 5/31/2012	Lesson plans; Principal observation; PDAS; STAAR; Report cards

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HMS teachers will utilize academic and subject vocabulary as outlined in the curriculum. (1,2,7)	CSCOPE; Curriculum Materials; K-8 High Frequency Words; Vocabulary Books; Academic Coach; Brainpop, Icore	Principals; Curriculum Office	8/22/2011 to 5/31/2012	STAAR; CSCOPE, Progress Reports; Report cards; Lesson plans; PDAS; Walk-throughs
Special language programs will be implemented and maintained to meet the needs of LEP students.(Tutorials, LEP Science Camp, ELPS integration, Differentiated Instruction)(1,2,7,8)	Bilingual funds; Title III funds; OEYP funds; local funds; ARI/AMI funds; LEP Summer School funds	Classroom Teachers, Principals, Bilingual Coordinator; ESL teacher	8/22/2011 to 5/31/2012	LEP students will be performing proficiently in Language Arts by their 4th Year in US schools. TELPAS; STAAR; Stanford 10
All 6-8 grade students will reinforce writing skills across the curriculum by incorporating summaries according to STAAR format. (1,2,7)	Teachers, Principals, Academic Coach; Curriculum Materials, CSCOPE	Principals; ELA Department Heads or Grade Level Chairmen; Academic Coach	8/22/2011 to 5/31/2012	STAAR results; TELPAS results; Report cards; Benchmark tests; Lesson plans; Principal Observations
HMS students will take on-grade level STAAR or an appropriate STAAR assessment as prescribed by students' ARD committees and IEP's to determine progress in Language Arts, Math, Science, and Social Studies. (1,2,7,8)	Special Education staff; principals; classroom teachers; ARD Committee minutes; IEPs; counselors	Diagnosticians; Special Ed. Staff; classroom teachers	8/22/2011 to 5/31/2012	ARD Committee minutes; Benchmark results; STAAR results; reduction in students taking modified STAAR
Dyslexia services will be provided for identified students through the Read180 program. (8)	Read180; Curriculum Office; Principals; Dyslexia staff	504 Coordinator	8/22/2011 to 5/31/2012	Pre-referral committee minutes; student profiles

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Maintain and enhance ESL program in grades 6-8 by using ELPS and Sheltered Instruction techniques. (1,2,7,8)	Curriculum Office; Special Languages Consultant; Region VII ESC; Bilingual/ESL Cooperative; ELPS	Curriculum Office; Principals; SBDMC; Teachers; Bilingual Coordinator; ESL Teacher	8/22/2011 to 5/31/2012	Benchmark test results; Unit test results; Progress reports; IPT; STAAR; Report cards; TELPAS results; Student profiles; TELPAS
HMS will provide opportunities for increased learning in PAP Language Arts, Math, Science, and Social Studies in programs for "gifted and talented" students, as well as struggling students in tutorials, interventions, special classes, and summer school for students enrolled in special programs. (1,2,7,8)	Summer School funds; Title I funds; Sp. Ed. funds; OEYP funds; ARI/AMI funds; LEP funds; Local funds; SCE funds; Read 180; System44; CSCOPE; STAAR classes	Principals; Curriculum Office; SBDMC	8/22/2011 to 5/31/2012	Lesson plans; TPRI; STAAR; Federal and state program evaluations; report cards; Benchmark tests; PDAS; TELPAS
State Compensatory Education funding will supplement basic programs to ensure that "at-risk" students in all sub-groups and populations will be successful and achieve passing scores in all areas of the state assessment testing through accelerated instruction and strategies. (1,2,7,8)	SCE funds	At-Risk Coordinator; Director of Operations; Principals	8/22/2011 to 5/31/2012	At-Risk Students (White, African American, Hispanic, Economically Disadvantaged, Dyslexic) will have a minimum score of 70% on all state mandated testing categories.
HMS will adopt and implement the CSCOPE Walkthrough Program to increase student centered activities; increase levels of student work and increase levels of engagement. (1,2,7)	Principals; Teachers; Academic Coach; Department Heads	Principals; Teachers; Academic Coach; Department Heads	8/22/2011 to 5/31/2012	CSCOPE Walkthrough Summaries; Lesson Plans; Curriculum Documents; Principal Observations

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Teachers will use supplementary aids, modifications, and innovative strategies to provide specific subject supports for African American students in Math and Science; English Language Learners in Science; and Economically Disadvantaged students in Science as noted in the Campus Needs Assessment (CNA). (1,2,7,8)	Curriculum Materials; CSCOPE; Advisory Tutoring, Boys and Girls Club, Before/After School Tutoring; Technology programs; ESL Tutoring; BrainPop; Ignite; Study Island; ELPS	Teachers, Academic Coach; ELL coordinator, Boys and Girls Club	8/22/2011 to 5/31/2012	Lesson Plans, Principal Observation; STAAR data
Educational diagnosticians will use evaluation instruments that are not culturally biased when doing assessments. (1,2)	Special Education Staff; Workshops; Region VII; ELL Coordinator	Diagnosticians	8/22/2011 to 5/31/2012	Reduce the Number of African American and Hispanic students qualifying for Special Education Services.
Student assessments will be used with ESL students to determine needs for individualized academic assistance in core subject areas to be addressed before, during, and after the school day. (1,2,7,8)	ESL teachers and paraprofessionals; Local funds; Region 7 Bilingual/ESL Cooperative; Bilingual Coordinator	District Administrators; Principals	8/22/2011 to 5/31/2012	Tutoring and extended day records; Staff time sheets
Staff will be provided with information regarding "at risk" students services. (4,5,6,7,8)	Skyward Student Data; Scheduling Clerk	At-risk Coordinator; Principals	8/22/2011 to 5/31/2012	Administration Data

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Eighth grade students will create graduation plans, analyze career goals and select high school courses with the help of HMS counselor and HHS administration. Parents of 8th graders will be invited to general meeting to discuss graduation goals. (1,2,4,5,6,8)	COPS, records, profile information Academic Pathways	Counselors, Principals	8/22/2011 to 5/31/2012	Four-year plans, Student Schedules
Analyze Benchmark data and Unit tests during ARDs to determine administration of appropriate statewide assessment. (1,2,7,8)	TEKScore reports; CSCOPE	ARD committee; Teachers; Principals; Diagnosticians	8/22/2011 to 5/31/2012	ARD minutes; STAAR data
Low-income and minority students will be integrated within all classes and receive instruction from "Highly Qualified" teachers at the same rate as other student groups.(1,2,7,8)	Skyward Student Data	Principals; Teachers; Scheduling Committee	8/22/2011 to 5/31/2012	Student Schedules; STAAR; Benchmark Test Results; Report Cards; Unit Test Results
HMS teachers will incorporate the English Language Proficiency Standards (ELPS) to better meet the needs of Limited English Proficient students. (1,2,7,8)	Region VII; District Curriculum Director; Academic Coach	Teachers, Academic Coach; ELL coordinator, ESL Teacher	8/22/2011 to 5/31/2012	Lesson Plans; Principal Observation; Grade Reports
HMS will provide flexible scheduling to include extended reading and math classes as well as intervention classes within the regular school day. (1,7,8)	Principals; Skyward Student Data; Scheduling Committee	Principal; Scheduling Committee	8/22/2011 to 5/31/2012	Student Schedules; Skyward Student Data

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HMS teachers will provide opportunities for students to read, make inferences, draw conclusions and make generalizations using Blooms Taxonomy. (1,2,7)	Teachers; Academic Coach; Department Heads; Curriculum Materials; CSCOPE; Web-based Lessons and Programs	Principals; Teachers; Department Chairs; Academic Coach	8/22/2011 to 5/31/2012	Lesson Plans; Principal Observation; CSCOPE Walkthrough Summaries; CSCOPE Documents
HMS teachers will use cooperative learning settings, small group and stations to provide differentiated instruction and levels of Blooms Taxonomy. (1,2,7,8)	Teachers; Academic Coach; Department Heads; Curriculum Materials; CSCOPE; Web-based Lessons and Programs	Principals; Teachers; Department Chairs; Academic Coach	8/22/2011 to 5/31/2012	Lesson Plans; Principal Observation; CSCOPE Walkthrough Summaries; CSCOPE Documents
Teachers will utilize CSCOPE scope and sequence in all core subject areas to reflect TEKS based instruction and cross-curricular activities at higher levels of Blooms Taxonomy. (1,2,7,8)	TEKS; Curriculum Materials; Teachers; Academic Coach; Department Heads; CSCOPE; Web-based Lessons and Programs	Principals; Teachers; Department Chairs; Academic Coach	8/22/2011 to 5/31/2012	Lesson Plans; Principal Observation; CSCOPE Walkthrough Summaries; CSCOPE Documents
HMS will provide opportunities for students to employ technology to improve problem solving and higher level thinking skills. (1,2,7,8)	Teachers; Academic Coach; Department Heads; Textbooks; web-based lessons and programs; Tech Coordinator	Principals; Teachers; Department Chairs; Academic Coach; Tech Coordinator	8/22/2011 to 5/31/2012	Lesson Plans, Lab Sign-Up Sheets, Principal Observation

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HMS will utilize special education teachers, and paraprofessionals for classroom support to allow special education students to receive instruction in the least restrictive environment. (1,2,7,8)	SPED budget & staff and campus principals	SPED staff and campus principals	8/22/2011 to 5/31/2012	Class and staff rosters, observations
HMS pre-referral team will require that all program options have been utilized prior to placing student in Special Education, reducing the number of African Americans referred to Special Education. (1,7,8)	RTI Committee	Counselor; Principals; Teachers	8/22/2011 to 5/31/2012	Reports and Documents prepared by Teachers; Meeting Forms; Skyward Student Data
Attendance will be reviewed daily for each grading period to address absences prior to excess; perfect yearly attendance will be awarded. (5,6)	Skyward Student Data; Attendance Clerk; Teachers Principal	Attendance Clerk; Teachers; Principals	8/22/2011 to 5/31/2012	Skyward Student Data; PEIMS
HMS Math, Social Studies, and Science teachers will utilize the 5-e instructional model in daily lessons in an effort to meet the learning styles of all students.	CSCOPE; Curriculum Materials	Teachers; Principals; Academic Coaches	8/22/2011 to 5/31/2012	Lesson Plans; Unit Test data; Benchmark data; STAAR data; CSCOPE Walkthroughs
ELAR teachers will utilize the Balanced Literacy instructional model in daily lessons in an effort to meet the learning styles of all students.	CSCOPE; Curriculum Materials	Teachers; Principals; Academic Coaches	8/22/2011 to 5/31/2012	Lesson Plans; Unit Test data; Benchmark data; STAAR data; CSCOPE Walkthroughs
Unit Test will be administered to students in grades 6-8 in all core subjects.	CSCOPE; DMAC	Academic Coach; Teachers; Principals; Department Chairs	8/22/2011 to 5/31/2012	Unit Test Results; Progress Reports; Report Cards

DISTRICT GOAL #2:**HISD staff will attract and retain qualified employees.**

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2. 100 percent of HISD staff will attend professional development related to their job assignment.
3. HISD will increase minority teaching staff demographic percentages so that they are within five percentage points of district student demographics
4. 100 percent of HISD employees will receive benefits and compensation that are competitive with other school districts in the area.
5. Struggling HISD employees will receive assistance with job duties, responsibilities, and expectations from campus and district level staff.

Strategies	Resources	Person(s) Responsible	Monitor Dates	Formative Evaluation
HMS will provide and promote continuous training for teachers and support staff for successful implementation of TEKS in all subject areas. (1,2,3)	Region VII; Curriculum Office; Local Funds	Curriculum Office; Principals; Teachers; Academic Coach	7/1/2011 to 5/31/2011	Sign-in sheets; Absent from duty reports; Lesson plans; Principal observation; PDAS; contracts with staff development providers
HMS teachers and administrators will be trained in issues dealing with educating special education students such as inclusion, co-teaching, least restrictive environment, differentiating instruction, instructional modifications, instructional strategies, and cultural and socio-economic diversity.(1,2,3)	Special Education Personnel; Region 7; Local funds; Special Education Funds, outside consultants; principals	Special Education Office; Curriculum Office	7/1/2011 to 5/31/2011	sign-in sheets; lesson plans; Principal and/or Special Education Director observation; Absent-from-Duty records
Teachers will participate in staff development to help them better meet the needs of English Language Learners. (1,2,3)	Curriculum Office; Principals; ESC 7; Guest presenters; Local funds	Principal; teachers; ELL coordinator; ESL Teacher	7/1/2011 to 5/31/2011	Sign-in sheets; Absent from duty reports; Lesson plans; Principal observation; PDAS; contracts with staff development providers
HMS teachers will meet within departments bi-monthly to discuss and implement instructional improvement and curriculum alignment. (1,2,3)	Teachers; Academic Coach; Department Heads; Curriculum Materials; CSCAPE; web-based lessons and programs	Academic Coach; Principals; Department chairpersons; Teachers	7/1/2011 to 5/31/2011	Calendars and Meeting notes; LessonPlans; Curriculum Documents
Campus administrators will monitor staff to insure that positive and proactive discipline strategies taught (through CHAMPS, and/or Capturing Kids Hearts)are being used. (1,2,3)	HISD Code of Conduct; Campus Administrators	Academic Coach; Principals; Department chairpersons; Teachers	7/1/2011 to 5/31/2011	Observation forms; PDAS; Lesson Plans

DISTRICT GOAL #2:

HISD staff will attract and retain qualified employees.

District Strategic Objectives

1. 100 percent of HISD teachers and instructional paraprofessionals will meet Highly Qualified requirements.
2. 100 percent of HISD staff will attend professional development related to their job assignment.
3. HISD will increase minority teaching staff demographic percentages so that they are within five percentage points of district student demographics
4. 100 percent of HISD employees will receive benefits and compensation that are competitive with other school districts in the area.
5. Struggling HISD employees will receive assistance with job duties, responsibilities, and expectations from campus and district level staff.

HMS will provide learning opportunities to teachers and paraprofessionals during the school year, the summer and as well as during professional development. (1,2)	Region VII; Curriculum Office; Local Funds	Principals; Curriculum Director; Academic Coach; Core Departments	7/1/2011 to 5/31/2011	Sign-in sheets; Absent from duty reports; Lesson plans; Principal observation; PDAS; contracts with staff development providers
HMS will encourage, support and expand the use of technology by classroom teachers to address the learning styles of students. (2,3)	Teachers; Academic Coach; Department Heads; Curriculum Materials; Textbooks; web-based	Principals; Technology Specialist; Technology Director;	7/1/2011 to 5/31/2011	Lesson Plans; Principal Observation
100 percent of HMS teachers will use Sheltered Instruction and Differentiated Instruction techniques to address ELPS throughout the curriculum. (1,2,3)	Teachers; Academic Coach;	Academic Coach; Principals; Department chairpersons; Teachers; ESL	7/1/2011 to 5/31/2011	Lesson Plans; Principal Observation
Principals, along with an interview team which includes teachers and/or campus and district administrators, will hire Highly Qualified teachers and Instructional Aides. (1,3)	Applications, interview questions; Campus principals, asst. principals, counselors, teachers; Personnel Director; Deputy Supt	Principals; Teachers on Hiring Committee	7/1/2011 to 5/31/2011	100% of teachers hired will meet "Highly Qualified" requirements; and 100% of Instructional Aides qualified as required by the No Child Left Behind Act of 2001
HMS administrators will conduct walkthroughs to monitor classroom instruction and discipline; will provide assistance to teachers who are struggling with classroom instruction. (1,5)	PDAS and Eduphoria SchoolObjects	Principals, Assistant Principals	7/1/2011 to 5/31/2011	PDAS; Walkthrough documentation, Meeting notes, Growth plan forms, Other documentation

DISTRICT GOAL #2:**HISD staff will attract and retain qualified employees.**

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4. 100 percent of HISD employees will receive benefits and compensation that are competitive with other school districts in the area.
5. Struggling HISD employees will receive assistance with job duties, responsibilities, and expectations from campus and district level staff.

All core teachers will be trained in CSCOPE implementation.	Region VII; CSCOPE; Academic Coach; Principals	Principals; Academic Coach	7/1/2011 to 5/31/2011	CSCOPE Observations; Lesson Plans
Math, Science, and Social Studies teachers will be trained in the 5-E instructional model.	Region VII; CSCOPE; Academic Coach; Principals	Principals; Academic Coach	7/1/2011 to 5/31/2011	CSCOPE Observations; Lesson Plans
ELAR teachers will be trained in the Balanced Literacy Model.	Region VII; CSCOPE; Academic Coach; Principals	Principals; Academic Coach	7/1/2011 to 5/31/2011	CSCOPE Observations; Lesson Plans
All teachers will continue to be trained to best utilize Skyward and DMAC.	Skyward; DMAC; Technology Specialist; Academic Coach; Principals	Academic Coach; Campus Technology Specialist; Principals	7/1/2011 to 5/31/2011	Sign-in sheets; Observations; PDAS

DISTRICT GOAL #3:

HISD staff will provide and maintain a safe, healthy, and orderly environment for students and employees.

District Strategic Objectives

1. HISD staff will reduce the number of disciplinary referrals resulting in out of classroom placements by two percent.
2. 100 percent of HISD students and staff will participate in safety drills.
3. 100 percent of HISD staff and parents will be informed of widespread student health issues.
4. 100 percent of HISD students will benefit from health and safety programs and/or services.

Strategies	Resources	Person(s) Responsible	Monitor Dates	Formative Evaluation
Implement RTI for students in grades 6-8 students whose behavior and reaction to disciplinary consequences differ greatly from the norm. (1)	RTI Specialist	Counselors	8/22/2011 to 5/31/2012	Reduced number of disciplinary referrals.
Use as a placement option the Adaptive Behavior Unit for students whose behavior and reaction to disciplinary consequences differ greatly from the norm. (1)	Principal, counselors, Special Ed Director, local funds, sped funds	Principals	8/22/2011 to 5/31/2012	Reduced number of students placed in DAEP
HMS will provide short term and long term alternatives to suspension from school such as restriction of rewards, Saturday school, or detention prior to DAEP or ISS. (1)	HISD Code of Conduct, Disciplinary Reports, DAEP attendance, Administrators	Principal	8/22/2011 to 5/31/2012	Records
Expand motivational events, recognitions and rewards within the school and community. (1,4)	Teachers, Staff, PTO and Principals	Principals; PTO; Teachers	8/22/2011 to 5/31/2012	Increased student recognition

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Utilize disciplinary guidelines for all students participating in campus, bus, and school events. (1,5)	Student code of conduct, disciplinary guidelines, PEIMS information, Liaison officer	Principals, Liaison Officer	8/22/2011 to 5/31/2012	PEIMS; Skyward Student Data
Reduce use of ISS for Special Ed students in grades 6-8 by teaching students appropriate behavior; coaching teachers in following BIP and training all staff to support positive behavior. (1)	Student code of conduct, disciplinary guidelines, Staff designed program; Capturing Kids Hearts; SpEd	Teachers, Staff, and Principals	8/22/2011 to 5/31/2012	PEIMS; Skyward Student Data
HMS will update and practice Emergency Management Plans to ensure that procedures and activities are in place for a safe and orderly operation in case of any type of crisis situation. (2,3,4)	HISD Plan and HMS Plan	Teachers, Staff, and Principals	8/22/2011 to 5/31/2012	Current Emergency Management Plans will be used district wide to ensure efficient operations in case of any crisis.
HMS will lock classrooms and infrequently used outside doors as a security precaution; HMS will continue to maintain security monitors placed throughout the campus. (2,3,4)	Maintenance and custodial staff; visitor sign-in sheets	Teachers, Staff, and Principals; Technology Director	8/22/2011 to 5/31/2012	Campus records
HMS will require a person who enters the campus to display the person's driver's license or another form of identification containing the person's photograph issued by a governmental entity in order to verify whether a visitor is a registered sex offender. (4)	Raptor Security Program	Teachers, Staff, and Principals	8/23/2010 to 6/2/2011	Records

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HMS will participate in contract with Police and/or Sheriff Department to hire security personnel. (4)	Clerical, Henderson Police Department, Rusk County Sheriff Department, SCE funds	District Law Enforcement Liason Officer, Principal	8/22/2011 to 5/31/2012	Contract, PEIMS data
HMS will maintain a Coordinated Health Program designed to prevent obesity, cardiovascular disease, and Type 2 diabetes. The program coordinates physical education/physical activity, classroom health education, nutrition/cafeteria services, and parental involvement. (3,4)	PE teachers; Cafeteria	PE teachers; Cafeteria Staff	8/22/2011 to 5/31/2012	Menu Plans, Lesson Plans; Principal Observation
Continue a HMS staff-designed program that overtly teaches students proper behavior. (1)	Teachers, Staff, Academic Coach and Principals	Teachers, Staff, Academic Coach and Principals	8/22/2011 to 9/30/2011 (First 6 week Grading Period)	Lesson Plans; Principal Observation
Fire-safety evacuation drills will occur once every 6 week grading period. (2,4)	Principal	Principal	8/22/2011 to 5/31/2012	Calendar

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Continue to implement Standardized Dress for students attending HMS. Rules and regulations regarding School Dress Code will be included in HMS Student Handbook and will be distributed at the beginning of school. (1,4)	Principals and Teachers	Principals	8/22/2011 to 5/31/2012	Discipline Records
Conduct the three-year School Safety audit to ensure best practices are continually followed.	Director of Operations; Principals; Office Staff; Teachers	Director of Operations; Principals	7/1/2011 to 9/30/2011	Audit Results and Data

DISTRICT GOAL #4:

HISD staff will collaborate and communicate with parents and community stakeholders to advance the mission of the district.

District Strategic Objectives

1. 100 percent of district activities will be publicized.
2. 100 percent of parents will have the opportunity to meaningfully participate in their child's educational process.
3. HISD staff will partner with at least five local entities to enhance the quality of education for students.
4. HISD staff will provide at least five opportunities for parents & community stakeholders to meaningfully participate in school improvement planning.

5. HISD staff will work to improve the relationship between the school district and the HISD community.

Strategies	Resources	Person(s) Responsible	Monitor Dates	Formative Evaluation
HMS will participate in providing information to the Communications coordinator to enable preparation of publicity for local newspapers, radio, television and posted on the district website as needed. (1,2,4,5)	Local Funds, Communications Coordinator, Technology & Principal	Communications Coordinator, Technology & Principal	8/22/2011 to 5/31/2012	Newspaper articles, Radio and Television spots, HISD website
HMS will maintain a calendar to inform parents and the community of HMS activities on the district website, and will aid in maintaining the district website's topicality by submitting information to the web manager. (1,2,4,5)	Local Funds, Communications Coordinator, Technology & Principal	Communications Coordinator; HISD Technology & Principal	8/22/2011 to 5/31/2012	Newspaper articles, Radio and Television spots, HISD website
HMS will invite the community to programs of civic responsibility, honor and entertainment. (1,2,3,4,5)	Local Funds, Communications Coordinator, Technology & Principal	Communications Coordinator; HISD Technology & Principal	8/22/2011 to 5/31/2012	Records, newspaper articles, radio and television spots, HISD website
HMS will encourage parental involvement through publication of PTO and volunteer activities. (1,2,3,4,5)	Communications Coordinator; HISD Technology & Principal	Communications Coordinator, HISD Technology & Principal	8/22/2011 to 5/31/2012	newspaper articles, radio and television spots, HISD website

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5. HISD staff will work to improve the relationship between the school district and the HISD community.

HMS will create a mentoring program. Teachers meet with and mentor students (not their own) weekly. (2,4,5)	Principals; Teachers	HISD Communications and School Principal	8/22/2011 to 5/31/2012	Newspaper articles
HMS will provide supplies and materials for parent involvement activities to ensure a quality parent involvement program. (2,3,5)	Local Funds	Principal	8/22/2011 to 5/31/2012	Increase in Parental and Community Involvement
HMS will hold site-based committee meetings in order to gather input and support and solicit and gather information concerning the school. (2,3,4,5)	Principal, Teachers and Committee Members	Principal, Teachers and Committee Members	8/22/2011 to 5/31/2012	Records, Sign-In Sheets; Minutes
The HMS volunteer program known as EAGLES encourages parents and community members to become involved at HMS. Activities by volunteers include mentoring. Volunteers undergo a criminal history check, including fingerprinting, and orientation before working in the district. (1,2,3,4,5)	Community Members; local funds	Counselor/ coordinator of EAGLES	8/22/2011 to 5/31/2012	Sign-in sheets, volunteer database
HMS will maintain a website calendar to inform parents and the community of HMS events. The website contains all postings required by law. (1,2,5)	HMS; Tech Coordinator	HISD Communications, web manager and School Principal	8/22/2011 to 5/31/2012	Website records

DISTRICT GOAL #4:

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5. HISD staff will work to improve the relationship between the school district and the HISD community.

HMS will encourage teacher participation in HISD Foundation Grant Program; establish a referral and support system for students (and their families) in need, will maintain the Eagle Program and will participate in the Latino Family Literacy Program, African American Outreach as well CubCamp. (1,2,3,4,5)	HISD Foundation Grant; Teachers; Principals; ESL Program; Eagle Participants; African American Initiative	Counselor; Bilingual Coordinator; ESL Teacher; Principals; Foundation	8/22/2011 to 5/31/2012	Number of grant proposals; Sign In Sheet for participants in all programs; Observation
Parents will be informed through translated materials including: letters from the principal, Student/Parent Handbooks, Parent brochures, Parent conferences, LPAC meetings, Title I meetings, PTO meetings, BE/ESL meetings. (1,2,5)	Principal; Bilingual Coordinator; Local Funds	Bilingual Coordinator; Principals	8/22/2011 to 5/31/2012	100% of ESL/Bilingual parents will receive information.
HMS will partner with the Rusk County Boys and Girls Club to improve relationships between parents, the community, and the school district. (1,2,3,4,5)	Boys and Girls Club of Rusk County; teacher volunteers; Local funds	Principal	8/22/2011 to 5/31/2012	Sign in Sheets; Student Attendance; Grade Improvement; Discipline
Parents of LEP students will receive information regarding BE/ESL entrance and exit requirements as well as information on statewide testing in their home language. (1,2,4,5)	District Translator/Parent Liaison; Campus Translators; ESL Teacher; Local Funds; TEA	Bilingual Coordinator; Principals; ESL Teacher	8/22/2011 to 5/31/2012	Informal Checks on information sent home to parents by Principal.

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District Strategic Objectives

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4. HISD staff will provide at least five opportunities for parents & community stakeholders to meaningfully participate in school improvement planning.

5. HISD staff will work to improve the relationship between the school district and the HISD community.

Report cards, progress reports, and benchmark tests will reflect student progress in learning both English and Spanish. (1,2,5)	Local Funds; Curriculum Office; Translators	Principals; Teachers	8/22/2011 to 5/31/2012	Report Cards; Benchmark test Results
Hold parent meetings to provide information regarding special education; Referral and Evaluation; ARD Process. (2)	Special Ed Director, Staff; Parents; Principals	Special Ed Director	8/22/2011 to 5/31/2012	Sign In Sheets; Records
HMS will work with the African American Outreach Initiative committee to better meet the needs of African American students. (1,2,3,4,5)	Local Funds	Parent Liaison; Principals; Teachers	8/22/2011 to 5/31/2012	Improved Scores, discipline and attendance of African American students.

DISTRICT GOAL #5:

HISD staff will provide organizational structures and processes that will maximize the effectiveness and efficiency of fiscal resources in order to maintain a Superior rating on the Financial Integrity Rating System of Texas (FIRST).

District Strategic Objectives

1. HISD Central Office staff will work together to improve budget preparation and planning process.
2. HISD administrators will monitor student enrollment weekly.
3. HISD staff will implement processes and procedures that assist in further integrating technology into business practices.
4. The HISD board of trustees and administration will work with district stakeholders to propose a bond issue to upgrade district facilities
5. HISD staff will maintain district property and implement procedures to dispose of surplus assets in a timely fashion.

Strategies	Resources	Person(s)	Monitor Dates	Formative
		Responsible		Evaluation
HMS will contract for improvement work through the Director of Maintenance to maintain and upgrade facilities and grounds. (5)	Local funds	Maintenance and Transportation Director and Principal	8/22/2011 to 5/31/2012	Improvement in appearance of HMS
HMS will run attendance reports weekly for errors. (2)	Skyward Student Software		8/22/2011 to 5/31/2012	Skyward Student Software
HMS will participate in the District Facilities Committee to determine facility needs and community willingness to support a bond proposal.	Principals	Principals; Parents	6/1/2011 to 9/31/2011	Calling of a Bond Election
HMS will promote awareness of the Bond Issue during PTO meetings, Open House, Football games, and encourage early voting by providing polling at the football games. (4)	District information	Principals, teachers, staff	8/1/2011 to 11/30/2011	Passage of the Bond

District Strategic Goals / Objectives	YES	NO
DISTRICT GOAL #1: HISD will meet all evaluation measures of the state and federal accountability systems.		
1. 100 percent of student groups will reach recognized standard on each area reported on the state accountability system.		
2. The percentage of students meeting commended status on the statewide assessment instrument will make gains and/or maintain 30% or more.		
3. 90 percent of students in grades K-2 will be at or above grade level as measured by district reading and math inventories		
4. HISD will maintain a minimum dropout rate of 1.8 percent.		
5. HISD will maintain a minimum attendance rate of 90 percent.		
6. HISD will meet performance requirements in each area as measured on the PBMAS.		
7. 100 percent of HISD students with educational, social, and/or behavioral needs will be served through the appropriate special program.		
DISTRICT GOAL #2: HISD staff will attract and retain qualified employees.		
1. 100 percent of HISD teachers and instructional paraprofessionals will meet Highly Qualified requirements.		
2. 100 percent of HISD staff will attend professional development related to their job assignment.		
3. HISD will increase minority teaching staff demographic percentages so that they are within five percentage points of district student demographics.		
4. 100 percent of HISD employees will receive benefits and compensation that are competitive with other school districts in the area.		
5. Struggling HISD employees will receive assistance with job duties, responsibilities, and expectations from campus and district level staff.		
DISTRICT GOAL #3: HISD staff will provide and maintain a safe, healthy, and orderly environment for students and employees.		
1. HISD staff will reduce the number of disciplinary referrals resulting in out of classroom placements by two percent.		
2. 100 percent of HISD students and staff will participate in safety drills		
3. 100 percent of HISD staff and parents will be informed of widespread student health issues.		
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1. 100 percent of district activities will be publicized.		
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