

***Achieve Today. Excel Tomorrow.
2016-2021 Strategic Plan***

Mid-year Update

**Dr. Steven Wurtz
Chief Academic Officer**

We Believe

- Our success depends upon
 - A commitment by all to a clear and focused vision
 - Effective teaching and leadership
 - A positive culture that promotes continuous improvement by all
 - An engaged community
- Our students can excel



ACHIEVE TODAY.



EXCEL TOMORROW.

2016-2021 STRATEGIC PLAN

Vision

The AISD will be a premier school district and a leader in education.

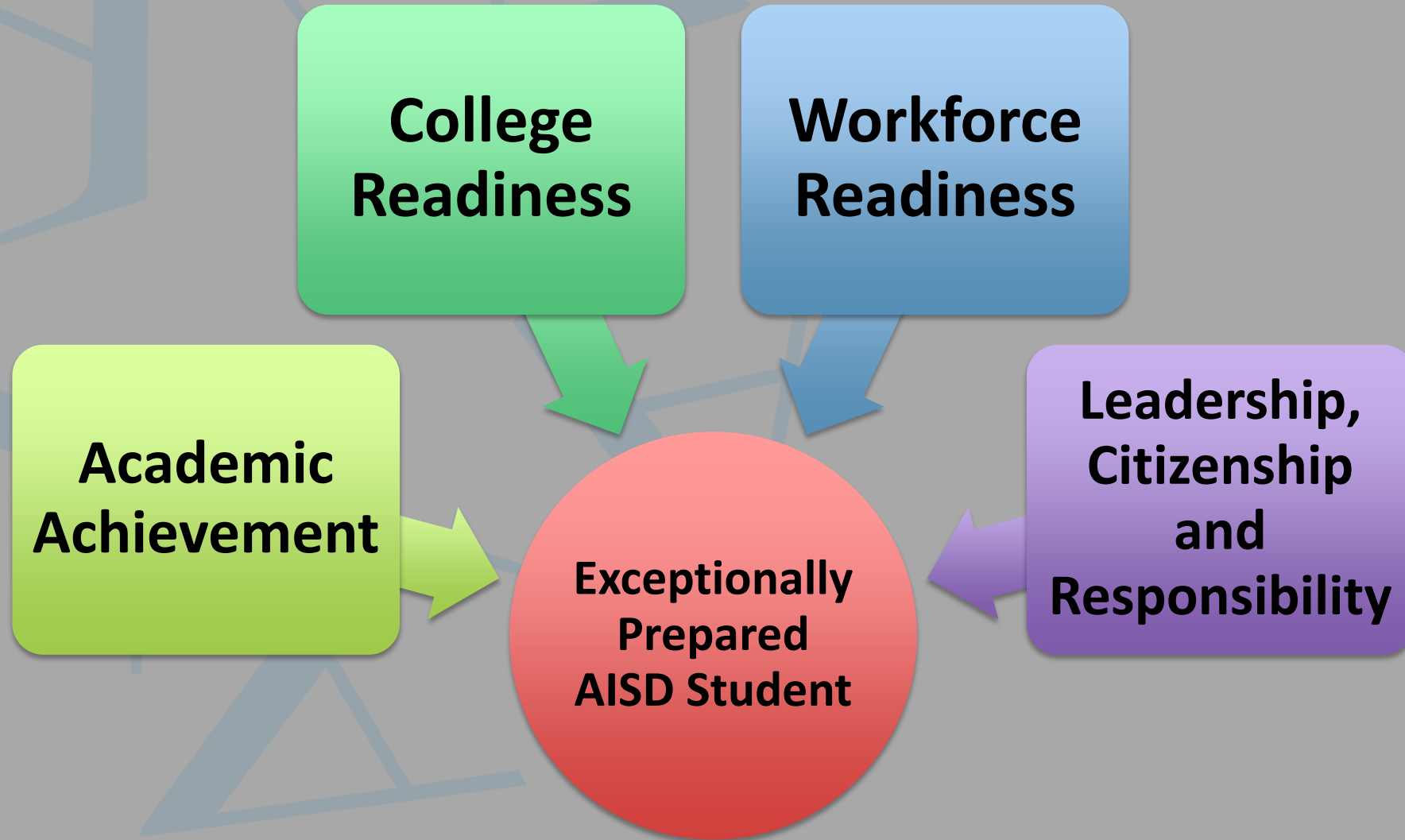
Mission

The mission of Arlington Independent School District is to empower and engage all students to be contributing, responsible citizens striving for their maximum potential through relevant, innovative and rigorous learning experiences

Goal

100% of AISD students will graduate exceptionally prepared for college, career and citizenship.

Performance Objective Categories



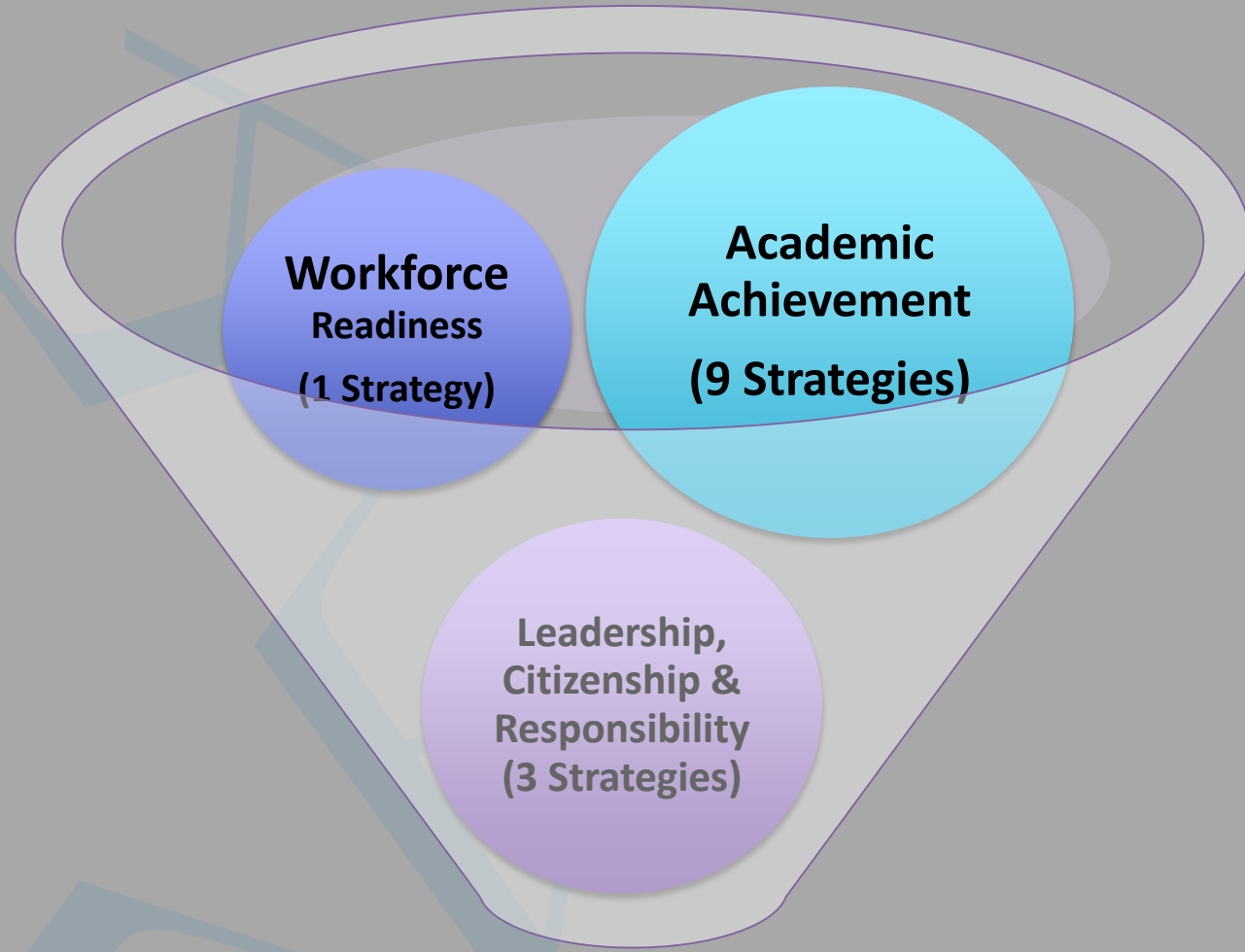
Strategy Analysis & Timeline Development

- Teams analyzed groups of identified strategies connected to each performance objective
 - Deconstructed comprehensive strategies into smaller “chunks” for appropriate sequencing
- Identification of high impact strategies and the design of a responsible rollout
 - High Impact: System-wide financial, human capital, and time implications

Strategy Sequencing



- Sequencing vs. Prioritizing
- Sequencing over the 5-year timeline
- Parameters for sequencing:
 - No more than 25% of the plan implemented in any one year
 - Balance high impact strategies over the first four years
 - Ensure strategies that include foundational activities are appropriate sequenced for sustainability
 - Ensure quick win in year one
 - High impact for all stakeholders



Year Two

Academic Achievement

- Develop curriculum writing & revision process (non-core)
 - Instructional approaches, learning targets, and formative assessments
- Implement equating and scaling of student assessment data
- Incorporate test design theories into local assessment design
- Implement user-friendly data management system
- Develop leadership professional learning plan
- Increase student equity of access to instruction, facilities, and extra/co-curricular activities
- Expand world languages programs
- Implement instructional model
- Expand PK offerings
- Align resources, including staffing, to curriculum outcomes and instructional priorities

Workforce Readiness

- Enhance students' seamless entry into the workforce through technical dual credit, workforce certifications, etc.

Leadership, Citizenship & Responsibility

- Enhance cultural awareness, culture of respect, integrity and responsibility among students
- Enhance core leadership competencies
- Customer Service

ACHIEVE TODAY.

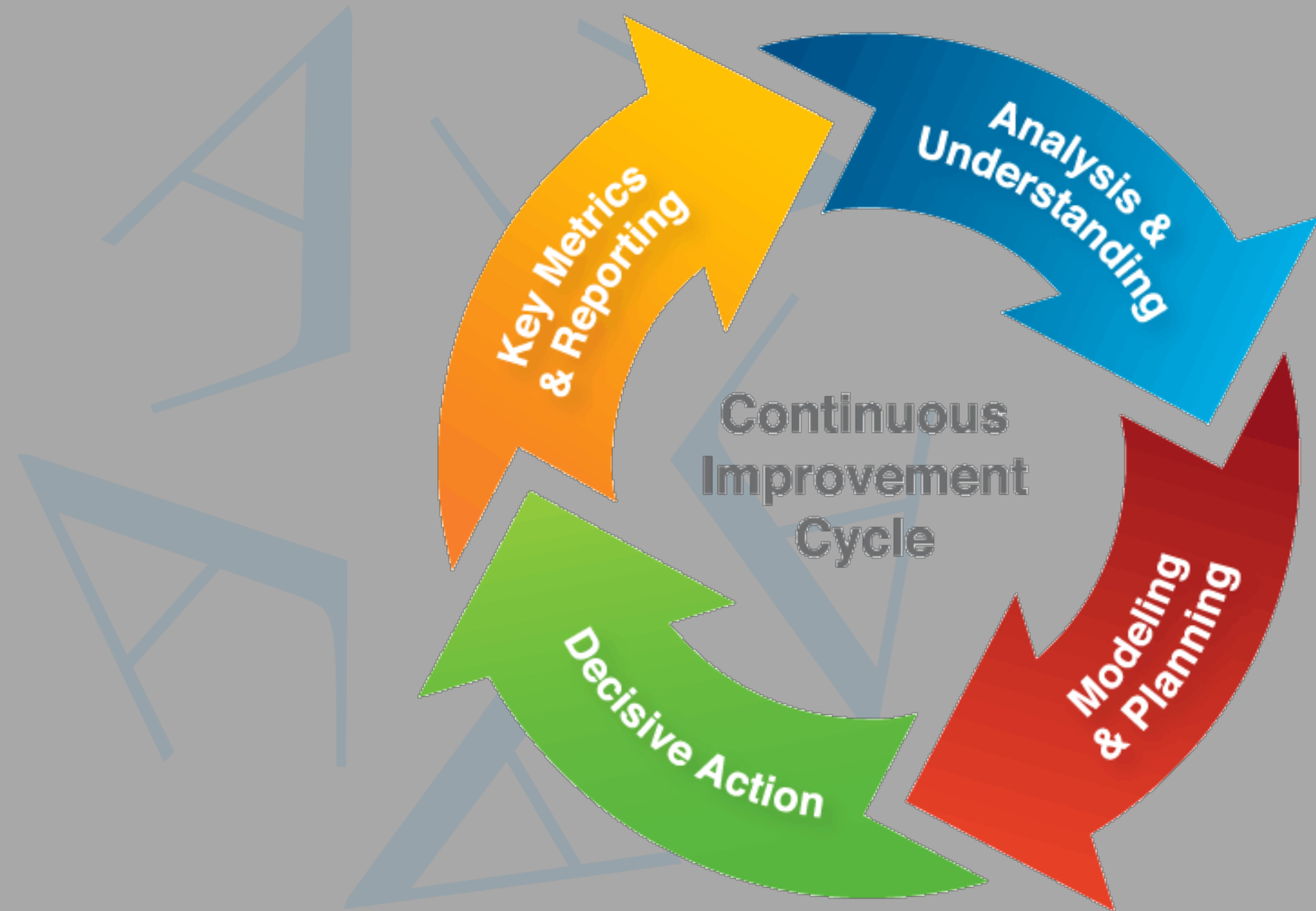


EXCEL TOMORROW.

2016-2021 STRATEGIC PLAN

2017-2018 Strategy Review

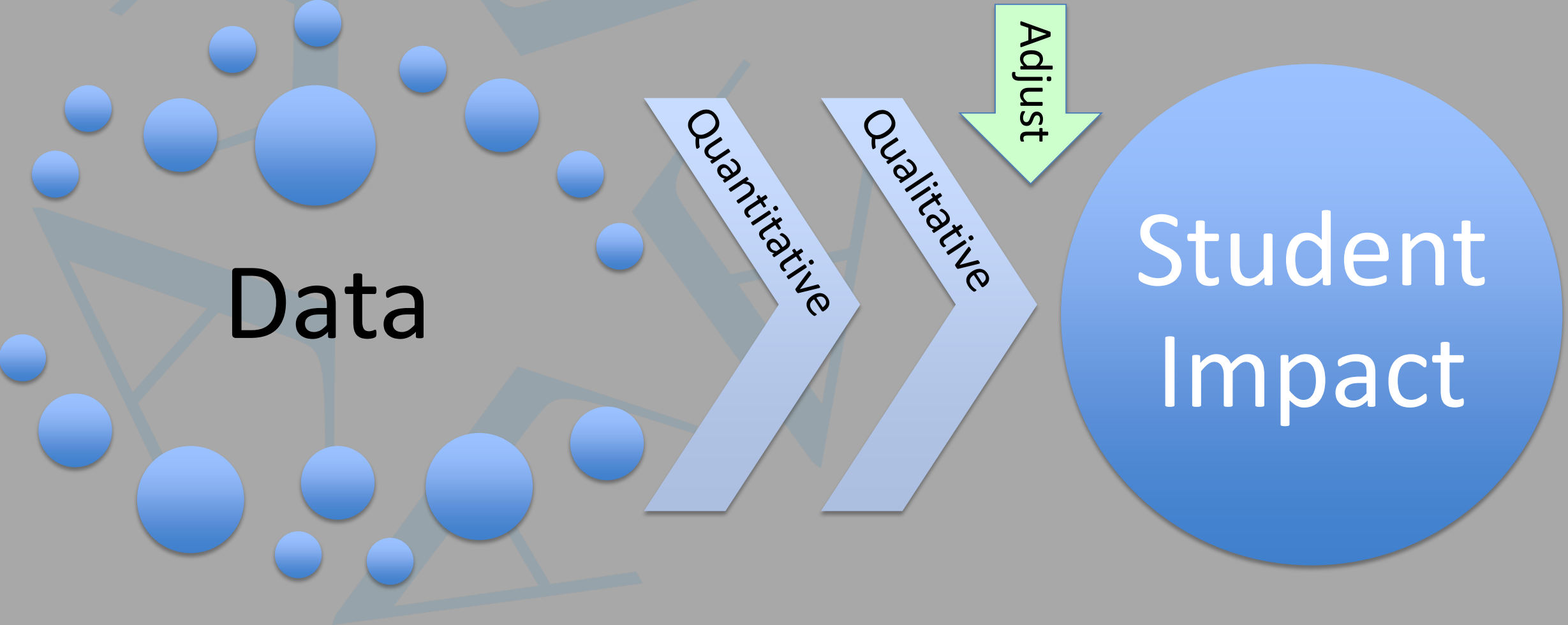
Year Two



- ✓ **Systems Improvement**
- ✓ **Capacity Building**
- ✓ **Sustainability**



Continuous Improvement



Data

Quantitative

Qualitative

Adjust

Student
Impact

THE ICEBERG PERSPECTIVE

SUCCESS



WHAT PEOPLE SEE



WHAT PEOPLE DON'T SEE



FAILURE



PERSISTENCE



HARD WORK



DISAPPOINTMENT



SACRIFICE



RISKS



DISCIPLINE



FOCUS

- Evaluate
- Adjust timelines
- Communicate priorities

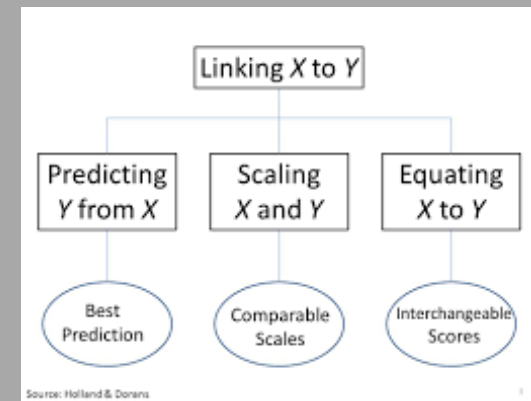
Sustainability

Equating & Scaling of Data

- Analogous to TEA's process
 - Local assessment scores are equated to State assessment scores.
 - Local assessment raw score conversion charts with scale scores are constructed and distributed to campuses.
 - Local assessment data are used by campuses to determine growth attained (and growth still needed) by students to meet passing thresholds.

Next Steps

- Move process from one that is manual to automated



Test Design



- Researched various techniques for determining quality test items and test design
 - Cronbach's Alpha (Internal consistency)
 - D-Index

Next Steps

- Complete research
- Build capacity through professional learning
- Collaborate with curriculum office in the development of local assessments

Curriculum Writing & Revision

- Partnered with the World Languages department to design the format of the new K-2 curriculum
 - Instructional Focus Document (IFD)
 - Year at A Glance (YAG)
 - Scope and Sequence
- Collaboratively updates the K-2 standards-based report card and rubrics
 - Aligned to the new curriculum and state standards.
- Garnered input on a companion document to the K-2 report card
 - Goal to increase parent communication of specific grade level curriculum and student expectations.

Next Steps

- Prepare for the launch of the K-2 curriculum, including a communication plan and Spring previews, new teacher support, districtwide professional learning.

Why Active Learning?

Active learning incorporates research-based best practices in a way that puts students in the driver's seat that help students model and learn how to be...

- Responsible Citizens
- Self-directed
- Collaborative
- Critical Thinkers
- Problem-solvers
- Communicators



ACTIVE LEARNING CYCLE

Arlington

INDEPENDENT SCHOOL DISTRICT
More Than a Remarkable Education

Instructional Model Implementation

- Phase 1 implementation
 - 12 schools and 150 classrooms
- Curated and created district resources aligned to the 12 e2L best practices embedded in the Active Learning Cycle.
- Partnered with the Professional Learning department to facilitate classroom visits to observe the Active Learning Cycle in action, and advance coaching conversations.
- Gradual assumption of district training: I do...We do... You do

Next Steps

- Finalize responsible roll-out
 - Articulated timeline & support structures for campus readiness
- Schedule “design days” for implementing schools
- Building coaching capacity
- Celebration and badging of best-practice proficiency



ACTIVE LEARNING CYCLE

Arlington
INDEPENDENT SCHOOL DISTRICT
More Than a Remarkable Education

Leadership Professional Learning Plan

- Reconvened district leaders to develop a coherent, year-long professional learning calendar.
- Collaboratively designed common professional learning resources and tools to improve coherence and communication across the departments and system

Next Steps

- Partner with department staff to establish systems, including quality indicators and innovative learning designs
- Explore new professional learning models creating the potential for:
 - Personalized & deep learning opportunities
 - Competency-based learning
 - Micro-credentialing

Increase Student Equity of Access

- Developing a comprehensive plan for providing a full continuum of services & supports at every campus
- Designed and made accessible on intranet a three-tier professional learning plan with embedded tools and resources aligned to:
 - Critical elements of collaborative teaching
 - T-TESS
 - Rigor & Relevance rubric/Active Learning

Next Steps

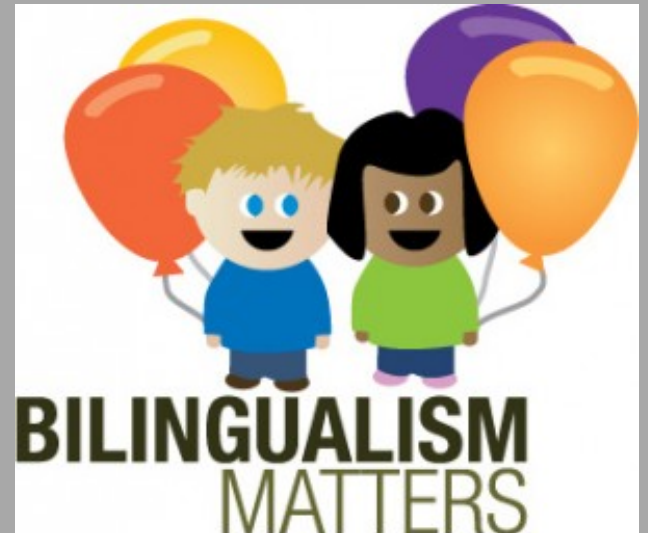
- Design tools/learning for building culture & capacity around equity & access
- Further communicate the multi-tier professional learning plan & support implementation to fidelity

Expand World Languages Programming

- Comprehensive visionary documents for world language expansion
 - Dual language immersion
 - FLES
- Curriculum writing process/timeline for K-2 dual language immersion Spanish alongside C&I

Next Steps

- Complete curriculum writing/ revisions/ resource curation for dual language & FLES
- Design professional learning & plan of support for implementation fidelity



Expansion of Pre-K Offerings

- Develop and implement student recruitment & parent outreach strategies
 - Pre-K Recruitment Team Collaboration
 - Arlington ISD collaboration with Commit! partnership
 - Community-based Pre-K expansion

Next Steps

- Joint AISD/Commit! Pre-K marketing campaign launch
- Pre-K Roundup: April 2 – April 13
 - Central Location in Summer 2018



Alignment of Resources

- Prepared four-year budget forecast
- Researched options for a tax rate swap through a TRE
- Financial Futures Committee (FFC) reviewed:
 - financial position & long-range financial needs;
 - enrollment trends;
 - legislative environment; and
 - TRE requirements/impacts

Next Steps

- FFC will present a recommendation to the Board to address long-range budget needs at the February 15th Board meeting

Alignment of Resources



- Architects have been engaged for the seven bid packages included in Phase IV
- Phase IV projects are in latter stages of design

Next Steps

- Construction bids for phase IV projects will be issued in spring 2018

Alignment of Resources

- A capacity and utilization study of each campus is underway by Cooperative Strategies (formerly DeJONG-RICHTER) to identify possible future facility needs

Next Steps

- Study is scheduled for completion in March 2018

Students' Seamless Entry into Workforce

- Addition of dual credit CTE Programs
 - Accounting
 - Architectural CADD Operator
 - Aviation
 - Business Administration
 - CISCO Support
 - Computer Numerically Controlled (CNC) Machinist Technology
 - Computer-aided Drafting and Design
 - Computer Illustration and Graphic Design
 - Computer Maintenance
 - Welding

Next Steps

- Pathways & Certificate of Completions Expansion
- Embedded faculty
- Master Scheduling



Enhancing Cultural Awareness

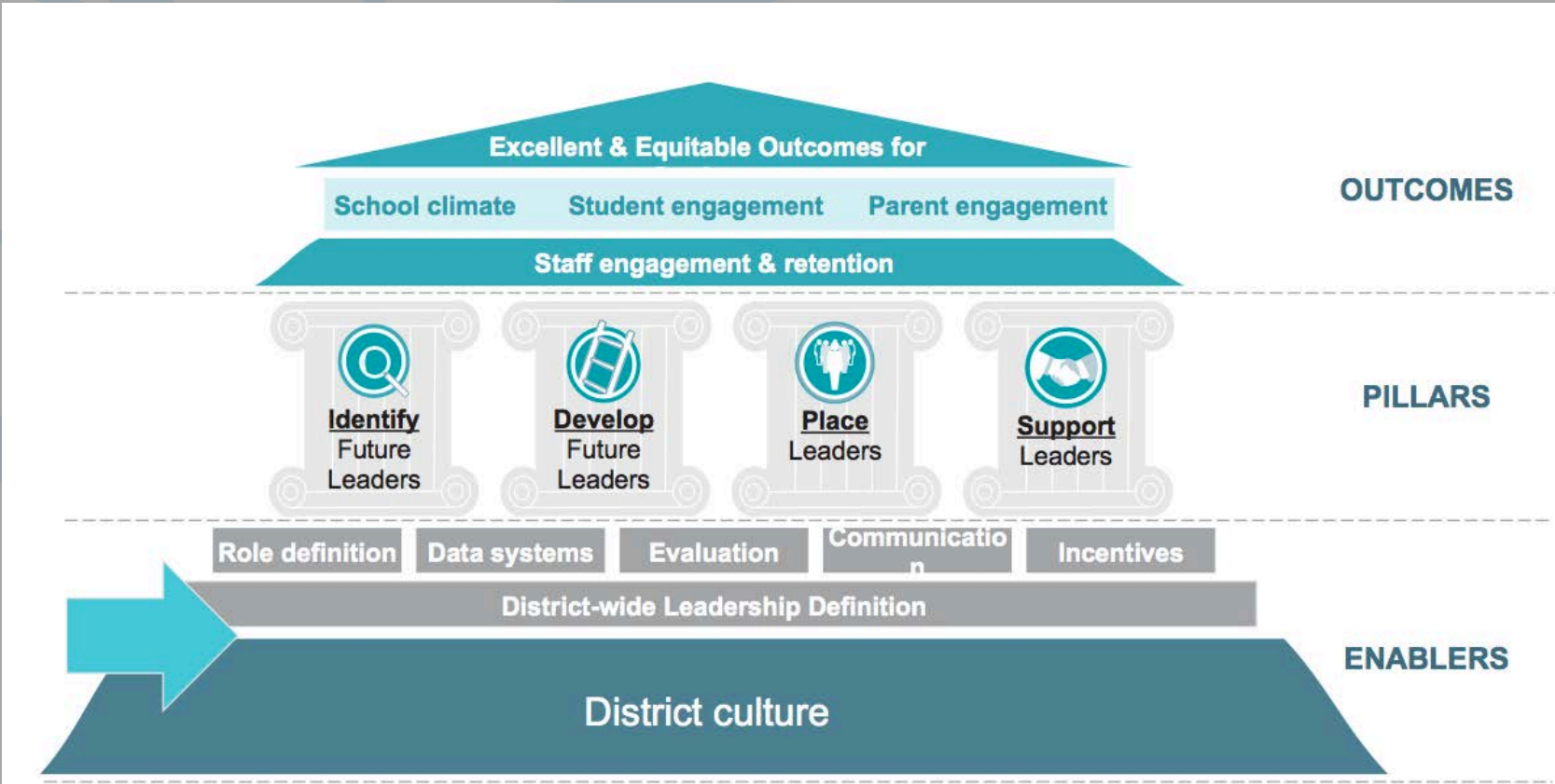
- Develop and implement professional learning for staff and leadership
 - Classroom Behavior Basics
 - Culture and Relationships
 - Structure and Relationships
 - Positive Interactions and Reinforcements
 - Corrections
- Social and Emotional Learning (S.E.L.)
 - Research the development of a coordinated system that promotes social and emotional wellness in a manner that focuses on the whole child

Enhancing Cultural Awareness

Next Steps

- Continue to support staff by providing professional learning in identified areas to support the implementation of PBIS and Cultural Awareness
- Continue to review student discipline data trends to guide the district support for campuses
- Finalize research of Social & Emotional Learning (S.E.L) frameworks for best practices and design integrated system for implementation

Enhance Core Leadership Competencies





A critical mass of leaders throughout the system with **shared experiences and a common vision of excellence**—for personal leadership, talent development, organizational culture, and student success



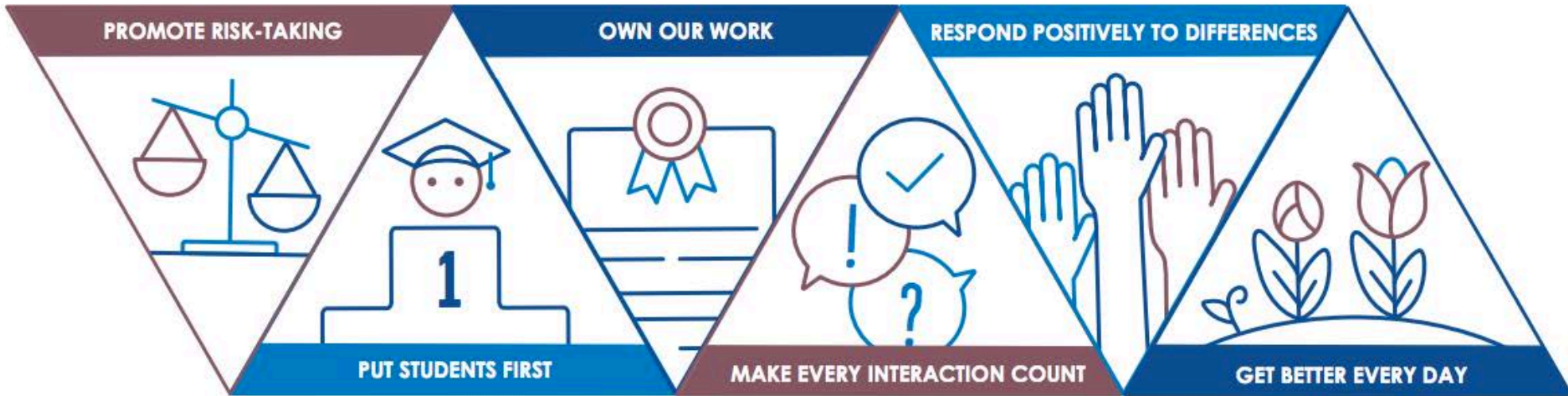
Enhanced district-level capacity to manage leadership talent and to lead change



A strategic approach to leadership development embedded throughout the organization, that will **build a bench of future leaders & retain more of our best talent**

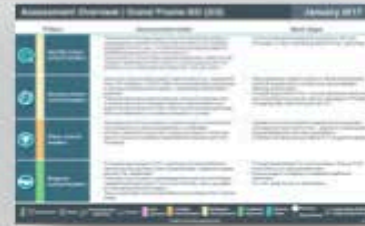
AI SD CULTURAL TENETS

The AISD cultural tenets guide how we interact with each other and realize our district mission.



1

Assessment overview



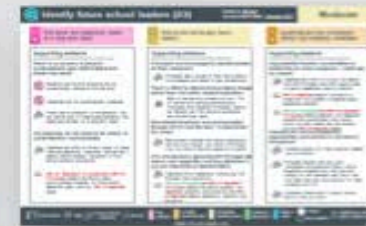
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Outcome measures



3

Enabler/ Pillar scorecard

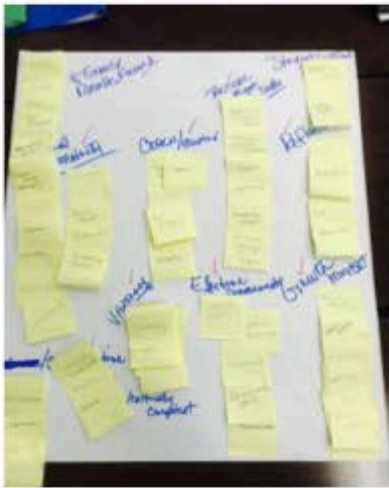
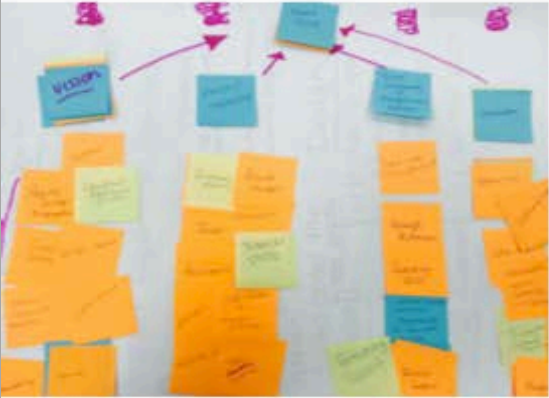


4

Data deep-dives



Input and Feedback from Stakeholders



Examples of Key Research

- Ontario Leadership Framework
- EdFuel
- University of Washington

High-level Framework



Task Force

- Teachers
- Assistant Principals
- Principals
- Senior Staff
- Staff from across various departments including Academic Services, Transformational Learning, Teaching and Learning, HR, Technology, Transportation, Finance, Security, etc.



Next Steps

Phase 1: Broad leadership definition

Define what great leadership looks like in Arlington ISD -- Applies to every leader

- Aspirational and ambitious
- Clear and motivating
- Articulation of culture
- Complete Winter 2017/2018

Phase 2: Expectations by Role

Specify what leadership definition looks like across roles—school and district

- Clearly articulate development expectations to be ready for the next role

Phase 3: Aligned Systems

Develop plans to use leadership definition to guide all leadership development, such as:

- Professional development
- Feedback & coaching



Customer Service



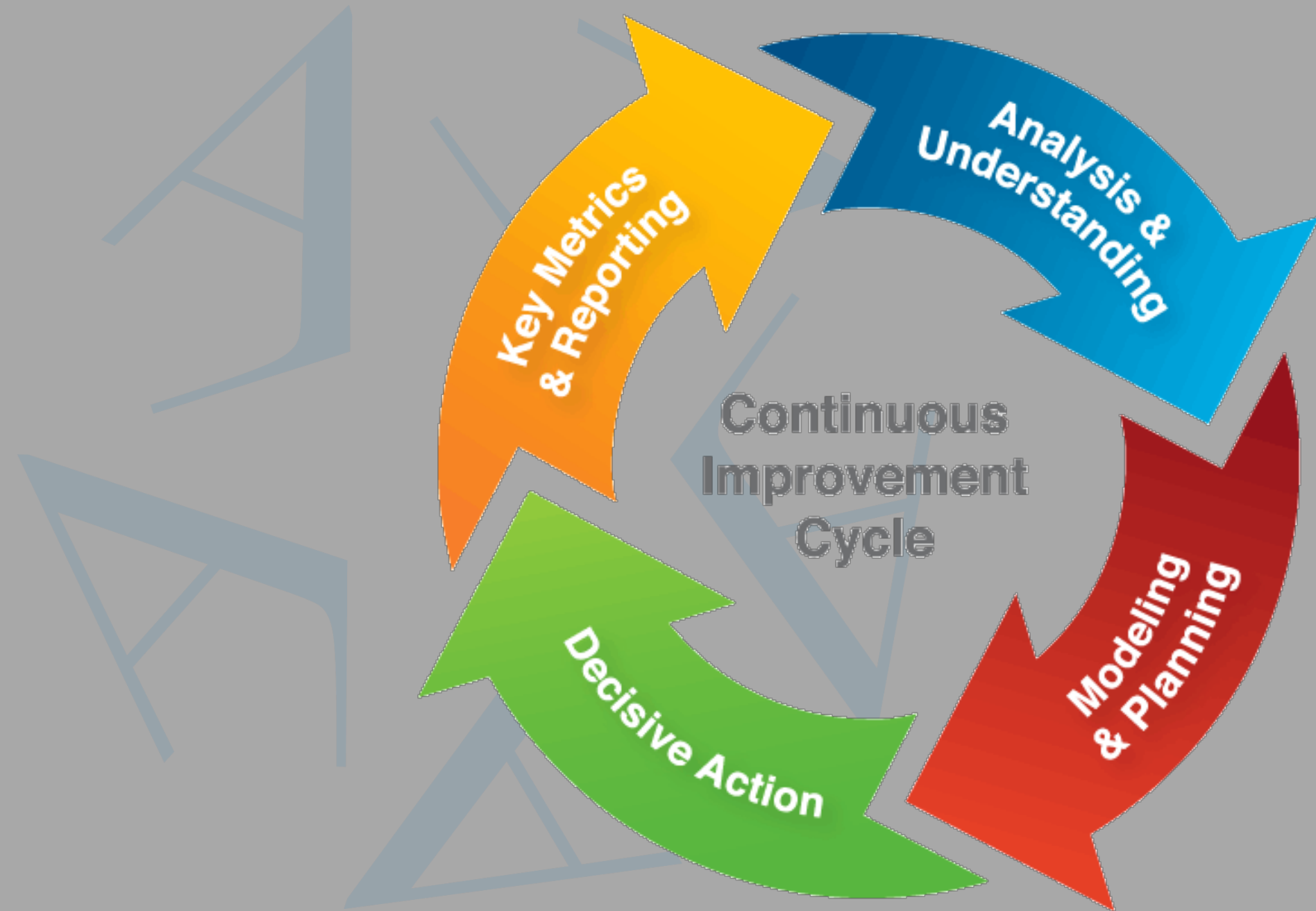
- Two hundred twenty-five employees have been recognized for excellent customer service
 - Employees nominated using the customer service google form and/or QR code
 - Certificate identifying the customer service tenet for which they were recognized
- Marketing & Visibility
- All campuses and departments will receive two customer service posters to visibly display in common areas.
- All campuses and departments will receive a label/sticker that can be placed on phones to remind them of the tenets
- Monthly employee training

Customer Service

Next Steps

- Eight campuses and two central office departments will serve as pilots to gauge customer service practices beginning February 2018.
- Feedback will be collected on strengths and challenges in delivering excellent customer service.







Questions?