Keller Independent School District

District Improvement Plan

2010-2011

Accountability Rating: Recognized

Mission Statement

The community of Keller ISD will educate our students to achieve their highest standards of performance by engaging them in exceptional opportunities.

Vision

Keller ISD – An exceptional district in which to learn, work, and live.

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<u>Values</u>

We hold ourselves accountable for providing exceptional educational opportunities.

We inspire educational excellence through collaborative relationships.

We cultivate life-long learning for all.

We provide approachable, responsive customer service.

We embrace diversity.

We embrace change and innovation.

We make data-driven decisions.

District Strategic Priorities / Goals

Goal : 1.1 Address student needs through innovative educational strategies.

Performance Theory 1: If innovative research-based instructional strategies are aligned to the needs of students, then students will achieve the highest levels of success as measured by. . .

Summative Evaluation: campus ratings, graduation, completion rate, college readiness in ELA and mathematics, K-2 reading and math assessments, TAKS 3-11, and walkthroughs.

Strategy Description	Process Owner	Leading and Lagging Indicators	Formative Reviews			
			Nov	Jan	Mar	June
1) Analyze data for improving instructional practices	Assistant Superintendent of C & I	Leading - Schoolview Data Lagging - Failure reports	◕			
Funding Sources: 199 - General Fund - $9000.00						
2) Developing a best practice peer to peer sharing of innovative lessons	Assistant Superintendent of C & I	Leading - Percent of campuses submitting an innovative lesson each six weeks Lagging - Every grade level by content area with one model lesson per semester	◕			
Funding Sources: 199 - General Fund - $1000.00						
3) Develop ESL curriculum to include best practice strategies	Director of Language Acquisition	Leading - Department checks with ELL staff to monitor current implementation Lagging - 6 weeks check for curriculum developed ; cumulative	◕			
Funding Sources: 263 - Title III, LEP - $29500.00						
4) Expand summer school opportuntities for bilingual students in grades 1st through 6th and ESL Newcomers in 1st through 9th grade	Director of Language Acquisition	Leading - Summer school weekly assessments on language development Lagging - Summative ESL language development	◕			
Funding Sources: 263 - Title III, LEP - $10000.00						
5) Provide intervention support teachers to campuses, based upon number of students identified as at-risk in order to decrease the drop-out rates	Director of Intervention Support	Leading - Curriculum Based Assessments, campus based assessments, passing content courses Lagging - TAKS passing, reduction in the amount of dropouts	◕			
Funding Sources: 199 - General Fund - $1485000.00						

6) Provide tutoring services to students who are considered neglected and live in identified group homes	Director of Intervention Services	Leading - Survey tutors on a three week basis regarding academic performance of students Lagging- CBA data, TAKS performance	◔			
Funding Sources: 211 - Title I Pt A Impr BSC Prg - $10000.00						
7) Pilot innovative instructional planning process at selected campuses	Assistant Superintendent of C & I	Leading - Key strategic measures as identified by pilot campus each 9 weeks Lagging - Cumulative data report end of year	◔			
Funding Sources: 199 - General Fund - $16000.00						
✖ = Discontinue ⬤ = Below Target ◔ = On Target ◕ = Above Target ✔ = Accomplished						

Goal : 1.2 Initiate and support individualized student engagement and learning.

Performance Theory 1: If learning, co-curricular, and extra-curricular planning and activities promote individual authentic student engagement, then students will achieve the highest levels of success as measured by. . .

Summative Evaluation: walkthroughs, student involvement in co/extra curricular, passing coursework, state assessments, and attendance.

Strategy Description	Process Owner	Leading and Lagging Indicators	Formative Reviews			
			Nov	Jan	Mar	June
1) Integrate best practice models to build KISD portfolio of strategies for student engagement.	Assistant Superintendent of C & I	Leading - Measurements of effectiveness of model lessons Lagging - % replicating model by grade level				
Funding Sources: 199 - General Fund - $14000.00						
2) Analyze data for improving student engagement in co-curricular and extra-curricular activities.	Assistant Superintendent of Student Services	Leading-Student attendance, failure rates Lagging-% of overall participation in co and extra-currucular activities				
Funding Sources: 199 - General Fund - $5000.00						
✗ = Discontinue ● = Below Target ◔ = On Target ◑ = Above Target ✔ = Accomplished						

Goal : 1.3 Align instructional processes and educational resources to meet rigorous standards.

Performance Theory 1: If instructional processes and resources are aligned to prepare students for post-secondary opportunities, then students will achieve the highest levels of success as measured by. . .

Summative Evaluation: campus ratings, graduation, completion rate, college readiness in ELA and mathematics, walkthroughs, K-2 reading and math assessments, passing coursework, and attendance.

Strategy Description	Process Owner	Leading and Lagging Indicators	Formative Reviews			
			Nov	**Jan**	**Mar**	**June**
1) Develop a 3 year vertical alignment plan with each feeder pattern using PDSA to guide.	Area Superintendents	Leading - Identification of gaps; Lagging - Developed plan	Above Target			
Funding Sources: 199 - General Fund - $1000.00						
2) Collect and analyze feeder pattern data and set improvement targets.	Area Superintendents	Leading - identification of data gaps Lagging - set improvement targets	On Target			
Funding Sources: 199 - General Fund - $500.00						
3) Refinement of learning targets to provide greater specificity on depth and complexity of district specific objectives.	Assistant Superintendent of C & I	Leading - Grade level and core subject revisions per six weeks Lagging - % of curriculum reviewed	On Target			
Funding Sources: 199 - General Fund - $60000.00						
4) Provide supplemental content area materials for LEP students PK-12th with a focus on math and technology integration.	Director of Language Acquisition	Leading - Department checks with ESL staff regarding current needs/purchases Lagging - 6 weeks checks for resource alignment to district specific objectives/ cumulative	On Target			
Funding Sources: 263 - Title III, LEP - $96000.00						
✗ = Discontinue ⬤ = Below Target ◔ = On Target ◕ = Above Target ✔ = Accomplished						

Goal : 1.4 Utilize familiar and accessible technologies to transform the teaching/learning process.

Performance Theory 1: If teaching and learning processes include use of technologies to support innovation, engagement, and student learning, then students will achieve the highest levels of success as measured by. . .

Summative Evaluation: campus ratings, graduation, completion rate, college readiness in ELA and mathematics, K-2 reading and mathematics assessments, and walkthroughs.

Strategy Description	Process Owner	Leading and Lagging Indicators	Formative Reviews			
			Nov	**Jan**	**Mar**	**June**
1) Design a menu that describes appropriate use and integration opportunities of available technology in classroom to transform student learning.	Assistant Superintendent of C & I	Leading - SchoolView observation of technology use in the classroom; 6 week reports Lagging - End of year cumulative report	◐			
Funding Sources: 199 - General Fund - $1000.00						
2) Pilot current and new technologies at selected pilot campuses.	Assistant Superintendent of C & I and Chief Technology Officer	Leading - Key strategic measures as identified by campus pilot (9 weeks) Lagging - Cumulative report at end of year	◐			
✖ = Discontinue ⬤ = Below Target ◕ = On Target ◑ = Above Target ✔ = Accomplished						

Goal : 2.1 Enhance student, parent, and community outreach opportunities.

Performance Theory 1: If campuses and core functions are communicating and providing outreach opportunities for stakeholders then the engagement of students, parents, and community in district activities and events will increase as measured by...

Summative Evaluation: electronic communications, stakeholder surveys, participation in KPIE and other district wide partnerships.

Strategy Description	Process Owner	Leading and Lagging Indicators	Formative Reviews			
			Nov	Jan	Mar	June
1) Increase stakeholders describing communication as timely and effective.	Communications Director	Leading indicator is identifying the gaps Lagging indicator is to survey stakeholders	◑			
	Funding Sources: 199 - General Fund					
2) Increase campuses participating in Keller Partners in Education.	Communications Director	Leading: Identifying lack of participation Lagging: Survey principals	◑			
	Funding Sources: 199 - General Fund					
3) Provide district communications in Spanish for parents, phone and written communications with parents for program placement through a parent liaison/translator.	Director of Language Acquisition	Leading - quarterly review of denials of bilingual services, data for academic achievement; Lagging - cumulative	◑			
	Funding Sources: 263 - Title III, LEP - $25000.00					
4) Provide adult ESL and GED classes.	Director of Language Acquisition	Leading - pre assessment of adult students Lagging - post assessment of adult students	◑			
	Funding Sources: 263 - Title III, LEP - $10000.00					
5) Provide set-aside money from Title I, Part A, in order to assist homeless students.	Director of Intervention Services	Leading - Student attendance, passing coursework Lagging - TAKS	◑			
	Funding Sources: 211 - Title I Pt A Impr BSC Prg - $9040.00					
6) Develop a district wilde program for increasing the awareness of issues regarding the sexual abuse of children.	Director of Guidance and Counseling	Leading-Indentify opportunities Lagging-Finished Program	◑			
	Funding Sources: 199 - General Fund - $3000.00					
✖ = Discontinue ● = Below Target ◑ = On Target ◕ = Above Target ✔ = Accomplished						

Goal : 2.2 Implement effective communication practices throughout the district.

Performance Theory 1: If campuses and core functions evaluate current communication processes and identify gaps then effective communication practices can be implemented and measured for effectiveness as measured by ...

Summative Evaluation: processes identified, employee and stakeholder satisfaction.

Strategy Description	Process Owner	Leading and Lagging Indicators	Formative Reviews			
			Nov	Jan	Mar	June
1) Increase campus participation in the Public Relations representative program.	Director of Communications	Leading: Identify gaps Lagging: Survey campuses	◔			
	Funding Sources: 199 - General Fund					
2) Implement Benefits Communication Team.	Director of Benefits	Leading -- Nomination of campus/department representatives Lagging -- Active participation by representatives	✔			
	Funding Sources: 199 - General Fund - $500.00					
3) Increase use of From the Source (FtS) in order to accurately communicate internally and externally.	Communications Director	Leading: Identify information gap Lagging: collect data (number of hits)	◔			
	Funding Sources: 199 - General Fund					
✘ = Discontinue ⬤ = Below Target ◔ = On Target ◑ = Above Target ✔ = Accomplished						

Goal : 2.3 Enhance relationships with students.

Performance Theory 1: If campuses are gathering and analyzing student feedback consistently throughout the year then campuses could determine changes necessary to improve student relationships as measured by...

Summative Evaluation: student feedback collected, attendance and discipline records.

Strategy Description	Process Owner	Leading and Lagging Indicators	Formative Reviews			
			Nov	**Jan**	**Mar**	**June**
1) Collect data from campuses regarding documented efforts for gathering feedback from students.	Area Superintendents	Leading - Gap analysis Lagging - Student feedback collected, attendance and discipline records				
Funding Sources: 199 - General Fund - $500.00						
2) Collaboratively develop a regulation regarding collection and application of student feedback data and decision making involvement.	Assistant Superintendent of Student Services	Leading - Collection of data and feedback Lagging - Implementation of the regulation				
Funding Sources: 199 - General Fund - $50.00						
✗ = Discontinue ⬤ = Below Target ◗ = On Target ◗ = Above Target ✓ = Accomplished						

Goal : 3.1 Embed mission, vision, and values in all operational processes.

Performance Theory 1: If Keller ISD embeds the mission, vision, and values in all operational processes, then all of its efforts within its strategic priorities will be focused on what the District has determined is most important as measured by...

Summative Evaluation: visibility of core documents in all district facilities and aligned written processes.

Strategy Description	Process Owner	Leading and Lagging Indicators	Formative Reviews			
			Nov	Jan	Mar	June
1) Core documents posted in all work spaces and on all key district documents	Superintendent	Leading - Identification of gaps Lagging - Comprehensive facility and document review	◔			
Funding Sources: 199 - General Fund						
2) Align written processes with specific motto, mission, vision, and values of the District.	Superintendent	Leading - Create system to utilize when looking at processes to embed motto, mission, vision, and values. Lagging - Analyze processes to determine percentage with identified alignment.	◔			
Funding Sources: 199 - General Fund						
✗ = Discontinue ○ = Below Target ◔ = On Target ◕ = Above Target ✔ = Accomplished						

Goal : 3.2 Develop and improve methods to provide exceptional customer service.

Performance Theory 1: If core functions develop and implement processes and systems which lead to exceptional customer service, then KISD will increase stakeholder satisfaction and delight as measured by....

Summative Evaluation: Internal and external stakeholder surveys

Strategy Description	Process Owner	Leading and Lagging Indicators	Formative Reviews			
			Nov	Jan	Mar	June
1) Collect and assess data from Internal stakeholders describing interaction with the district as positive.	Communications Director	Leading: Identify areas of need from data/survey Lagging: Internal survey of employees				
	Funding Sources: 199 - General Fund					
2) Collect and assess data from external stakeholders describing interaction with the district as positive.	Communications Director	Leading: identify areas of concern from data/survey Lagging: Survey				
	Funding Sources: 199 - General Fund					
= Discontinue = Below Target = On Target = Above Target = Accomplished						

Goal : 3.3 Create and improve a student interactive decision-making process.

Performance Theory 1: If students are given the opportunity to engage in shared decision-making then they will be more committed to their education and campuses will be better able to create an environment that meets students' needs as measured by...

Summative Evaluation: opportunities given, student engagement, student climate surveys, attendance, and discipline records.

Strategy Description	Process Owner	Leading and Lagging Indicators	Formative Reviews			
			Nov	Jan	Mar	June
1) Gather recommendations from students at all levels on how they would like to be involved in campus decision-making.	Area Superintendents	Leading - Recommendations and feedback gathered Lagging - Shared decision making opportunities given	⬤			
Funding Sources: 199 - General Fund - $300.00						
2) Investigate efforts from other districts to engage students in shared decision making.	Assistant Superintendent of Student Services	Leading - Collection of information Lagging - Implications for district including action plan	⬤			
Funding Sources: 199 - General Fund - $500.00						
✖ = Discontinue ⬤ = Below Target ◓ = On Target ◑ = Above Target ✔ = Accomplished						

Goal : 3.4 Prioritize technology funding to equalize, automate, and innovate district programs and facilities.

Performance Theory 1: If Keller ISD develops proesses to align technology funding with key strategic priorities, then technology resources will focus on district programs and facilities as measured by...

Summative Evaluation: Target ranking on Student Technology and Readiness (STaR) chart, number of innovative programs, equalization of technology resources, alignment with KISD Technology Plan

Strategy Description	Process Owner	Leading and Lagging Indicators	Formative Reviews			
			Nov	Jan	Mar	June
1) Develop and implement process to align acquisition of technologies to support district teaching and learning.	Chief Technology Officer	Leading: technologies integrated in teaching/learning process; SchoolView observation of technology use in classroom Lagging (STaR) Chart data	◑			
Funding Sources: 199 - General Fund - $2000000.00						
2) Develop and implement process to identify potentional automation of work activities.	Chief Technology Officer	Leading: survey efficiencies (9 weeks); Lagging: Cumulative End of Year process developed and implemented	◑			
Funding Sources: 199 - General Fund - $500000.00						
✗ = Discontinue ⬤ = Below Target ◗ = On Target ◖ = Above Target ✓ = Accomplished						

Goal : 3.5 Ensure all facilities are environmentally friendly.

Performance Theory 1: If Keller ISD develops processes and systems to effectively monitor environmental factors that impact activities at district facilities then the district will provide a clean and healthy environment for working and learning as measured by....

Summative Evaluation: student and staff attendance, IAQ work orders, and student performance.

Strategy Description	Process Owner	Leading and Lagging Indicators	Formative Reviews			
			Nov	Jan	Mar	June
1) Continue to pursue LEED certification on new construction projects.	Assistant Superintendent of Business	Leading-Research effective systems that support environmental stewardship Lagging-LEED certification certificate	◕			
2) Increase efforts to promote environmental awareness among all district stakeholders/partners.	Assistant Superintendent of Business	Leading-Evaluate current programs Lagging-Analyze environmental performance initiatives for recycling & utilities management for budget year	◕			
	Funding Sources: 199 - General Fund					
✗ = Discontinue ⬤ = Below Target ◔ = On Target ◕ = Above Target ✓ = Accomplished						

Goal : 3.6 Ensure operational initiatives are sustainable.

Performance Theory 1: If key operational initiatives are identified and areas of improvement determined, then an effective plan can developed to ensure initiatives sustain over time as measured by...

Summative Evaluation: initiatives identified, process improvements and sustainability timelines.

Strategy Description	Process Owner	Leading and Lagging Indicators	Formative Reviews			
			Nov	Jan	Mar	June
1) Review, revise and align the 10-Year Business Plan for construction and renovation of campuses and other facilities with the District's 5-Year Strategic Plan.	Assistant Superintendent of Business	Leading-Utilization of Function & CBOC meetings to conduct review activities Lagging-Quarterly reports to the Board	◓			
Funding Sources: 199 - General Fund						
2) Submit an application for the EPA Model of Sustained Excellence Award.	Assistant Superintendent of Business	Leading-Identification of indicators required to complete the application Lagging-Award Announcement	✔			
Funding Sources: 199 - General Fund						
3) Collaboratively develop and submit for board approval a district policy and/or philosophy statement supporting Environmental Responsibility and Stewardship.	Assistant Superintendent of Business	Leading-Identification and collection of data to build policy proposal Lagging-Board Preview/Approval	✔			
Funding Sources: 199 - General Fund						
4) Develop a 5-Year Safety & Security Plan to facilitate operational security that will address campus emergencies, campus critical incidents as well as emergency communication guidelines.	Assistant Superintendent of Business	Leading-Collection of information Lagging-Gaps identified based on data and feedback from recorded incidents	◔			
Funding Sources: 199 - General Fund						
✖ = Discontinue ⬤ = Below Target ◓ = On Target ◕ = Above Target ✔ = Accomplished						

Goal : 4.1 Employ qualified, diverse staff.

Performance Theory 1: If Keller ISD employs qualified professionals whose racial/ethnic diversity reflects the student population then Keller ISD will gain the benefits of a diverse, qualified staff as measured by...

Summative Evaluation: well qualified instructional professionals hired, enrolled classes with well qualified teacher of record, diverse professional instructional applicants, diverse professional administrative applicants, diverse professional instructional hires, diverse professional administrative hires

Strategy Description	Process Owner	Leading and Lagging Indicators	Formative Reviews			
			Nov	Jan	Mar	June
1) Explore a 360 appraisal model for administrators and develop an implementation timeline.	Area Superintendents	Leading - Comparison of models and feedback from administrators Lagging - Implementation timeline	⬤			
	Funding Sources: 199 - General Fund - $5000.00					
2) Develop a district highly qualified teacher profile.	Director of Human Resources	Leading - Creation of development plan and phases of creation Lagging - Completed profile	⬤			
	Funding Sources: 199 - General Fund - $50.00					
3) Revise recruitment plan and re-establish university partnerships to ensure continued 100% compliance with No Child Left Behind Highly Qualified teachers.	Director of Human Resources	Leading - Revised plan Lagging - Number of hires from recruitment efforts	◕			
	Funding Sources: 199 - General Fund - $9500.00					
4) Explore opportunities for student teaching relationships with Historically Black Universities (HBU) and Hispanic Serving Institutes (HSI)	Director of Human Resources	Leading -- Contacts identified Lagging -- Contacts established	◕			
	Funding Sources: 199 - General Fund					
5) Expand minority administrative and instructional professional recruitment.	Assistant Superintendent of Human Resources	Leading -- Identification of minority associations. Lagging -- Attendance at conferences.	◕			
	Funding Sources: 199 - General Fund					
6) Incorporate the Zero-Risk Profile as part of the hiring process for employees in the Business Function.	Assistant Superintendent of Business	Leading-Program evaluation and analysis Lagging-Assessment of retention data and comparison of vacant positions	◕			
	Funding Sources: 199 - General Fund - $7500.00					
✗ = Discontinue ⬤ = Below Target ◔ = On Target ◕ = Above Target ✔ = Accomplished						

Goal : 4.2 Provide an attractive salary and benefits package for all staff.

Performance Theory 1: If Keller ISD compensates employees at or above market median for comparison districts and provides employees with comprehensive, affordable benefits opportunities, then Keller ISD will attract and retain a high quality workforce as measured by...

Summative Evaluation: compensation at or above market median for comparison districts, district benefit contribution at or above median for comparison districts, comparability with State medical plan, usage of Employee Assistance Program, turnover data for teacher, administrator and non-exempt employee categories to include general data and data within racially/ethnically diverse populations.

Strategy Description	Process Owner	Leading and Lagging Indicators	Formative Reviews			
			Nov	Jan	Mar	June
1) Analyze salary and benefits data with comparison districts.	Superintendent of Human Resources	Leading - Analyze benchmark positions and make budget recommendation. Lagging -- Salary adoption.	◔			
Funding Sources: 199 - General Fund - $600.00						
2) Effectively communicate benefits package to eligible employees.	Director of Benefits	Leading - number of employees in attendance at campus open enrollment meetings; number of employees provided assistance during open enrollment; monthly District-wide Wednesday articles. Lagging -- Employee Satisfaction Survey data.	◔			
Funding Sources: 780 - Health Insurance Fund						
✖ = Discontinue ● = Below Target ◑ = On Target ◕ = Above Target ✔ = Accomplished						

Goal : 4.3 Create high-quality, innovative professional development plans.

Performance Theory 1: If Keller ISD employees actively participate in required professional development, then Keller ISD will gain the benefits of a continuously learning staff as measured by...

Summative Evaluation: professional development opportunities meeting professional development standards and staff meeting district professional development standards.

Strategy Description	Process Owner	Leading and Lagging Indicators	Formative Reviews			
			Nov	Jan	Mar	June
1) Gather and analyze feedback regarding leadership training needs.	Area Superintendents	Leading - Feedback Lagging - Gaps identified based on feedback analysis				
Funding Sources: 199 - General Fund - $50.00						
2) Align professional development standards to Mission, Vision, Values and strategic plan.	Director of Organizational Improvement	Leading % of professional development plans meeting standard; Lagging 6 weeks and End of Year				
Funding Sources: 199 - General Fund - $500.00						
3) Align district professional development offerings for each employee group to support the KISD continuous improvement model.	Director of Organizational Improvement	Leading % of employees from each group receiving professional development- Lagging 6 weeks and cumulative				
Funding Sources: 199 - General Fund - $350000.00						
4) Research and begin development of non-campus leadership academy.	Assistant Superintendent of Human Resources	Leading -- Identify target audience. Lagging -- Outline of curriculum and schedule.				
Funding Sources: 199 - General Fund						
5) Develop a professional development plan for campus leadership.	Area Superintendents	Leading - Analysis of data regarding needs and current training opportunities Lagging - Completion of the plan				
Funding Sources: 199 - General Fund - $100.00						
6) Provide required training for Texas Behavior Support Initiative for campus crisis team members to support student achievement.	Director of Organizational Improvement	Leading % of campus crisis team members completing required training - Lagging 9 weeks and cumulative				
Funding Sources: 199 - General Fund - $150.00						

= Discontinue = Below Target = On Target = Above Target ✔ = Accomplished

Goal : 4.4 Expand initiatives to create a positive work environment.

Performance Theory 1: If Keller addresses the staffs expressed needs, provides avenues for employee input and recognizes employee contributions, then Keller ISD will have a positive, engaged and productive work environment as measured by...

Summative Evaluation: first year teachers return for second year at KISD, teacher turnover, administrator turnover, non-exempt turnover, employee advisory groups actively engaged , employees recognized at Board Meetings, positive employee media stories, employees satisfied on survey, Youve Got Heart nominations annually, formal employee grievances.

Strategy Description	Process Owner	Leading and Lagging Indicators	Formative Reviews			
			Nov	Jan	Mar	June
1) Review and analyze teacher, administrator and non-exempt employee turnover.	Assistant Superintendent of Human Resources	Leading -- Quarterly review of exit survey data. Lagging -- Turnover data.	◔			
Funding Sources: 199 - General Fund						
2) Promote use of Employee Assistance Program.	Director of Benefits	Leading -- Communication of availability to employees. Lagging -- Annual usage.	◔			
3) Develop a 3-Year Risk Management Plan utilizing "best practices" to incorporate processes and systems that will support operational safety and provide a safer, higher quality work environment.	Assistant Superintendent of Business	Leading-Attendance at Safety Trainings and the number of recorded employee interviews Lagging-Analyze data from Workers Compensation records	◔			
Funding Sources: 199 - General Fund						
4) Create system for employees to anonymously report unethical or illegal acts.	Superintendent	Leading - Analysis of options for system to accomplish strategy Lagging - Identified system and process for using system in place	◔			
Funding Sources: 199 - General Fund - $4000.00						
✗ = Discontinue ⬤ = Below Target ◔ = On Target ◕ = Above Target ✓ = Accomplished						

Goal : 4.5 Develop a succession management process for all key leadership positions.

Performance Theory 1: If each Function identifies and develops plans for succession in identified key leadership positions then leadership changes will positively influence organizational improvement as measured by...

Summative Evaluation: identified key leadership positions, functions that have developed plans for succession of key leadership positions

Strategy Description	Process Owner	Leading and Lagging Indicators	Formative Reviews			
			Nov	**Jan**	**Mar**	**June**
1) Identify key leadership positions in which succession managment processes are needed	Superintendent	Leading - Needs assessment to identify gaps Lagging - Assessment of positions identified	◕			
Funding Sources: 199 - General Fund						
2) Refine and improve existing leadership development opportunities	Superintendent	Leading - Program evaluation and analysis Lagging - Analysis of new leadership development opportunties and program of study	◕			
Funding Sources: 199 - General Fund						
3) Initiate at least one new leadership development program for key leadership position(s)	Superintendent	Leading - Identification of potential leadership development positions and gap in leadership programs Lagging - Analysis of course specifics on new leadership development program	◕			
Funding Sources: 199 - General Fund						
✖ = Discontinue　　⬤ = Below Target　　◔ = On Target　　◕ = Above Target　　✔ = Accomplished						

Goal : 5.1 Educate the public on school finance.

Performance Theory 1: If information pertaining to the financial status of the District is regularly and openly shared with stakeholders then they will be educated to make informed decisions and contributions as measured by...

Summative Evaluation: financial support of the district, media publications, and stakeholder feedback.

Strategy Description	Process Owner	Leading and Lagging Indicators	Formative Reviews			
			Nov	Jan	Mar	June
1) Survey stakeholders reporting as having accessed budget information from district web site.	Communications Director	Leading: identify current/recent (web site hits) Lagging: survey	◑			
	Funding Sources: 199 - General Fund					
2) Survey stakeholders viewing district decisions as being made with transparency.	Communications Director	Leading: identify gaps in most current data/survey Lagging: survey	◑			
	Funding Sources: 199 - General Fund					
3) Identify and meet regularly with key community and state governmental leaders regarding the state of public school finance.	Deputy Superintendent	Leading - Identify key community and state governmental leaders Lagging - Schedule of accomplished meetings	◑			
	Funding Sources: 199 - General Fund					
4) Participate and help guide the multi-district effort to impact the legislature regarding school finance.	Deputy Superintendent	Leading - Participation in all meetings of the multi-district group Lagging - Effectively presenting case to all elected leaders	◑			
	Funding Sources: 199 - General Fund					
✘ = Discontinue ⬤ = Below Target ◑ = On Target ◕ = Above Target ✔ = Accomplished						

Goal : 5.2 Identify added measures for fiscal soundness.

Performance Theory 1: If all business transactions comply with internal controls, then district assets will be protected, as measured by...

Summative Evaluation: compliant purchase orders processed; budget spent monthly according to the proposed spending pattern; financial activities compliant with established financial procedures; findings in annual audit; Schools FIRST measures with a superior rating; The Comprehensive Annual Financial Report and Annual Budget Document will receive national recognition

Strategy Description	Process Owner	Leading and Lagging Indicators	Formative Reviews Nov	Jan	Mar	June
1) Gather data by campus and department and report monthly spending as we move through the fiscal year.	Chief Financial Officer	Leading - gauge for spending pattern; Lagging - review year-to-date history	◕			
	Funding Sources: 199 - General Fund					
2) Analyze financial activities against their compliance with established procedures.	Chief Financial Officer	Leading - identifies training gaps; Lagging - analyze history	◔			
	Funding Sources: 199 - General Fund					
3) Publicize financial efficiency by reporting audit findings, ERG Ranking and Schools FIRST Score.	Deputy Supertendent	Leading - improve transparency and public confidence Lagging - publications	✔			
	Funding Sources: 199 - General Fund					
4) Manage all financial processes at award achievement level and provide annual report to the Board and public when awards are earned from the Government Finance Officers Association (GFOA) and the Association of School Business Officials (ASBO).	Chief Financial Officer	Leading - Alignment of practices with award requirements Lagging - receipt of awards	◕			
	Funding Sources: 199 - General Fund					
✖ = Discontinue ● = Below Target ◔ = On Target ◕ = Above Target ✔ = Accomplished						

Goal : 5.3 Manage fiscal resources to accommodate growth.

Performance Theory 1: If the additional student populations, as forecasted by demographics, are to have success, then campuses experiencing this growth should have equal access to financial resources as measured by...

Summative Evaluation: discretionary funds distributed on an equitable per pupil allocation; funds directed to instructional functions: 11, 12, 13 = 65% (60-70); Annual revenue sources cover annual expenditures consistent with board established fund balance policy; having adequate funds to operate newly opened facilities

Strategy Description	Process Owner	Leading and Lagging Indicators	Formative Reviews			
			Nov	Jan	Mar	June
1) Reallocate per pupil funding based on mid-year campus enrollment to ensure equity.	Chief Financial Officer	Leading - Enrollment count actuals Lagging - Reallocated funds based on January snapshot	◔			
	Funding Sources: 199 - General Fund					
2) Draft policy language regarding fund balance and submit for Board approval.	Chief Financial Officer	Leading - guidance for future financial planning Lagging - approved policy	◔			
	Funding Sources: 199 - General Fund					
3) Coordinate efforts with Learning and Leadership cross functionally to plan spending for new facilities.	Chief Financial Officer	Leading - benchmark needs Lagging - actual programs and needs funded	◔			
	Funding Sources: 199 - General Fund					
✖ = Discontinue ⬤ = Below Target ◕ = On Target ◔ = Above Target ✔ = Accomplished						

Goal : 5.4 Actively pursue supplemental funding.

Performance Theory 1: If supplemental funding opportunities that align with district priorities are continuously pursued, then the potential for added funding to close the funding gap and/or enhance educational programs will be realized as measured by...

Summative Evaluation: established goal for non-forecasted funding dollars received; students served through expanded opportunities; new sources identified

Strategy Description	Process Owner	Leading and Lagging Indicators	Formative Reviews			
			Nov	Jan	Mar	June
1) Continuously pursue non-traditional revenue sources.	Deputy Superintendent	Leading - revenue realized; Lagging - compare to last year				
	Funding Sources: 199 - General Fund					
2) Coordinate efforts cross functionally with Learning and Leadership to impact the most students with incremental new money.	Chief Financial Officer	Leading - identify needs and evaluate spending Lagging - funded instructional programs and resources				
	Funding Sources: 199 - General Fund					
✖ = Discontinue ⬤ = Below Target ◕ = On Target ◑ = Above Target ✔ = Accomplished						

Goal : 5.5 Maintain financial efficiency at all levels.

Performance Theory 1: If district processes are implemented to maintain financial efficiency, then District goals will be accomplished with the most effective use of District resources as measured by...

Summative Evaluation: goods and services on bid contracts; KISD's efficiency ranking in top 10% of 200 largest Texas ISD's; compliance to recurring payroll processes; compliance to recurring accounts payable processes; compliance to recurring purchasing processes

Strategy Description	Process Owner	Leading and Lagging Indicators	Formative Reviews			
			Nov	Jan	Mar	June
1) Analyze goods and services purchased by bid as a % of total purchases.	Director of Purchasing	Leading - buy better, smarter, more efficiently Lagging - compared annual savings	◑			
Funding Sources: 199 - General Fund						
2) Coordinate efforts cross functionally with Learning and Leadership to keep ERG efficiency ranking between 0 and 20.	Deputy Superintendent	Leading - current ranking Lagging - post ranking	◑			
Funding Sources: 199 - General Fund						
3) Develop a 5-Year plan for the Child Nutrition Department for purchasing and replacement of equipment, appliances and technology in the cafeteria and kitchen areas.	Assistant Superintendent of Business	Leading-Identification of equipment in need of replacement Lagging-Analyze the spending trends of 240 fund	⚪			
Funding Sources: 240 - Food Service						
✗ = Discontinue ⚪ = Below Target ◔ = On Target ◑ = Above Target ✔ = Accomplished						