

AISD 2015-2020 Strategic Plan
5-Year Implementation Plan
Reinventing the Urban School Experience Together

STATUS REPORT: February 2017

🎯 Core Belief One: All students will graduate college-, career-, and life-ready.			
Commitment 1: Achieve excellence by delivering a high-quality education to every student.			
Coordinator: Lisa Goodnow			
Strategies	Key Action Steps	February 2017 Status	
1.1 We will individualize teaching and learning.	a. Adopt policies that support the district's theory of action for teaching and learning.	●	
	a.1 Develop policy changes to address equity.	●	
	a.2 Develop policy changes to address potential suggestions from curriculum audit.	●	
	b. Ensure that AISD curriculum is aligned to the Texas Essential Knowledge and Skills (TEKS) and is supported by a coherent and aligned assessment system.	●	
	b.1 Develop strategic plan for new district assessments.	●	
	b.2 Develop the Benchmark Calendar.	●	
	b.3 Implement plan to increase Edgenuity usage for ACT/SAT preparations.	●	
	b.4 Develop and implement strategies to address deficits and recommendations from the curriculum audit.	●	
	b.5 Implement proposed changes to Yearly Itineraries and Curriculum Road Maps.	●	
	c. Create an aligned curriculum for core courses, Pre-Advanced Placement, and Advanced Placement courses.	●	
	d. Include student and stakeholder voice through participatory curriculum design processes.	●	
	e. Develop a process for students to explore and study post-secondary career opportunities.	●	
	f. Provide a safe, caring, and positive learning culture that inspires innovation and excellence.	●	
	f.1 Expand and further develop Whole Child, design SEL action plan, and design Cultural Proficiency and Inclusiveness innovation plan.	●	
	f.2 Review recess policy at elementary schools.	●	
	g. Build partnerships with stakeholders that extend student learning to meet individual student needs.	●	
	g.1 Create community school model as part of district planning.	●	
	h. Build leadership capacity to create supportive conditions for the social and emotional development of students, teachers, and campus staff.	●	
	1.2 We will provide our students a variety of unique opportunities for unlimited learning.	a. Students will have multiple opportunities for flexible, personalized learning.	●
		a.1 Expand the number of students who participate in the student sharing model.	●
a.2 Redesign summer program - Elementary School.		●	
a.3 Redesign summer program - Middle School.		●	
a.4 Redesign summer program - High School.		●	
a.5 Explore standards-based grading options.		●	
b. Provide an array of course offerings and programs to fit individual student interests.		●	
b.1 Create a program design for a Health Science Campus.		●	
b.2 Create a program design for an elementary Montessori program.		●	
b.3 Create a design plan for P-Tech High Schools (to include a New Tech High School).		●	
b.4 Create a design plan for a World Language/Culture Immersion Academy.		●	
b.5 Expand the Creative Learning Initiative to new vertical team.		●	
b.6 Increase course offerings and expand student enrollment in on-ramps courses.		●	
b.7 Create a design plan for south magnet programs.		●	

	b.8 Explore individual campus changes such as academies.	●	
	b.9 Implement pilot program for Micro Majors - University of Texas.	●	
	b.10 Develop a plan for integrated computer science programming	●	
	b.11 Review GT programs and GT identification process.	●	
	c. Create opportunities for students in Grades 3-5 to participate in a problem-based activity, and develop processes for campuses to track and report.	●	
	d. Create opportunities for a grade level of students identified by each high school to complete a capstone project, and develop processes for campuses to track and report.	●	
	d.1 Define capstone projects and develop implementation plan and timeline.	●	
	e. Develop a more robust/integrated system for student internships within AISD offices, the community, and businesses.	●	
1.3 We will provide services and supports for every student on every campus.	a. Each student will be actively engaged in learning and is connected to the school and broader community.	●	
	b. Each student will be academically challenged and prepared for success in college or further study, employment, and participation in a global environment.	●	
	b.1 Explore the possible implementation of IB programs at Andrews Elementary School.	●	
	b.2 Prepare Applications for the expansion of Early College High School.	●	
	c. Each student will learn in a physically and psychologically safe environment.	●	
	c.1 Revise Gender Policy (FN).	●	
	d. Establish goals at each school related to FitnessGram Cardiovascular and Body Mass Index indicators.	●	
	e. Each student will learn about and practice a healthy lifestyle.	●	
	f. Ensure all components of a whole child, whole school, whole community approach are implemented.	●	
	g. Work with community partners and strive to ensure that every student has access to adequate food both inside and outside the school day.	●	
	g.1 Calculate and prepare action to ensure federal meal price equity for Board consideration (if required).	●	
	g.2 Assess the impact of expanding the Community Eligibility Provision Program for 2017-18 .	●	
	h. Implement Breakfast in the Classroom initiative effectively in schools requesting this delivery model, and report impacts on attendance and other key student measures.	●	
	h.1 Continue to expand Breakfast in the Classroom across campuses.	●	
	i. Each student will have access to a tiered model of services and supports that address mental health and risk behaviors including violence, pregnancy, and substance use prevention.	●	
	j. Study and address reasons for differences between students submitting college applications and students enrolling in college.	●	
	k. Track the number of service provider partners linked to campuses in Youth Services Mapping.	●	
	Commitment 2: Implement the transformative use of technology.		
	Coordinator: Kevin Schwartz		
Strategies	Key Action Steps	February 2017 Status	
2.1 We will integrate technology into curriculum and instruction.	a. Provide immersive, student-centered, inquiry and problem-based instruction to all AISD students.	●	
	a.1 Develop plan for project-based learning - Elementary School.		
	a.2 Develop plan for project-based learning - Middle School.	●	
	a.3 Implement pilot and first phase of Learning Positioning System.	●	
	b. Align professional development, technology integration model, and technology deployment.	●	
	c. Deploy new systems and processes for building capacity among all stakeholders (e.g., Enterprise Resource Planning, learning positioning system, student information).	●	
	c.1 Enhance position control processes, technologies, and systems.		
	c.2 Prepare for 1:1 technology at high school in Fall 2017.	●	
	c.3 Incrementally increase ISP bandwidth expansion to meet 1 gbs per 1,000 students by 2020.	●	
	c.4 Complete ERP Implementation phases 1 and 2.	●	

	c.5 Develop plan to merge IT and Facilities work order systems.	●
	c.6 Redevelop IT and Facilities Help Desk.	●
	c.7 Review web filtering adjustments.	●
	c.8 Vet proposed technology changes - email, grading, etc.	●
	d. Utilize a robust technology integration matrix for transformational use of technology for teaching and learning.	●
	d.1 Evaluate Technology Plan - Year 1 implementation.	●
	e. Create an AISD app store portal that includes apps developed by students.	●
2.2 We will provide flexible learning environments.	a. Optimize online learning and online learning environments.	●
	b. Update and enhance AISD infrastructure.	●
	c. Promote interoperability of all technology solutions.	●
2.3 We will promote technology through our organizational structure.	a. Optimize new roles to enhance district support for technology integration and implementation.	●
	a.1 Explore opening virtual schools with partners.	●
	a.2 Establish and implement technology coaches and cohorts .	●
	a.3 Establish technology innovation centers.	●

Commitment 3: Ensure all students perform at or above grade level in math and reading.

Coordinator: Debra Ready

Strategies	Key Action Steps	February 2017 Status
3.1 We will improve the reading and writing of all students.	a. Implement, monitor, and adjust the new literacy plan to ensure that the strategies and resources are being effectively delivered.	●
	a.1 Implement Year 1 of the Literacy Plan, and develop action plan for Years 2 and 3.	●
	b. Provide campus-level support for implementation of the literacy plan.	●
	c. Provide ongoing, campus-based professional development that supports core instruction, Response to Intervention (RtI), and curriculum implementation.	●
	d. Evaluate the dual language program to determine impact on student achievement.	●
	e. Support the implementation of dual language at elementary, middle, and high schools.	●
	e.1 Establish Collaboration between ELL and HR departments to support existing and expanded dual language program needs (e.g. staffing).	●
	e.2 Provide campus-level support for implementation and refinement of elementary dual language programs.	●
	e.3 Provide campus-level support for implementation and expansion of middle school dual language programs.	●
e.4 Develop high school dual language expansion plan for implementation in SY2018-2019.	●	
3.2 We will improve the numerical fluency and problem solving skills of all students.	a. Implement a plan to increase the number of students performing at or above grade level in math.	●
	b. Promote innovative teaching strategies to increase college, career, and postsecondary readiness for all students.	●
3.3 We will support early childhood, pre-K, and early grade levels to promote math and reading for all students.	a. Provide varied and substantive support to enhance math and reading skills in early childhood, pre-K, and early grade levels across campuses.	●
	a.1 Establish reading and math academies.	●
	b. Expand early literacy, early childhood education, and pre-K programs and locations.	●
	b.1 Expand 3-year old programs.	●

Commitment 4: Prepare all students to graduate on time.

Coordinator: Gloria Williams

Strategies	Key Action Steps	February 2017 Status
4.1 We will provide high quality interventions and resources to support all students.	a. Improve supports to struggling learners by improving interventions, resources, and training, and articulate these interventions in curriculum and instructional tools.	●
	a.1 Develop Targeted Improvement Plans for campuses as required.	●
	a.2 Develop plans for African American student performance.	●

	a.3	Develop plans for English Language Learners.	●
	b.	Ensure successful transitions between campus levels (elementary to middle school, middle to high school, high school to post-secondary).	●
	b.1	Increase the number of tested Texas Success Initiative students.	
	c.	Identify students with special needs and life circumstances and ensure that they receive consistent access to curriculum, appropriate services, and supports.	●
	c.1	Create a design plan for an autism academy - Life Ready Pathway.	●
	c.2	Create a program design for a dyslexia middle school.	●
	c.3	Develop a redesign of the Alternative Learning Center.	●
	c.4	Explore the expansion of campus referral centers .	●
	c.5	Expand Certified Academic Language Therapist (CALT) program.	●
	c.6	Explore and develop CALT training sites.	●
	c.7	Plan to address K-2 disciplinary practices (suspension).	●
	c.8	Create expectations for Special Education parent and sibling meetings.	●
	d.	Enhance on-time graduation supports and dropout prevention efforts, and create multiple, proven pathways to graduation and course credit recovery.	●
	d.1	Prepare plan to expand Graduation Preparatory Academy to other campuses.	●
	e.	Strengthen the middle school years experience.	●
e.1	Develop Middle School Planning Team recommendations.	●	

Commitment 5: Develop civically-engaged students.

Coordinator: Pete Price

Strategies	Key Action Steps	February 2017 Status
5.1 We will provide opportunities for civic engagement to all students.	a. Increase civic engagement across campuses and integrate civic engagement into the curriculum.	●
	b. Promote student participation in, and support teacher implementation of, community impact projects (e.g., Model United Nations).	●
	c. Engage students in authentic problem-solving experiences to address and improve issues relating to gang activity, drug awareness, bullying, and cultural proficiency and inclusion.	●

Core Belief Two: We will create an effective, agile, and responsive organization.

Commitment 6: Create a positive organizational culture that values customer service and every employee.

Coordinator: Kimiko Krekel

Strategies	Key Action Steps	February 2017 Status
6.1 We will create a positive organizational culture that values customer service and every employee.	a. Increase marketing of the online customer service training module, and increase the number of in-person customer serving trainings to school staff.	●
	b. Strengthen the employee reward and recognition program by expanding the employee discount program.	●
	c. Provide transparent, accurate, and accessible information.	●
	c.1 Conduct Review of Strategic Plan balanced scorecard.	●
	c.2 Complete Superintendent Evaluation.	
	c.3 Improve online disability access supports.	●
	c.4 Rebrand Channel 22.	●
	c.5 Implement new school day start and end times.	●
d. Expand staff cultural competency through additional learning opportunities.	●	

Commitment 7: Develop effective organizational structures.

Coordinator: Dora Fabelo

Strategies	Key Action Steps	February 2017 Status
7.1 We will ensure organizational capacity.	a. Improve internal communications to address decision points, inclusivity, and systems.	●
	a.1 Research best-practice methods for large organizations to communicate with the workforce.	●
	a.2 Update Board Handbook.	

	a.3 Create Principal Data Dashboards.	●
	a.4 Update Staff Handbook.	●
	a.5 Provide policy training (Legal, Local, Regulations) and best practices related to performance management.	●
	b. Organize central administration and district processes to support schools and enable campus leadership to focus on the classroom.	●
	b.1 Create Common Application Criteria - High School.	●
	b.2 Create Common Application Criteria - Middle School.	●
	b.3 Enhance leadership development/succession (administrator profile development, program evaluation, recruiting, interviewing, selection, mentoring).	●
	b.4 Establish Leadership Institute Advisory Committee.	●
	b.5 Develop and implement recruiting strategy for identified high-need areas/programs.	●
	c. Continue to develop innovative Professional Pathways for Teachers as part of PPFT evaluation.	●
	c.1 Monitor PPFT implementation and financial sustainability.	●
	c.2 Implement, monitor, and evaluate PPFT.	●
	c.3 Develop 2017-18 professional development proposal.	●
	c.4 Align 2016-2017 professional development offerings to Strategic Plan and audit recommendations (equity, implementation, critical thinking, etc.).	●
	d. Create a rigorous and scalable pipeline for principals and assistant principals.	●
	d.1 Create a logic model and theory of change for a rigorous and scalable leadership pipeline.	●
	e. Provide and maintain safe schools, facilities, transportation, and food services.	●
	e.1 Prepare list of Hazardous Transportation Routes for Board approval.	●
	f. Implement reorganization of the service center, develop a plan for the elimination of the backlog of work orders and create a system to stabilize future request.	●
	f.1 Develop and implement plan to monitor work order backlog .	●
	g. Provide training and support to school personnel to increase mental and behavioral health awareness and responsiveness to student needs.	●
	h. Mandate student support staffing teams (Child Study Teams), led by a designated staff person to facilitate regular meetings and coordinate student referrals. Require teams to be included in campus improvement plans.	●
	i. Ensure that Human Resources practices, systems and processes support the ability to recruit and hire a diverse staff.	●

Commitment 8: Generate, leverage, and utilize strategically all resources.

Coordinator: Nicole Conley

Strategies	Key Action Steps	February 2017 Status
8.1 We will acquire necessary resources.	a. Optimize resources (buildings, programs, personnel, etc.) to ensure they are utilized efficiently and effectively.	●
	a.1 Develop and implement policy changes (CV and CH) for Board consideration.	
	a.2 Revise compensation and benefits - leaves and absences policy (DEC).	●
	a.3 Develop updated Facilities Master Plan (FMP) that incorporates required new schools to address over-enrolled campuses.	●
	a.4 Develop updated FMP that incorporates replacement schedule for campuses to address the modernization of all schools.	●
	a.5 Create new program and/or school designs to address changing school context and demographics.	●
	a.6 Develop updated FMP that incorporates facility strategies to increase utilization of under-enrolled campuses.	●
	a.7 Develop recommendations regarding Mueller Site.	●
	a.8 Facilitate Northeast Planning Team to generate recommendations.	●
	a.9 Consider facility requirements of new programs/designs within updated FMP.	●
	a.10 Implement remaining 2008 & 2013 bond projects actions.	●
	a.11 Develop Preliminary Budget with forecast for FY 2017-18 and the out years.	●
	a.12 Prepare Chapter 41 Agreement for Board consideration.	●
	a.13 Implement changes to the Allan Facility.	●

	a.14 Develop Facility Master Plan projects.	●
	a.15 Assess the impact of any proposed boundary changes on affected communities.	●
	a.16 Conduct and assessment of conditions of portables and associated costs to eliminate and replace with permanent buildings	●
	a.17 Identify facility improvements for current Fine Arts Academies.	●
	a.18 Develop Preliminary FY2017-18 Budget for Board consideration.	●
	a.19 Conduct a Compensation Study.	●
	a.20 Review and revise Staffing Guidelines to ensure equity, transparency, and efficiency.	●
	a.21 Implement budget planning for Zero-Based Budgeting.	●
	a.22 Continue Equity Self-Assessment.	
	a.23 Transition to digital over paper.	●
	b. Establish new revenue streams at both the district and campus levels.	●
	b.1 Develop policy changes for Donations and Grant Policy (CDC) for Board consideration.	●
	b.2 Develop FABPAC recommendations for potential future bond program(s).	●
	b.3 Prepare bond order calling for an election for Board consideration.	●
	b.4 Prepare recommendation for M&O and I&S tax rate for Board consideration.	●
	b.5 Adopt Legislative Priorities.	●
	b.6 Cultivate and strengthen new and existing partnerships.	●
	c. Broaden opportunities for local businesses and Historically Underutilized Businesses to work with the district.	●
	c.1 Develop HUB Goals for incorporation in construction HUB program.	●
	c.2 Develop and implement HUB policy (CV, CH).	●
	d. Create a district property asset portfolio and plan to offer district properties for proposals from interested parties, and acquire properties to satisfy district needs.	●
	d.1 Develop and evaluate RFP and proposals for ten identified properties and disseminate letters of first refusal to charters schools.	●
	d.2 Continue to present options for the purchase of south high school land sites for the Board to consider.	●
	d.3 Make recommendations on any proposals received to sell property or possible partnerships for the Board to consider to generate revenue.	●
	e. Develop and implement a Sunset Review process of district programs and initiatives.	●
	e.1 Establish Sunset Review process and conduct initial review.	●
	e.2 Conduct program evaluation of district strategic initiatives (SEL, Leadership Development, Dual Language, etc.).	●
	f. Add a question or questions to the Parent Survey to gauge perceptions of effective use of district resources.	●

Core Belief Three: We will create vibrant partnerships critical for successful students and schools.

Commitment 9: Engage authentically with students, parents/guardians, teachers, and community.

Coordinator: Reyne Telles

Strategies	Key Action Steps	February 2017 Status
9.1 We will actively involve and value all families.	a. Support the inclusion of families in district decision making processes through a variety of outreach venues.	●
	a.1 Track the percentage of respondents satisfied with engagement at community meetings.	●
	a.2 Call for Board election.	●
	a.3 Review Parent Support Specialist staffing needs and funding source.	●
	a.4 Develop School Calendar.	●
	a.5 Enhance community language access supports.	●
	b. Add a question or questions to the Parent Survey to gauge awareness of opportunities to provide input into district decision-making processes.	●

Commitment 10: Build ownership in AISD among internal and external stakeholders.

Coordinator: Joey Crumley

Strategies	Key Action Steps	February 2017 Status
10.1 AISD schools will be the premier choice for families.	a. Promote and market the unique culture of each campus through both district-supported and campus-initiated efforts, and in collaboration with community partners.	●
	a.1 Conduct school information fairs at all levels	●
	b. Stabilize and work toward expanding enrollment throughout the district.	●
	b.1 Partner with the Urban Land Institute to generate a report on AISD's involvement in affordable housing.	●
	b.2 Revise enrollment task force plan.	●
	b.3 Develop and execute strategic marketing plan.	●
	c. Modify Board transfer policies and practices to address current student and family needs.	●
	c.1 Identify schools frozen to transfers.	●
	c.2 Evaluate transfer policy (FDB) - evaluate impact of previous changes and other possible changes.	●
	d. Provide opportunities for middle schools and high schools to showcase their offerings and successes.	●
d.1 Develop and implement plan for Demonstration Schools- CLI, SEL, AVID, others (innovative campuses).	●	
Commitment 11: Develop and maintain community partnerships.		
Coordinator: Michelle Wallis		
Strategies	Key Action Steps	February 2017 Status
11.1 We will build relationships with the City of Austin and other public, private, and non-profit entities.	a. Create opportunities for the City and County to share costs with AISD for shared services.	●
	a.1 Actions by City of Austin to offset costs - Parent Support Specialists, after school programs, Pre-K, Family Resource Centers.	
	a.2 Study tax swap or other strategy.	●
	b. Provide access to school-based and community-based co-curricular and extracurricular education opportunities.	●
	b.1 Coordinate A+ Federal Credit Union partnership at Akins High School.	●
	c. Expand school/community partnerships to increase mental and behavioral health services in elementary schools, to address adolescent risk behaviors and to increase licensed clinical staff.	●