

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

STATUS REPORT: June 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.				
Strategies	Key Action Steps	Responsible Office	Lead	Status
1.1 We will individualize teaching and learning.	a. Adopt policies that support the district's theory of action for teaching and learning.	Teaching and Learning	Lisa Goodnow	●
	a.1 Develop policy changes to address equity.	Policy and Intergovernmental Relations	Edna Butts	●
	a.2 Develop policy changes to address potential suggestions from curriculum audit.	Policy and Intergovernmental Relations	Edna Butts	●
	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.	Teaching and Learning	Lisa Goodnow	●
	b.1 Develop strategic plan for new district assessments.	Teaching and Learning	Lisa Goodnow	●
	b.2 Develop the Benchmark Calendar.	Teaching and Learning	Lisa Goodnow	●
	b.3 Implement plan to increase Edgenuity usage for ACT/SAT preparations. <i>(Because of the new relationship between Khan Academy and College Board, school administrators will track SAT preparation using the Khan Academy online program.)</i>	Teaching and Learning	Craig Shapiro	●
	b.4 Develop and implement strategies to address deficits and recommendations from the curriculum audit.	Teaching and Learning	Lisa Goodnow	●
	b.5 Implement proposed changes to Yearly Itineraries and Curriculum Road Maps.	Teaching and Learning	Lisa Goodnow	●✓
	c. Create an aligned curriculum for core courses, Pre-Advanced Placement, and Advanced Placement courses.	Teaching and Learning	Lisa Goodnow	●
	d. Include student and stakeholder voice through participatory curriculum design processes.	Teaching and Learning	Lisa Goodnow	●
	e. Develop a process for students to explore and study post-secondary career opportunities. <i>(Working to identify training needed for Project Advance counselors to provide assistance in this area.)</i>	Teaching and Learning	Craig Shapiro	●
	f. Provide a safe, caring, and positive learning culture that inspires innovation and excellence.	Teaching and Learning	Pete Price	●
	f.1 Review recess policy at elementary schools.	Teaching and Learning	Sandra Creswell, Gilbert Hicks	●✓
	g. Build partnerships with stakeholders that extend student learning to meet individual student needs.	Finance	Michelle Wallis	●
	h. Build leadership capacity to create supportive conditions for the social and emotional development of students, teachers, and campus staff.	Teaching and Learning	Pete Price	●
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.	Teaching and Learning	Gloria Williams	●
	a.1 Reinvention Projects			●
	a.1.1 Create a design plan for an autism academy - Life Ready Pathway.	Teaching and Learning	Jean Bahney	●✓
	a.1.2 Coordinate A+ Federal Credit Union partnership at Akins High School.	Teaching and Learning	Tammy Caesar	●
	a.1.3 Create a program design for a dyslexia middle school.	Teaching and Learning	Rachel Robillard	●
	a.1.4 Explore the possible implementation of IB programs at Andrews Elementary School	Teaching and Learning	Gilbert Hicks	
	a.1.5 Identify facility improvements for current Fine Arts Academies.	Finance	Zack Pearce	●
	a.1.6 Create a program design for a Health Science Campus.	Teaching and Learning	Asha Dane'el	●

	a.1.7	Create a program design for an elementary Montessori program.	Teaching and Learning	Jacque Porter	●
	a.1.8	Create a design plan for P-Tech High Schools (to include a New Tech High School).	Teaching and Learning	Craig Shapiro	●
	a.1.9	Establish reading and math academies.	Teaching and Learning	Gilbert Hicks	●✓
	a.1.10	Develop a redesign of the Alternative Learning Center.	Teaching and Learning	Tracilynn Wright	●
	a.1.11	Create a design plan for south magnet programs.	Teaching and Learning	Asha Dane'el	●
	a.1.12	Create a design plan for a World Language/Culture Immersion Academy.	Teaching and Learning	David Kauffman	●
	a.2	Redesign summer program - Elementary School.	Teaching and Learning	Gloria Williams	●✓
	a.3	Redesign summer program - Middle School.	Teaching and Learning	Gloria Williams	●✓
	a.4	Redesign summer program - High School.	Teaching and Learning	Gloria Williams	●✓
	a.5	Explore standards-based grading options.	Teaching and Learning	Craig Shapiro	●
	b.	Provide an array of course offerings and programs to fit individual student interests.	Teaching and Learning	Lisa Goodnow	●
	b.1	Expansion of Existing Programs			●
	b.1.1	Expand 3-year old programs.	Teaching and Learning	Jacque Porter	●
	b.1.2	Expand Certified Academic Language Therapist (CALT) program.	Teaching and Learning	Rachel Robillard	●
	b.1.3	Explore the expansion of campus referral centers .	Teaching and Learning	Tracy Spinner	●
	b.1.4	Create community school model as part of district planning.	Communications and Community Engagement	Reyne Telles	●✓
	b.1.5	Expand the Creative Learning Initiative to new vertical team.	Teaching and Learning	Lisa Goodnow	●
	b.1.6	Provide campus-level support for implementation and refinement of elementary dual language programs.	Teaching and Learning	David Kauffman	●
	b.1.7	Provide campus-level support for implementation and expansion of middle school dual language programs.	Teaching and Learning	David Kauffman	●
	b.1.8	Develop high school dual language expansion plan for implementation in SY2018-2019.	Teaching and Learning	David Kauffman	●
	b.1.9	Prepare Applications for the expansion of Early College High School.	Teaching and Learning	Craig Shapiro	●
	b.1.10	Prepare plan to expand Graduation Preparatory Academy to other campuses. <i>(Waiting to see if current GPA programs meet accountability standards before replication.)</i>	Teaching and Learning	Craig Shapiro	●
	b.1.11	Increase course offerings and expand student enrollment in on-camps courses.	Teaching and Learning	Craig Shapiro	●
	b.1.12	Expand and further develop Whole Child, design SEL action plan, and design Cultural Proficiency and Inclusiveness innovation plan.	Teaching and Learning	Pete Price	●
	b.1.13	Expand the number of students who participate in the student sharing model.	Teaching and Learning	Craig Shapiro	●
	b.2	Explore individual campus changes such as academies.	Teaching and Learning	Sandra Creswell, Gilbert Hicks, Terrence Eaton, Craig Shapiro	●✓
	b.3	Implement pilot program for Micro Majors - University of Texas.	Teaching and Learning	Craig Shapiro	●
	b.4	Develop a plan for integrated computer science programming	Teaching and Learning	Lisa Goodnow	●
	b.5	Review GT programs and GT identification process.	Teaching and Learning	Rhonda Boyer	●✓
	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.	Teaching and Learning	Sandra Creswell	●

	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.	Teaching and Learning	Craig Shapiro	●
	d.1 Define capstone projects and develop implementation plan and timeline.	Teaching and Learning	Craig Shapiro	●
	e. Develop a more robust/integrated system for student internships within AISD offices, the community, and businesses.	Teaching and Learning	Craig Shapiro	●
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.	Teaching and Learning	Jane Ross	●
	b. Each student will be academically challenged and prepared for success in college or further study, employment, and participation in a global environment.	Teaching and Learning	Craig Shapiro	●
	c. Each student will learn in a physically and psychologically safe environment.	Teaching and Learning	Tracy Spinner	●
	c.1 Revise Gender Policy (FN).	Policy and Intergovernmental Relations	Edna Butts	● ✓
	d. Establish goals at each school related to FitnessGram Cardiovascular and Body Mass Index indicators.	Teaching and Learning	Michele Rusnak	● ✓
	e. Each student will learn about and practice a healthy lifestyle.	Teaching and Learning	Michele Rusnak	●
	f. Ensure all components of a whole child, whole school, whole community approach are implemented.	Teaching and Learning	Pete Price	●
	g. Work with community partners and strive to ensure that every student has access to adequate food both inside and outside the school day.	Finance	Anneliese Tanner	●
	g.1 Calculate and prepare action to ensure federal meal price equity for Board consideration (if required).	Finance	Anneliese Tanner	●
	g.2 Assess the impact of expanding the Community Eligibility Provision Program for 2017-18 .	Finance	Anneliese Tanner	●
	h. Implement Breakfast in the Classroom initiative effectively in schools requesting this delivery model, and report impacts on attendance and other key student measures.	Finance	Anneliese Tanner	●
	h.1 Continue to expand Breakfast in the Classroom across campuses.	Finance	Anneliese Tanner	●
	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.	Teaching and Learning	Pete Price	●
	j. Study and address reasons for differences between students submitting college applications and students enrolling in college.	Human Capital	Holly Williams	●
k. Track the number of service provider partners linked to campuses in Youth Services Mapping.	Finance	Michelle Wallis	●	
Commitment 2: Implement the transformative use of technology.				
Strategies	Key Action Steps	Responsible Office	Lead	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.	Teaching and Learning	Sandra Creswell	●
	a.1 Develop plan for problem-based learning - Elementary School.	Teaching and Learning	Sandra Creswell	●
	a.2 Develop plan for problem-based learning - Middle School.	Teaching and Learning	Terrence Eaton	●
	a.3 Implement pilot and first phase of Learning Positioning System.	Technology	Erin Bown-Anderson	●
	b. Align professional development, technology integration model, and technology deployment.	Technology	Kevin Schwartz	●
	c. Deploy new systems and processes for building capacity among all stakeholders (e.g., Enterprise Resource Planning, learning positioning system, student information).	Technology	Les Ready	●
	c.1 Enhance position control processes, technologies, and systems.	Finance	Christian Clarke Cazarez	●
	c.2 Prepare for 1:1 technology at high school in Fall 2017.	Technology	Kevin Schwartz	●
	c.3 Incrementally increase ISP bandwidth expansion to meet 1 gbs per 1,000 students by 2020.	Technology	Kevin Schwartz	●
	c.4 Complete ERP Implementation phases 1 and 2.	Technology	Kevin Schwartz	●

	c.5 Develop plan to merge IT and Facilities work order systems. <i>(A product has been identified for a work order system that could be used in common, but funding has not been identified to fully fund the product. If funding is not identified, Facilities and Technology could both use a less expensive product (HEAT). If Facilities elects to use another product altogether, this item would then move to Red.)</i>	Technology	Lewis Wynn	●
	c.6 Redevelop IT and Facilities Help Desk.	Technology	Kevin Schwartz	●
	c.7 Review web filtering adjustments.	Technology	Kevin Schwartz	●
	c.8 Vet proposed technology changes - email, grading, etc.	Technology	Kevin Schwartz	●
	d. Utilize a robust technology integration matrix for transformational use of technology for teaching and learning.	Technology	Kevin Schwartz	●
	d.1 Evaluate Technology Plan - Year 1 implementation.	Technology	Kevin Schwartz	●
	e. Create an AISD app store portal that includes apps developed by students. <i>(Awaiting redesigned website.)</i>	Technology	Kevin Schwartz	●
2.2 We will provide flexible learning environments.	a. Optimize online learning and online learning environments.	Technology	Kevin Schwartz	●
	b. Increase internet bandwidth as needed to support student learning.	Technology	Kevin Schwartz	●
	c. Promote interoperability of all technology solutions.	Technology	Kevin Schwartz	●
2.3 We will promote technology through our organizational structure.	a. Optimize new roles to enhance district support for technology integration and implementation.	Technology	Kevin Schwartz	●
	a.1 Explore opening virtual schools with partners.	Technology	Gloria Williams	●
	a.2 Establish and implement technology coaches and cohorts .	Technology	Erin Bown-Anderson	●✓
	a.3 Establish technology innovation centers. <i>(Timing moved to SY 17-18 to match coordination with campuses as a result of District of Innovation efforts and "Everyone:1" at high schools.)</i>	Technology	Erin Bown-Anderson	●
Commitment 3: Ensure all students perform at or above grade level in math and reading.				
Strategies	Key Action Steps	Responsible Office	Lead	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.	Teaching and Learning	Lisa Goodnow	●
	a.1 Implement Year 1 of the Literacy Plan, and develop action plan for Years 2 and 3.	Teaching and Learning	Ilza Garcia	●
	b. Provide campus-level support for implementation of the literacy plan.	Teaching and Learning	Gilbert Hicks	●
	c. Provide ongoing, campus-based professional development that supports core instruction, Response to Intervention (Rtl), and curriculum implementation.	Teaching and Learning	Lisa Goodnow	●
	d. Evaluate the dual language program to determine impact on student achievement.	Human Capital	Debra Ready	●
	e. Support the implementation of dual language.	Teaching and Learning	David Kauffman	●
	e.1 Establish Collaboration between the Multilingual Education Team and HR Department to support existing and expanded dual language program needs (e.g. staffing).	Teaching and Learning	David Kauffman	●
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.	Teaching and Learning	Terrence Eaton	●
	b. Promote innovative teaching strategies to increase college, career, and postsecondary readiness for all students.	Teaching and Learning	Gilbert Hicks	●
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.	Teaching and Learning	Jacque Porter	●
	b. Expand early literacy, early childhood education, and pre-K programs and locations.	Teaching and Learning	Jacque Porter	●

Commitment 4: Prepare all students to graduate on time.

Strategies	Key Action Steps	Responsible Office	Lead	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.	Teaching and Learning	Sandra Creswell	● ✓
	a.1 Develop Targeted Improvement Plans for campuses as required.	Human Capital	Diane Giannascoli	● ✓
	a.2 Develop plans for African American student performance.	Teaching and Learning	Gilbert Hicks	●
	a.3 Develop intervention plans for English Language Learners to ensure timely progress towards graduation.	Teaching and Learning	David Kauffman	●
	b. Ensure successful transitions between campus levels (elementary to middle school, middle to high school, high school to post-secondary).	Teaching and Learning	Craig Shapiro	●
	b.1 Increase the number of tested Texas Success Initiative students.	Teaching and Learning	Craig Shapiro	●
	c. Identify students with special needs and life circumstances and ensure that they receive consistent access to curriculum, appropriate services, and supports.	Teaching and Learning	Jean Bahney	●
	c.1 Explore and develop CALT training sites.	Teaching and Learning	Rachel Robillard	●
	c.2 Plan to address K-2 disciplinary practices (suspension).	Teaching and Learning	Andri Lyons	● ✓
	c.3 Create expectations for Special Education parent and sibling meetings.	Teaching and Learning	Jean Bahney	●
	d. Enhance on-time graduation supports and dropout prevention efforts, and create multiple, proven pathways to graduation and course credit recovery.	Teaching and Learning	Gloria Williams	●
	e. Strengthen the middle school years experience.	Teaching and Learning	Terrence Eaton	●
e.1 Develop Middle School Planning Team recommendations.	Teaching and Learning	Terrence Eaton	●	

Commitment 5: Develop civically-engaged students.

Strategies	Key Action Steps	Responsible Office	Lead	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.	Teaching and Learning	Jessica Jolliffe	●
	b. Promote student participation in, and support teacher implementation of, community impact projects (e.g., Model United Nations).	Teaching and Learning	Jessica Jolliffe	●
	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.	Teaching and Learning	Pete Price	●

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.

Strategies	Key Action Steps	Responsible Office	Lead	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.	Communications and Community Engagement	Reyne Telles	●
	b. Strengthen the employee reward and recognition program by expanding the employee discount program.	Human Capital	Kimiko Krekel	●
	c. Provide transparent, accurate, and accessible information.	Communications and Community Engagement	Reyne Telles	●
	c.1 Conduct Review of Strategic Plan balanced scorecard.	Human Capital	Debra Ready	●
	c.2 Improve online disability access supports.	Communications and Community Engagement	Reyne Telles	●
	c.3 Rebrand Channel 22.	Communications and Community Engagement	Reyne Telles	● ✓
	c.4 Implement new school day start and end times.	Teaching and Learning	Gloria Williams	● ✓
	d. Expand staff cultural competency through additional learning opportunities.	Teaching and Learning	Angela Ward	●

Commitment 7: Develop effective organizational structures.

Strategies	Key Action Steps	Responsible Office	Lead	Status
7.1 We will ensure organizational capacity.	a. Improve internal communications to address decision points, inclusivity, and systems.	Communications and Community Engagement	Reyne Telles	●
	a.1 Research best-practice methods for large organizations to communicate with the workforce.	Communications and Community Engagement	Reyne Telles	●
	a.2 Create Principal Data Dashboards.	Teaching and Learning	Craig Shapiro	●
	a.3 Update Staff Handbook.	Human Capital	Dora Fabelo	●✓
	a.4 Provide policy training (Legal, Local, Regulations) and best practices related to performance management.	Human Capital	Dora Fabelo	●✓
	b. Organize central administration and district processes to support schools and enable campus leadership to focus on the classroom.	Teaching and Learning	Asha Dane’el	●
	b.1 Create Common Application Criteria - High School.	Teaching and Learning	Craig Shapiro	●
	b.2 Create Common Application Criteria - Middle School.	Teaching and Learning	Terrence Eaton	●
	b.3 Enhance leadership development/succession (administrator profile development, program evaluation, recruiting, interviewing, selection, mentoring).	Human Capital	Kimiko Krekel	●
	b.4 Establish Leadership Institute Advisory Committee.	Human Capital	Kimiko Krekel	●
	b.5 Develop and implement recruiting strategy for identified high-need areas/programs.	Human Capital	Dora Fabelo	●✓
	c. Continue to develop innovative Professional Pathways for Teachers as part of PPFT evaluation.	Human Capital	Kimiko Krekel	●
	c.1 Monitor PPFT implementation and financial sustainability.	Human Capital	Kimiko Krekel	●
	c.2 Implement, monitor, and evaluate PPFT.	Human Capital	Kimiko Krekel	●
	c.3 Develop 2017-18 professional development proposal.	Human Capital	Kimiko Krekel	●✓
	c.4 Align 2016-2017 professional development offerings to Strategic Plan and audit recommendations (equity, implementation, critical thinking, etc.).	Human Capital	Kimiko Krekel	●✓
	d. Create a rigorous and scalable pipeline for principals and assistant principals.	Human Capital	Kimiko Krekel	●
	d.1 Create a logic model and theory of change for a rigorous and scalable leadership pipeline.	Human Capital	Kimiko Krekel	●
	e. Provide and maintain safe schools, facilities, transportation, and food services.	Finance	Paul Turner	●
	e.1 Prepare list of Hazardous Transportation Routes for Board approval.	Finance	Kris Hafezizadeh	●✓
	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.	Finance	Paul Turner	●✓
	f.1 Develop and implement plan to monitor work order backlog .	Finance	Paul Turner	●✓
	g. Provide training and support to school personnel to increase mental and behavioral health awareness and responsiveness to student needs.	Teaching and Learning	Tracy Spinner	●
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.	Teaching and Learning	Pete Price	●✓	
i. Ensure that Human Resources practices, systems and processes support the ability to recruit and hire a diverse staff.	Human Capital	Dora Fabelo	●✓	

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

Strategies	Key Action Steps	Responsible Office	Lead	Status
8.1 We will acquire necessary resources.	a. Optimize resources (buildings, programs, personnel, etc.) to ensure they are utilized efficiently and effectively.	Finance	Paul Turner	●✓
	a.1 Develop and implement policy changes (CV and CH) for Board consideration.	Finance	Christian Clarke Casarez	●
	a.2 Revise compensation and benefits - leaves and absences policy (DEC).	Human Capital	Dora Fabelo	●
	a.3 Develop updated Facilities Master Plan (FMP) that incorporates required new schools to address over-enrolled campuses.	Finance	Paul Turner	●✓

	a.4	Develop updated FMP that incorporates replacement schedule for campuses to address the modernization of all schools.	Finance	Paul Turner	● ✓
	a.5	Create new program and/or school designs to address changing school context and demographics.	Teaching and Learning	Asha Dane'el	●
	a.6	Develop updated FMP that incorporates facility strategies to increase utilization of under-enrolled campuses.	Finance	Paul Turner	● ✓
	a.7	Develop recommendations regarding Mueller Site.	Teaching and Learning	Rachel Naugle	● ✓
	a.8	Facilitate Northeast Planning Team to generate recommendations.	Teaching and Learning	Rachel Naugle	● ✓
	a.9	Consider facility requirements of new programs/designs within updated FMP.	Finance	Paul Turner	● ✓
	a.10	Implement remaining 2008 & 2013 bond projects actions.	Finance	Zack Pearce	●
	a.11	Develop Preliminary Budget with forecast for FY 2017-18 and the out years.	Finance	Sara Kohn	●
	a.12	Prepare Chapter 41 Agreement for Board consideration.	Finance	Sara Kohn	●
	a.13	Implement changes to the Allan Facility.	Teaching and Learning	Gloria Williams	●
	a.14	Develop Facility Master Plan projects.	Finance	Paul Turner	● ✓
	a.15	Assess the impact of any proposed boundary changes on affected communities.	Finance	Beth Wilson	● ✓
	a.16	Conduct and assessment of conditions of portables and associated costs to eliminate and replace with permanent buildings	Finance	Zack Pearce	●
	a.17	Develop Preliminary FY2017-18 Budget for Board consideration.	Finance	Sara Kohn	●
	a.18	Conduct a Compensation Study.	Human Capital	Dora Fabelo	●
	a.19	Review and revise Staffing Guidelines to ensure equity, transparency, and efficiency.	Human Capital	Dora Fabelo	● ✓
	a.20	Implement budget planning for Zero-Based Budgeting.	Finance	Sara Kohn	●
	a.21	Continue Equity Self-Assessment.	Superintendent	Jacob Reach	●
	a.22	Transition to digital over paper.	Technology	Kevin Schwartz	●
	b.	Establish new revenue streams at both the district and campus levels.	Finance	Michelle Wallis	●
	b.1	Develop policy changes for Donations and Grant Policy (CDC) for Board consideration.	Policy and Intergovernmental Relations	Edna Butts	● ✓
	b.2	Develop FABPAC recommendations for potential future bond program(s).	Finance	Paul Turner	● ✓
	b.3	Prepare bond order calling for an election for Board consideration.	Finance	Paul Turner	● ✓
	b.4	Prepare recommendation for M&O and I&S tax rate for Board consideration.	Finance	Sara Kohn	●
	b.5	Adopt Legislative Priorities.	Policy and Intergovernmental Relations	Edna Butts	● ✓
	b.6	Cultivate and strengthen new and existing partnerships.	Finance	Michelle Wallis	●
	c.	Broaden opportunities for local businesses and Historically Underutilized Businesses to work with the district.	Finance	Debra Boone	●
	c.1	Develop HUB Goals for incorporation in construction HUB program.	Finance	Debra Boone	● ✓
	c.2	Develop and implement HUB policy (CV, CH).	Finance	Debra Boone	● ✓
	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.	Finance	Paul Turner	● ✓
	d.1	Develop and evaluate RFP and proposals for ten identified properties and disseminate letters of first refusal to charters schools.	Finance	Beth Wilson	● ✓
	d.2	Continue to present options for the purchase of south high school land sites for the Board to consider.	Finance	Beth Wilson	● ✓
	d.3	Make recommendations on any proposals received to sell property or possible partnerships for the Board to consider to generate revenue.	Finance	Beth Wilson	●
	e.	Develop and implement a Sunset Review process of district programs and initiatives.	Human Capital	Debra Ready	● ✓

	e.1 Establish Sunset Review process and conduct initial review.	Human Capital	Debra Ready	● ✓
	e.2 Conduct program evaluation of district strategic initiatives (SEL, Leadership Development, Dual Language, etc.).	Human Capital	Debra Ready	●
	f. Add a question or questions to the Parent Survey to gauge perceptions of effective use of district resources.	Human Capital	Holly Williams	● ✓

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.

Strategies	Key Action Steps	Responsible Office	Lead	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.	Communications and Community Engagement	Reyne Telles	●
	a.1 Track the percentage of respondents satisfied with engagement at community meetings.	Communications and Community Engagement	Reyne Telles	●
	a.2 Call for Board election.	Superintendent	Jacob Reach	●
	a.3 Review Parent Support Specialist staffing needs and funding source.	Human Capital	Dora Fabelo	● ✓
	a.4 Develop School Calendar.	Teaching and Learning	Gloria Williams	● ✓
	a.5 Enhance community language access supports.	Communications and Community Engagement	Reyne Telles	●
	b. Add a question or questions to the Parent Survey to gauge awareness of opportunities to provide input into district decision-making processes.	Human Capital	Holly Williams	● ✓

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

Strategies	Key Action Steps	Responsible Office	Lead	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.	Communications and Community Engagement	Reyne Telles	● ✓
	a.1 Conduct school information fairs at all levels	Teaching and Learning	Sandra Creswell, Gilbert Hicks, Terrence Eaton, Craig Shapiro	● ✓
	b. Stabilize and work toward expanding enrollment throughout the district.	Communications and Community Engagement	Reyne Telles	●
	b.1 Partner with the Urban Land Institute to generate a report on AISD's involvement in affordable housing.	Finance	Paul Turner	●
	b.2 Revise enrollment task force plan.	Teaching and Learning	Asha Dane'el	●
	b.3 Develop and execute strategic marketing plan.	Communications and Community Engagement	Reyne Telles	●
	c. Modify Board transfer policies and practices to address current student and family needs.	Teaching and Learning	Andri Lyons	● ✓
	c.1 Identify schools frozen to transfers.	Teaching and Learning	Andri Lyons	●
	c.2 Evaluate transfer policy (FDB) - evaluate impact of previous changes and other possible changes.	Policy and Intergovernmental Relations	Edna Butts	●
	d. Provide opportunities for middle schools and high schools to showcase their offerings and successes.	Teaching and Learning	Terrence Eaton	●
	d.1 Develop and implement plan for Demonstration Schools- CLI, SEL, AVID, others (innovative campuses).	Teaching and Learning	Lisa Goodnow	●

Commitment 11: Develop and maintain community partnerships.

Strategies	Key Action Steps	Responsible Office	Lead	Status
11.1 We will build relationships with the City of Austin and other public,	a. Create opportunities for the City and County to share costs with AISD for shared services.	Policy and Intergovernmental Relations	Edna Butts	●
	a.1 Actions by City of Austin to offset costs - Parent Support Specialists, after school programs, Pre-K, Family Resource Centers.	Superintendent	Jacob Reach	●

private, and non-profit entities.	a.2 Study tax swap or other strategy.	Policy and Intergovernmental Relations	Edna Butts	●
	b. Provide access to school-based and community-based co-curricular and extracurricular education opportunities.	Teaching and Learning	Gloria Williams	●
	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.	Teaching and Learning	Tracy Spinner	●