



Achieve Today. Excel Tomorrow. 2016-2021 Strategic Plan Year Two Update

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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.

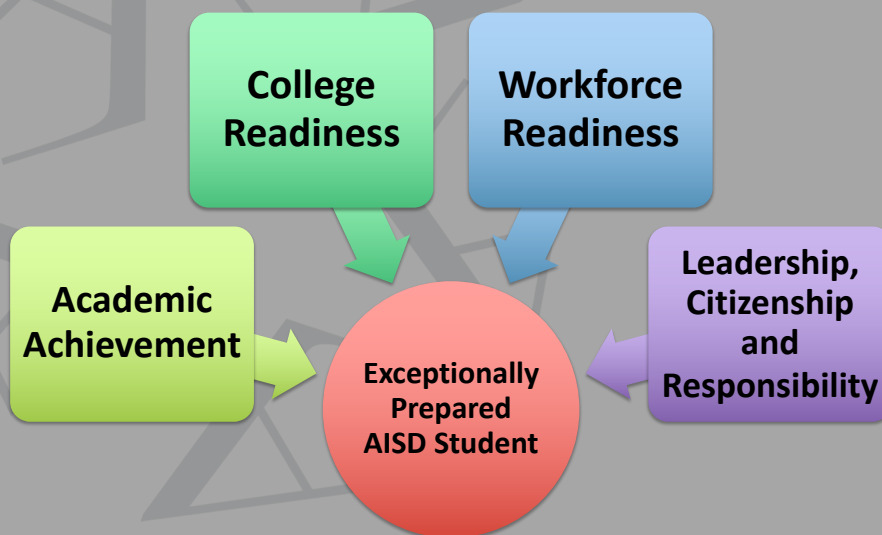
Mission

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

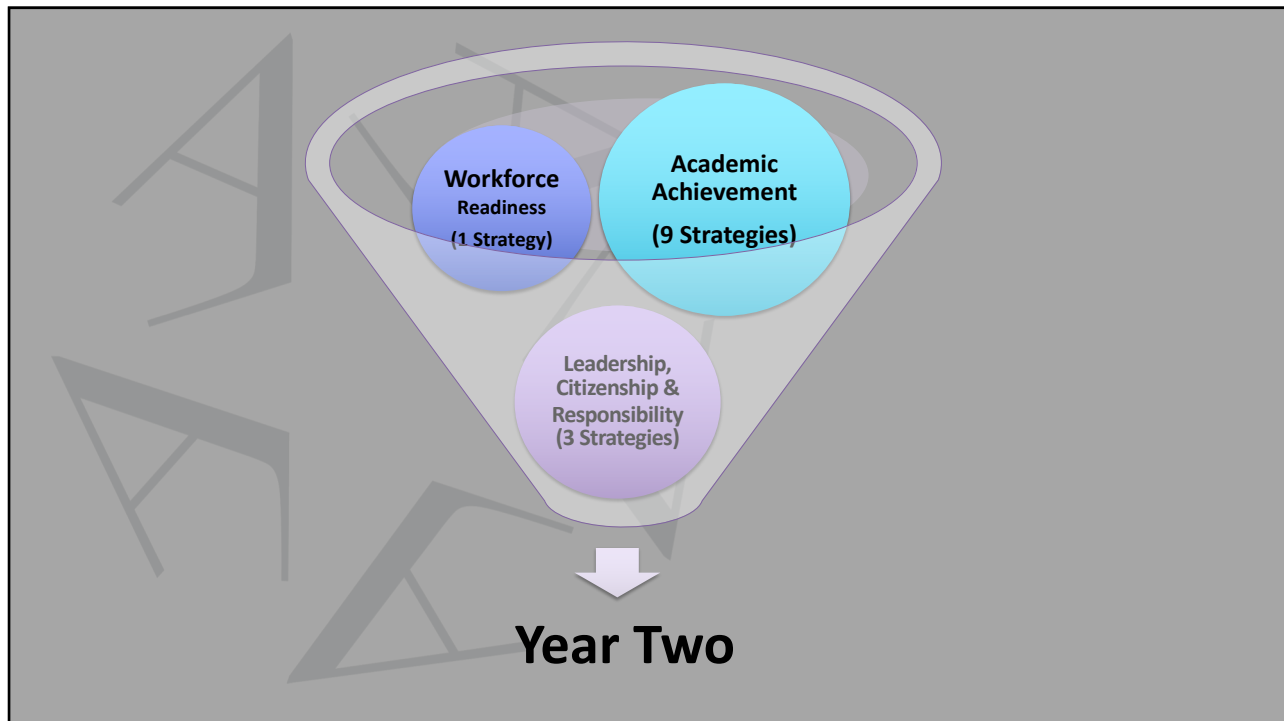
- Teams analyzed groups of identified strategies connected to each performance objective
 - Deconstructed comprehensive strategies into smaller “chunks” for appropriate sequencing
- Identification of high impact strategies and the design of a responsible rollout
 - High Impact: System-wide financial,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





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.

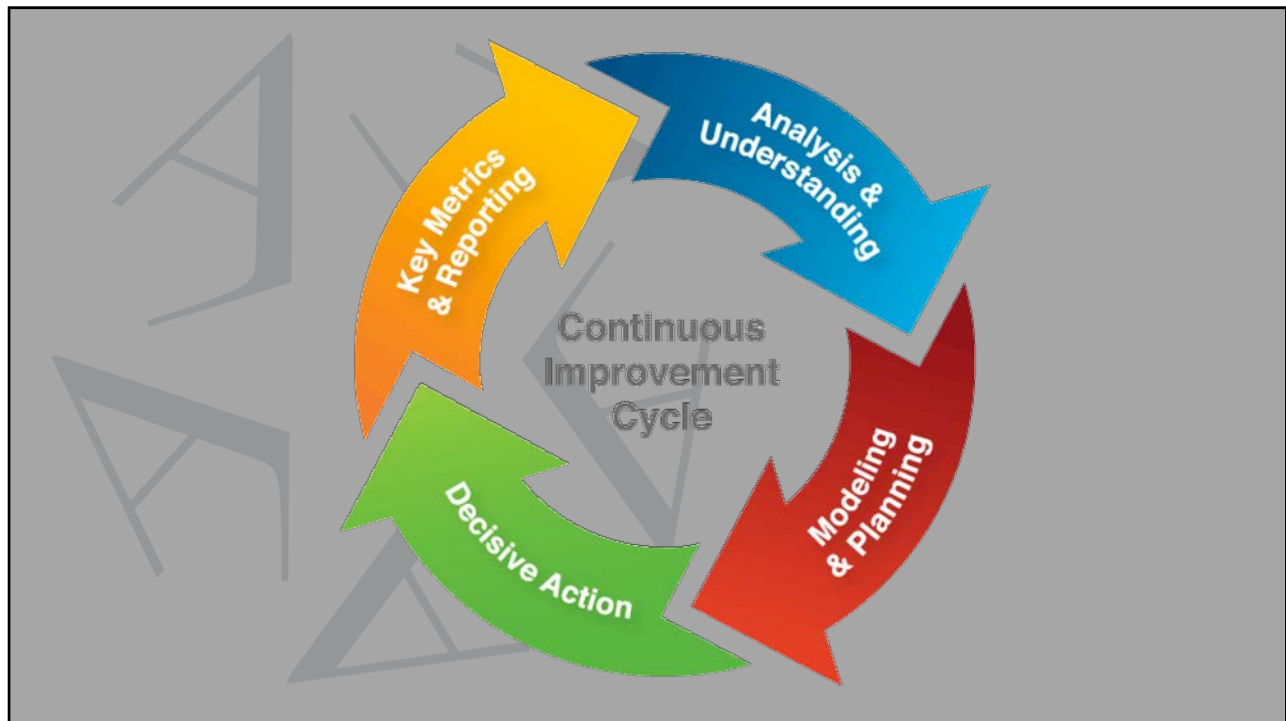
Leadership, Citizenship & Responsibility

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



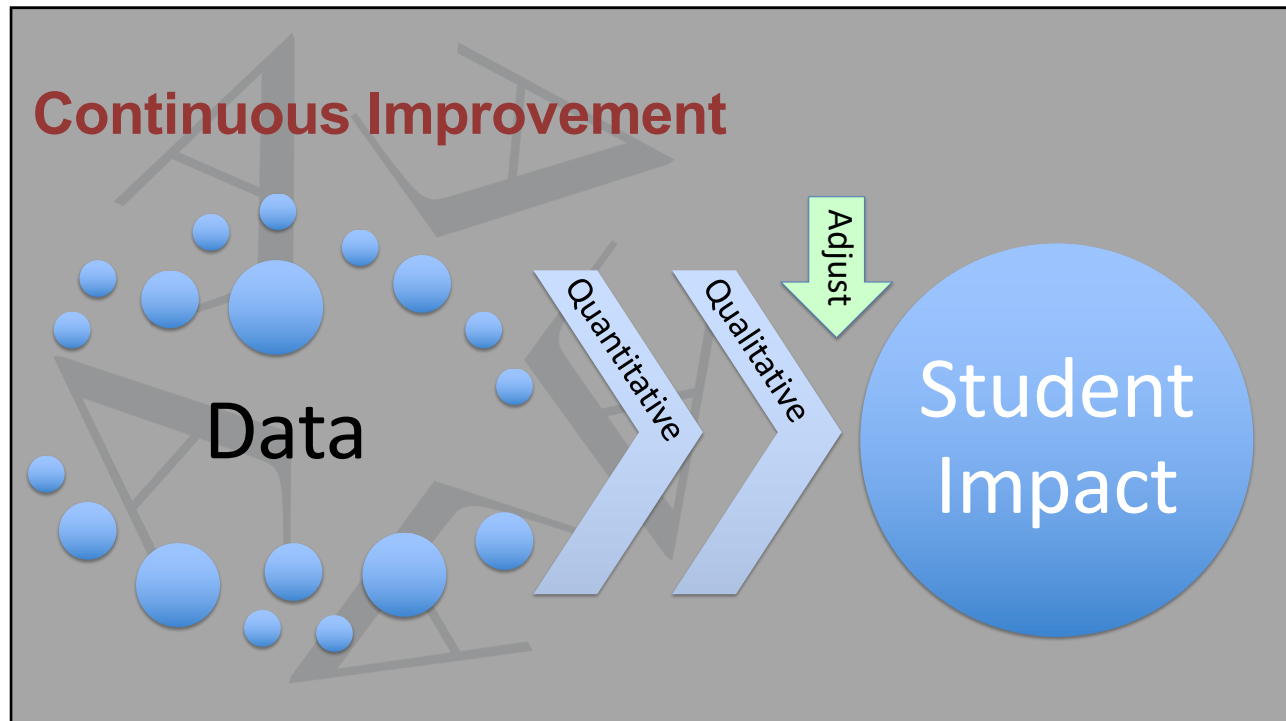
2017-2018 Strategy Review

Year Two



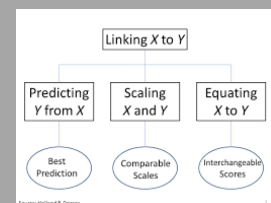
- ✓ **Systems Improvement**
- ✓ **Capacity Building**
- ✓ **Sustainability**

A photograph showing a pair of hands holding a white ruler horizontally. The word "SUCCESS" is written in black, handwritten capital letters on a white card. The ruler is positioned below the word, with the 'S' starting at the 1 cm mark and the 'S' ending at the 10 cm mark.



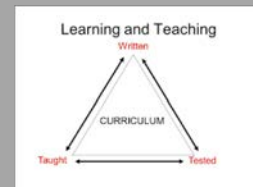
Equating & Scaling of Data

- 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

- Implemented embedded formative and summative assessments into curriculum documents; and
- Researched various techniques for determining quality test items and test design
 - Cronbach's Alpha (Internal consistency)
 - D-Index
- Next Steps
 - 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 updated 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
 - Teacher committee with stakeholder feedback loop
 - Goal to increase parent communication of specific grade level curriculum and student expectations.

Curriculum Writing & Revision



- Next Steps
 - Continue design and rollout of the K-2 curriculum, including a communication plan and Spring previews, and districtwide professional learning
 - Writing new curriculum for ELA 3rd-8th grade content area due to new TEKS





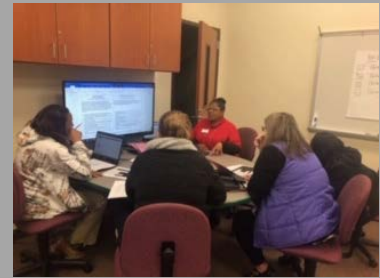
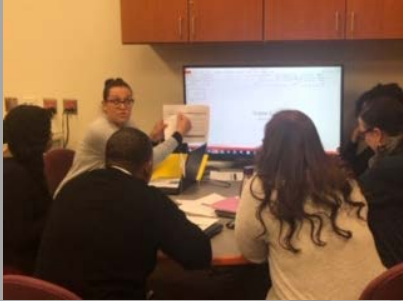








Curriculum Cadres



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



- Year 2 Implementation
 - 15 schools and 265 classrooms
- Gradual release of professional development ownership from E2L
- AISD developed training for Active Learning Cycle coaches
- Transition 2-day initial teacher training from E2L to AISD Teaching and Learning
- Professional Learning department facilitated classroom visits to observe the Active Learning Cycle in action, and support teacher implementation.
- Curriculum and Instruction facilitated ½ day design sessions for teachers to co-plan with peers
- School Leadership hosts ALC principal PLCs for implementation
- Executive coaching for principals
- Creation of ALC intranet site
- E2L coaches conducted classroom observations and coaching cycles with teachers
- Micro-badging of teacher best practices



Active Learning Cycle Design Days



Instructional Model Implementation

- Next Steps
 - Continue to implement responsible rollout
 - Defining ALC expectations for onboarding and implementing
 - Building coaching capacity and a system to support implementation and best practices
 - Developing system capacity around best practices
 - Celebration and badging of best-practice and coaching proficiency
 - Implementation of pre-training and campus readiness for future onboarding



Leadership Professional Learning Plan

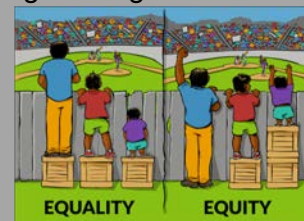
- Professional Learning Advisory Committee (PLAC) developed focus areas for Summer Impact
- Collaboratively designed consistent content for Summer Impact sessions
- Exploring competency-based learning with micro-credentialing

Next Steps

- Develop year-long Professional Learning calendar
- Partner with department staff to establish systems, including quality indicators/measures of impact and innovative learning designs for a professional learning framework

Increase Student Equity of Access

- Developing a comprehensive plan for providing a full continuum of services & supports at every campus
- Professional Learning:
 - Focused approach to Professional Development addressing six major areas: academic achievement, ARD/IEP process, environment, functional performance, inclusive practices, parent engagement and social/emotional learning
 - Development of a repository to house professional learning offerings



Increase Student Equity of Access

- Next Steps
 - Further develop additional offerings and supports to enhance the growth and development of leadership, teachers and staff; and
 - Promote inclusivity and a culture of equity through routine communication streams and spotlight campuses.

Expand World Languages Programming

- Comprehensive visionary documents for world language expansion (K-6)
 - Dual language immersion - 3rd grade cohorts at Corey and Jones
 - FLES - Spanish: Percy and Farrell; French: Crouch, Remyne, Pope and Hale
- Curriculum writing process/timeline for K-2 dual language immersion Spanish alongside C&I and FLES Year 1



Expand World Languages Programming

- Next Steps
 - Complete curriculum writing/ revisions/ resource curation for dual language & FLES Year 2
 - Design professional learning & plan of support for implementation fidelity
 - Wimbish World Languages Academy
 - Crow Elementary Primary Years IB Program
 - Visionary documents for dual language expansion into secondary and other traditional neighborhood elementary schools

Expansion of Pre-K Offerings

- Implemented student recruitment & parent outreach strategies
 - Pre-K Recruitment Team Collaboration
 - Roundup & Marketing
 - Arlington ISD collaboration with Commit! Partnership
 - Launched AISD/Commit! Pre-K marketing campaign
 - Full-day Pre-K expansion
 - Duff, Hill (new), McNutt, Moore, Peach
- Next Steps
 - Explore future full-day Pre-K options





Alignment of Resources

- Prepared four-year budget forecast
- Researched options for a TRE
- Board work session on Long-Range Financial planning held on September 5

Next Steps

- Identify potential budget efficiencies
- Research requirements of a TRE
- Develop 2019-20 general operating budget



Alignment of Resources



- Construction contracts have been awarded for each of the seven bid packages in Phase IV
- **Next Steps**
 - Manage construction projects to ensure each project is completed on schedule

Alignment of Resources

- A capacity and utilization study of each campus was performed by Cooperative Strategies (formerly DeJONG-RICHTER)
- Results of the study have informed an assessment of capital needs for the five-year period beyond the 2014 bond program
- **Next Steps**
 - A capital needs steering committee will be selected by the Board to review the assessment and provide recommendations to the Arlington ISD Board of Trustees ("Board") for prioritized facility and identified capital needs through 2025 to support the District's strategic plan.

Students' Seamless Entry into Workforce

- Embedded Faculty at CTC
- 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
 - Enhancing Students' Success Certificate of Completions
 - Pathways development at Arlington College and Career High School



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.)
 - Design 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
- Design AISD Social & Emotional Learning (S.E.L.) framework for best practices and design integrated system for implementation

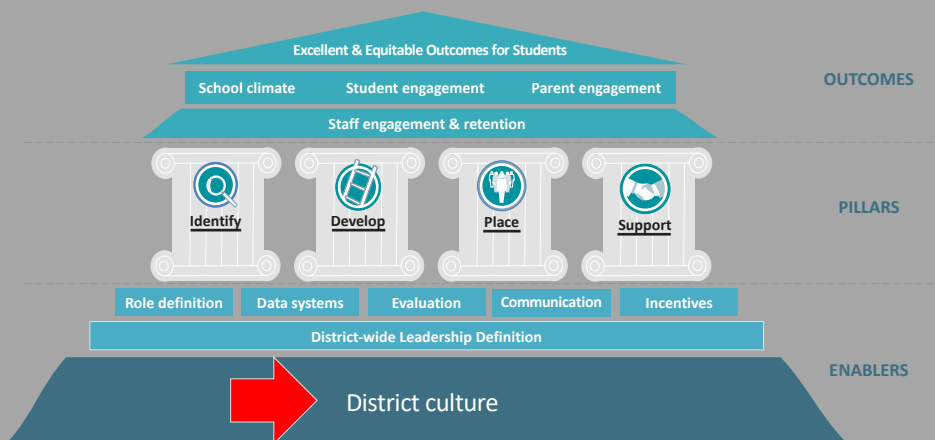
Enhance Core Leadership Competencies



District Leadership Program



Talent System Framework





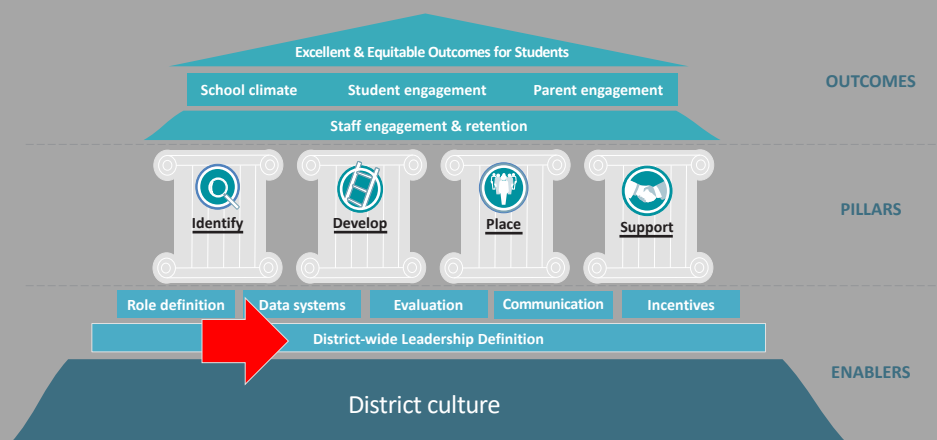
To create and influence a high-performing organizational culture by supporting leaders to establish and sustain systems and behaviors that guarantee active learning.



Arlington ISD is a place where leadership gets real.

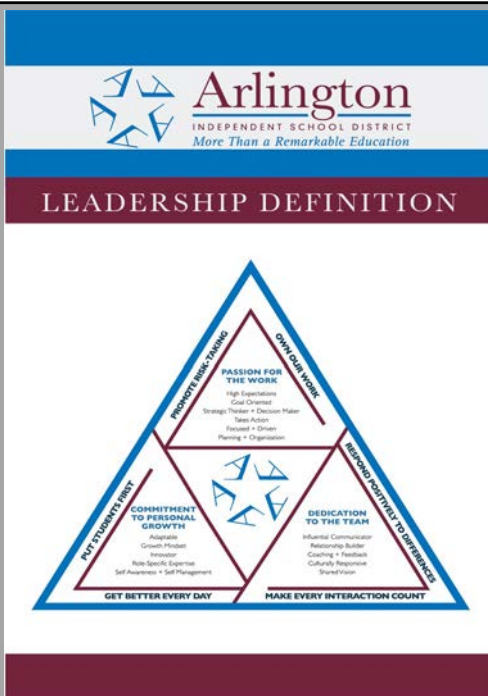
- We create a culture where team members feel cared for, connected and committed to one another and our students;
- We take intentional steps to ensure that staff are nurtured and developed in their professional careers; and
- We surround team members with leaders who believe in their unique abilities and intentionally work to grow and develop their talent and gifts.

Talent System Framework



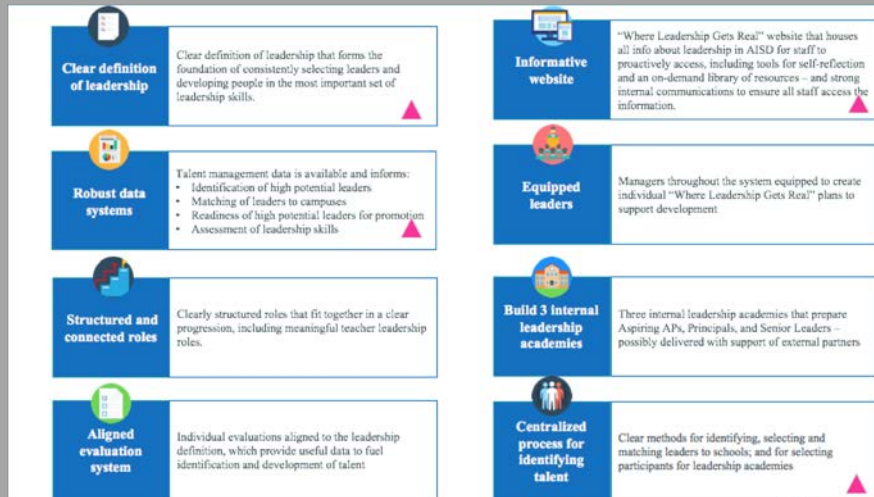
Task Force

- 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



Customer Service



- Fourteen hundred employees have been recognized for excellent customer service
- Elevated marketing & visibility
- Campuses and departments have received two customer service posters to visibly display in common areas.
- Monthly employee training
- Ten campuses/departments have participated in the pilot since February 2018
 - Feedback has been collected on strengths and challenges in delivering excellent customer service.
 - To date, 89% of the respondents highlighted "responsiveness" as the tenet they experienced during their interaction with the campus/department.

Customer Service



- Next Steps
- Ten additional campuses/departments will join the pilot in January 2019.
- Continue monthly recognitions through AISD newsletter and certificates
- Produce 'refresher' courses through Canvas for continued implementation support

Questions

