

Midland Independent School District
District Improvement Plan
2023-2024 Goals/Performance Objectives/Strategies



Strategic Plan Themes

Student Experience



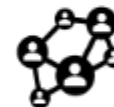
We foster **safe and innovative learning spaces** where students engage in rigorous and relevant experiences, preparing them for meaningful opportunities post graduation.

Grow & Develop Staff



Our **retention and recruitment** practices promote professional growth that yields and rewards high-impact staff, improving student outcomes.

Engage & Act



We **engage the entire Midland community** through clear and actionable communication that cultivates trust and partnership.

Goals	3
Board Goals: Through the Student Experience, Growing & Developing Staff, and Engaging & Acting, the percentage of 3rd grade students who demonstrate grade level mastery by scoring at the Meets Grade Level Performance or above on the Reading STAAR assessment will increase from 36% to 44% by SY 2024 (Baseline: SY 2021 36%) Through the Student Experience, Growing & Developing Staff, and Engaging & Acting, the percentage of 3rd grade students who demonstrate grade level mastery by scoring at the Meets Grade Level Performance or above on the Math STAAR assessment will increase from 32% to 40% by the end of school year 2024. (Baseline: SY 2021 32%)	3
Board Goals: Through the Student Experience, Growing & Developing Staff, and Engaging & Acting, the percentage of 4th-8th grade students who meet or accelerate their Reading STAAR Progress Measure will increase from 55% to 70% by the end of school year 2024. (Baseline: SY 2019 55%) Through the Student Experience, Growing & Developing Staff, and Engaging & Acting,, the percentage of 4th-8th grade students who meet or exceed their Math STAAR Progress Measure will increase from 55% to 70% by the end of school year 2024. (Baseline: SY 2019 55%)	11
Board Goal: Through the Student Experience, Growing & Developing Staff, and Engaging & Acting, the four year graduation rate will increase from 89.7 percent of the graduating class of 2020 (reported in November of 2021) to 93 percent for the graduating class of 2024	14
Goal: Through the Student Experience we will foster safe and innovative learning spaces where students engage in rigorous and relevant experiences, preparing them for meaningful opportunities post graduation.	20
Goal: Through Growing & Developing Staff we will build retention and recruitment practices to promote professional growth that yields and rewards high-impact staff, improving student outcomes.	30
Goal: Through Engaging & Acting we will engage the entire Midland community through clear and actionable communication that cultivates trust and partnership.	33





Goals

Board Goals:

Through the Student Experience, Growing & Developing Staff, and Engaging & Acting, the percentage of 3rd grade students who demonstrate grade level mastery by scoring at the Meets Grade Level Performance or above on the Reading STAAR assessment will increase from 36% to 44% by SY 2024 (Baseline: SY 2021 36%)

Through the Student Experience, Growing & Developing Staff, and Engaging & Acting, the percentage of 3rd grade students who demonstrate grade level mastery by scoring at the Meets Grade Level Performance or above on the Math STAAR assessment will increase from 32% to 40% by the end of school year 2024. (Baseline: SY 2021 32%)

Performance Objective 1: GPM 1.1: The percentage of Pre-Kindergarten students on track to develop understanding on a standards-based phonological awareness assessment will be 82% or above by the end of school year 2024.





Strategy 1 Details	Reviews			
Strategy 1: Professional Development opportunities will be offered at least once a month to all Pre-K teachers in order to build capacity and understanding in areas related to phonemic and phonological awareness. Strategy's Expected Result/Impact: Increase teacher knowledge related to the Pre-K Guidelines and End of Year outcomes to ensure delivery of highly effective instructional practices. Staff Responsible for Monitoring: Director of Early Childhood	Formative			Summative
	Nov	Feb	Apr	June
Strategy 2 Details	Reviews			
Strategy 2: Increase the implementation of effective small group instruction and engaging play based learning opportunities in developmentally appropriate centers to allow students to engage in learning through a variety of modalities. Strategy's Expected Result/Impact: Increase engagement and rigor in Pre-K classrooms to ensure students are provided with learning experiences that will allow them to be exposed to all Pre-K Guidelines Staff Responsible for Monitoring: Director of Early Childhood	Formative			Summative
	Nov	Feb	Apr	June
<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				

Board Goals:

Through the Student Experience, Growing & Developing Staff, and Engaging & Acting, the percentage of 3rd grade students who demonstrate grade level mastery by scoring at the Meets Grade Level Performance or above on the Reading STAAR assessment will increase from 36% to 44% by SY 2024 (Baseline: SY 2021 36%)

Through the Student Experience, Growing & Developing Staff, and Engaging & Acting, the percentage of 3rd grade students who demonstrate grade level mastery by scoring at the Meets Grade Level Performance or above on the Math STAAR assessment will increase from 32% to 40% by the end of school year 2024. (Baseline: SY 2021 32%)

Performance Objective 2: GPM 1.2: The percentage of Kindergarten-2nd grade students who meet or exceed their individual growth goals in reading as measured by NWEA MAP will increase from 47% to 60% by the end of school year 2024.

Strategy 1 Details	Reviews			
Strategy 1: Build the knowledge of the Literacy Strategists through professional development on the literacy framework, and have them launch components of the framework with K-2 teachers at their campus. Strategy's Expected Result/Impact: Build teacher efficacy at the foundational grade levels in the area of literacy. Impact: Improved reading proficiency scores and MAP growth results in the foundation grade levels. Staff Responsible for Monitoring: Director, Executive Director, and Associate Superintendent of Teaching and Learning	Formative			Summative
	Nov	Feb	Apr	June
Strategy 2 Details	Reviews			
Strategy 2: Ensure all new K-3 teachers and principals to the district complete the Reading Academies, as outlined in HB 3 by the 86th Texas Legislature. Strategy's Expected Result/Impact: Teachers and principals have increased knowledge and skills in the science of reading instruction. Staff Responsible for Monitoring: Director, Executive Director, and Associate Superintendent of Teaching and Learning	Formative			Summative
	Nov	Feb	Apr	June
Strategy 3 Details	Reviews			
Strategy 3: Teachers have access to and use high-quality instructional materials that fully cover state standards, are aligned to research-based instructional strategies, and meet the needs of all students, including special populations. Staff Responsible for Monitoring: Director, Executive Director, and Associate Superintendent of Teaching and Learning	Formative			Summative
	Nov	Feb	Apr	June
<div><div> No Progress</div><div> Accomplished</div><div> Continue/Modify</div><div> Discontinue</div></div>				





Board Goals:

Through the Student Experience, Growing & Developing Staff, and Engaging & Acting, the percentage of 3rd grade students who demonstrate grade level mastery by scoring at the Meets Grade Level Performance or above on the Reading STAAR assessment will increase from 36% to 44% by SY 2024 (Baseline: SY 2021 36%)

Through the Student Experience, Growing & Developing Staff, and Engaging & Acting, the percentage of 3rd grade students who demonstrate grade level mastery by scoring at the Meets Grade Level Performance or above on the Math STAAR assessment will increase from 32% to 40% by the end of school year 2024. (Baseline: SY 2021 32%)

Performance Objective 3: GPM 1.3: The percentage of 3rd grade students who demonstrate grade level mastery by scoring at the Meets Grade Level or above on a STAAR aligned district reading assessment will increase from 36% to 44% by the end of school year 2024.

Strategy 1 Details	Reviews			
Strategy 1: Implementation of schedules to facilitate frequent and recurring data meetings with teachers Strategy's Expected Result/Impact: Differentiate teacher roles based on experience and create more time for planning and Data Driven Instruction for all instructional staff which will lead to teachers having support. Staff Responsible for Monitoring: Principal, Principal Supervisor Results Driven Accountability - Equity Plan	Formative			Summative
	Nov	Feb	Apr	June
Strategy 2 Details	Reviews			
Strategy 2: District content coordinators will facilitate the development and distribution of district common assessments aligned to the approved curriculum and YAG. Strategy's Expected Result/Impact: Consistent measures of content specific common assessments will allow for improved data driven instruction. Staff Responsible for Monitoring: Director, Executive Director, and Associate Superintendent of Teaching and Learning	Formative			Summative
	Nov	Feb	Apr	June
Strategy 3 Details	Reviews			
Strategy 3: Campus and District Instructional Coaches will utilize the coaching cycle (GBF Scope and Sequence) to provide effective feedback to teachers on instructional, best practices. Strategy's Expected Result/Impact: Teachers receive timely feedback to improve instruction and student outcomes. Staff Responsible for Monitoring: Director, Executive Director of Talent Acquisition and Development, Director, Executive Director of School Leadership, Associate Superintendent of Teaching and Learning.	Formative			Summative
	Nov	Feb	Apr	June





Strategy 4 Details	Reviews			
Strategy 4: Campus Instructional Coaches and Campus Instructional Leadership will utilize effective PLC Models to plan, collaborate and improve instruction. Strategy's Expected Result/Impact: Teachers participate in effective, data driven professional learning communities (PLCs) to plan quality instructional lesson driven by student data. Staff Responsible for Monitoring: Principal, Principal Supervisor, Directors and Executive Director of Talent Acquisition and Development, Associate Superintendent of Teaching & Learning	Formative			Summative
	Nov	Feb	Apr	June
Strategy 5 Details	Reviews			
Strategy 5: Provide coaching and support to campus leadership teams to use data to determine instructional adjustments and targeted interventions for students in need of additional support or enrichment. Strategy's Expected Result/Impact: Close Achievement Gap Staff Responsible for Monitoring: Executive Directors of School Leadership, Accountability	Formative			Summative
	Nov	Feb	Apr	June
<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				

Board Goals:

Through the Student Experience, Growing & Developing Staff, and Engaging & Acting, the percentage of 3rd grade students who demonstrate grade level mastery by scoring at the Meets Grade Level Performance or above on the Reading STAAR assessment will increase from 36% to 44% by SY 2024 (Baseline: SY 2021 36%)

Through the Student Experience, Growing & Developing Staff, and Engaging & Acting, the percentage of 3rd grade students who demonstrate grade level mastery by scoring at the Meets Grade Level Performance or above on the Math STAAR assessment will increase from 32% to 40% by the end of school year 2024. (Baseline: SY 2021 32%)

Performance Objective 4: GPM 2.1: The percentage of Pre-Kindergarten students on track to develop understanding on a math standards-based math assessment will 92% or above by the end of May 2024.

Strategy 1 Details	Reviews			
Strategy 1: Professional Development opportunities will be offered once a month to all Pre-K teachers in order to build capacity and understanding in areas related to math knowledge. Strategy's Expected Result/Impact: Increase teacher knowledge related to the Pre-K Guidelines and End of Year outcomes to ensure delivery of highly effective instructional practices. Staff Responsible for Monitoring: Director of Early Childhood	Formative			Summative
	Nov	Feb	Apr	June
Strategy 2 Details	Reviews			
Strategy 2: Increase the implementation of effective small group instruction and engaging play based learning opportunities in developmentally appropriate centers to allow students to engage in learning through a variety of modalities. Strategy's Expected Result/Impact: Increase engagement and rigor in Pre-K classrooms to ensure students are provided with learning experiences that will allow them to be exposed to all Pre-K Guidelines Staff Responsible for Monitoring: Director of Early Childhood	Formative			Summative
	Nov	Feb	Apr	June
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Board Goals:

Through the Student Experience, Growing & Developing Staff, and Engaging & Acting, the percentage of 3rd grade students who demonstrate grade level mastery by scoring at the Meets Grade Level Performance or above on the Reading STAAR assessment will increase from 36% to 44% by SY 2024 (Baseline: SY 2021 36%)

Through the Student Experience, Growing & Developing Staff, and Engaging & Acting, the percentage of 3rd grade students who demonstrate grade level mastery by scoring at the Meets Grade Level Performance or above on the Math STAAR assessment will increase from 32% to 40% by the end of school year 2024. (Baseline: SY 2021 32%)

Performance Objective 5: GPM 2.2: The percentage of Kindergarten-2nd grade students who meet or exceed their individual growth goals in math as measured by NWEA MAP will increase from 45% to 58% by the end of school year 2024.

Strategy 1 Details	Reviews			
Strategy 1: Teachers will receive professional learning and resources aligned to the district approved curriculum sources to maximize implementation with fidelity. Strategy's Expected Result/Impact: Teachers will become confident in their practice after being provided learning opportunities. Staff Responsible for Monitoring: Director, Executive Director, and Associate Superintendent of Teaching and Learning	Formative			Summative
	Nov	Feb	Apr	June
Strategy 2 Details	Reviews			
Strategy 2: Students will be afforded the opportunity to practice utilizing specific online tools related to testing. Strategy's Expected Result/Impact: Students will be familiar with and have the opportunity to practice using tools they will utilize during state assessments. Staff Responsible for Monitoring: Director, Executive Director, and Associate Superintendent of Teaching and Learning	Formative			Summative
	Nov	Feb	Apr	June
Strategy 3 Details	Reviews			
Strategy 3: Math Specialist will be added to the schools identified through a tiered support model. Strategy's Expected Result/Impact: Math Specialists at these campuses will support teachers through coaching cycles and work with identified student groups resulting in increased teacher capacity, improved Tier 1 instruction and	Formative			Summative
	Nov	Feb	Apr	June

<p>improved math student outcomes as measured by STAAR and MAP.</p> <p>Staff Responsible for Monitoring: Executive Director Teaching and Learning</p> <p>Funding Sources: - Title IV</p>				
<div> <div>  No Progress </div> <div>  Accomplished </div> <div>  Continue/Modify </div> <div>  Discontinue </div> </div>				

Through the Student Experience, Growing & Developing Staff, and Engaging & Acting, the percentage of 3rd grade students who demonstrate grade level mastery by scoring at the Meets Grade Level Performance or above on the Reading STAAR assessment will increase from 36% to 44% by SY 2024 (Baseline: SY 2021 36%)

Through the Student Experience, Growing & Developing Staff, and Engaging & Acting, the percentage of 3rd grade students who demonstrate grade level mastery by scoring at the Meets Grade Level Performance or above on the Math STAAR assessment will increase from 32% to 40% by the end of school year 2024. (Baseline: SY 2021 32%)

Performance Objective 6: GPM 2.3: The percentage of 3rd grade students who demonstrate grade level mastery by scoring at the Meets Grade Level Performance or above on a STAAR aligned district math assessment will increase from 32% to 40% by the end of school year 2024.

Strategy 1 Details	Reviews			
Strategy 1: Campus academic staff will receive coaching and support on how to align lesson objectives, activities, standards, scope and sequence, and expected level of rigor through the implementation of Professional Learning Communities with a specific focus in the area of math. Strategy's Expected Result/Impact: Stronger efficacy will be built amongst instructional staff. Staff Responsible for Monitoring: Campus Administrators, Teaching and Learning Department staff, and School Leadership staff Results Driven Accountability - Equity Plan	Formative			Summative
	Nov	Feb	Apr	June
Strategy 2 Details	Reviews			
Strategy 2: District content coordinators will facilitate the development and distribution of district common assessments aligned to the approved curriculum and YAG. Strategy's Expected Result/Impact: Consistent measures of content specific common assessments will allow for improved data driven instruction. Staff Responsible for Monitoring: Director, Executive Director, and Associate Superintendent of Teaching and Learning	Formative			Summative
	Nov	Feb	Apr	June
Strategy 3 Details	Reviews			
Strategy 3: Campus and District Instructional Coaches will utilize the coaching cycle (GBF Scope and Sequence) to provide effective feedback to teachers on instructional, best practices. Strategy's Expected Result/Impact: Teachers receive timely feedback to improve instruction and student outcomes. Staff Responsible for Monitoring: Director, Executive Director of Talent Acquisition and Development, Director, Executive Director of School Leadership, Associate Superintendent of Teaching and Learning.	Formative			Summative
	Nov	Feb	Apr	June

Strategy 4 Details		Reviews			
Strategy 4: Campus Instructional Coaches and Campus Instructional Leadership will utilize effective PLC Models to plan, collaborate and improve instruction. Strategy's Expected Result/Impact: Teachers participate in effective, data driven professional learning communities (PLCs) to plan quality instructional lesson driven by student data. Staff Responsible for Monitoring: Principal, Principal Supervisor, Directors and Executive Director of Talent Acquisition and Development, Associate Superintendent of Teaching & Learning		Formative			Summative
		Nov	Feb	Apr	June
<div><div><div></div><div>0%</div></div>No Progress</div> <div><div><div></div><div>100%</div></div>Accomplished</div> <div><div><div></div></div>Continue/Modify</div> <div><div><div></div></div>Discontinue</div>					

Board Goals:

Through the Student Experience, Growing & Developing Staff, and Engaging & Acting, the percentage of 4th-8th grade students who meet or accelerate their Reading STAAR Progress Measure will increase from 55% to 70% by the end of school year 2024. (Baseline: SY 2019 55%)





Through the Student Experience, Growing & Developing Staff, and Engaging & Acting,, the percentage of 4th-8th grade students who meet or exceed their Math STAAR Progress Measure will increase from 55% to 70% by the end of school year 2024. (Baseline: SY 2019 55%)

Performance Objective 1: GPM 3.1: The percentage of 4th-8th grade students who meet or exceed their Reading STAAR Progress Measure on a STAAR aligned district formative assessment will increase from 55% to 70% by the end of school year 2024.

GPM 4.1: The percentage of 4th-8th grade students who meet or exceed their Math STAAR Progress Measure on a STAAR aligned district formative assessment will increase from 55% to 70% by the end of school year 2024.

Strategy 1 Details	Reviews			
Strategy 1: The redesign of the principal supervisory role which will help and support principals grow their own leadership capacities will shape their schools' culture in ways that improve student outcomes. Staff Responsible for Monitoring: Deputy Superintendent Results Driven Accountability - Equity Plan	Formative			Summative
	Nov	Feb	Apr	June
Strategy 2 Details	Reviews			
Strategy 2: Campus and District Instructional Coaches will utilize the coaching cycle (GBF Scope and Sequence) to provide effective feedback to teachers on instructional, best practices. Strategy's Expected Result/Impact: Teachers receive timely feedback to improve instruction and student outcomes. Staff Responsible for Monitoring: Director, Executive Director of Talent Acquisition and Development, Director, Executive Director of School Leadership, Associate Superintendent of Teaching and Learning.	Formative			Summative
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Strategy 3 Details	Reviews			
Strategy 3: Campus Instructional Coaches and Campus Instructional Leadership will utilize effective PLC Models to plan, collaborate and improve instruction. Strategy's Expected Result/Impact: Teachers participate in effective, data driven professional learning communities (PLCs) to plan quality instructional lesson driven by student data. Staff Responsible for Monitoring: Principal, Principal Supervisor, Directors and Executive Director of Talent Acquisition and Development, Associate Superintendent of Teaching & Learning	Formative			Summative
	Nov	Feb	Apr	June

Strategy 4 Details	Reviews			
Strategy 4: Teachers have access to and use high-quality instructional materials that fully cover state standards, are aligned to research-based instructional strategies, and meet the needs of all students, including special populations. Strategy's Expected Result/Impact: Students are provided with on grade level instruction and curriculum. Staff Responsible for Monitoring: Director, Executive Director, and Associate Superintendent of Teaching and Learning	Formative			Summative
	Nov	Feb	Apr	June
Strategy 5 Details	Reviews			
Strategy 5: Campus academic staff will receive coaching and support on how to align lesson objectives, activities, standards, scope and sequence, and expected level of rigor through the implementation of Professional Learning Communities with a specific focus in the area of math. Strategy's Expected Result/Impact: Stronger efficacy will be built amongst instructional staff. Staff Responsible for Monitoring: Campus Administrators, Teaching and Learning Department staff, and School Leadership staff	Formative			Summative
	Nov	Feb	Apr	June
Strategy 6 Details	Reviews			
Strategy 6: District content coordinators will facilitate the development and distribution of district common assessments aligned to the approved curriculum and YAG. Strategy's Expected Result/Impact: Consistent measures of content specific common assessments will allow for improved data driven instruction. Staff Responsible for Monitoring: Director, Executive Director, and Associate Superintendent of Teaching and Learning	Formative			Summative
	Nov	Feb	Apr	June
Strategy 7 Details	Reviews			
Strategy 7: Campus and District Instructional Coaches will utilize the coaching cycle (GBF Scope and Sequence) to provide effective feedback to teachers on instructional, best practices. Strategy's Expected Result/Impact: Teachers receive timely feedback to improve instruction and student outcomes. Staff Responsible for Monitoring: Director, Executive Director of Talent Acquisition and Development, Director, Executive Director of School Leadership, Associate Superintendent of Teaching and Learning.	Formative			Summative
	Nov	Feb	Apr	June
Strategy 8 Details	Reviews			
Strategy 8: Campus Instructional Coaches and Campus Instructional Leadership will utilize effective PLC Models to plan, collaborate and improve instruction. Strategy's Expected Result/Impact: Teachers participate in effective, data driven professional learning communities	Formative			Summative
	Nov	Feb	Apr	June

(PLCs) to plan quality instructional lesson driven by student data. Staff Responsible for Monitoring: Principal, Principal Supervisor, Directors and Executive Director of Talent Acquisition and Development, Associate Superintendent of Teaching & Learning				
<div> <div>  No Progress </div> <div>  Accomplished </div> <div>  Continue/Modify </div> <div>  Discontinue </div> </div>				

Board Goal:

Through the Student Experience, Growing & Developing Staff, and Engaging & Acting, the four year graduation rate will increase from 89.7 percent of the graduating class of 2020 (reported in November of 2021) to 93 percent for the graduating class of 2024

Performance Objective 1: GPM 5.1: 8th grade students will demonstrate mastery of Computations and Algebraic Relationships as measured on the 8th grade Math STAAR Assessment (Reporting Category 2) by increasing the average percentage of items answered correctly from 50% to 62% by end of school year 2024. (Baseline: SY 2021 STAAR)

Board Goal:

Through the Student Experience, Growing & Developing Staff, and Engaging & Acting, the four year graduation rate will increase from 89.7 percent of the graduating class of 2020 (reported in November of 2021) to 93 percent for the graduating class of 2024

Performance Objective 2: GPM 5.2: First time Algebra 1 EOC testers scoring at the meets grade level or above will increase from 39% to 45% by end of school year 2024. (Baseline: SY 2021 STAAR)

Strategy 1 Details	Reviews			
Strategy 1: Implementation of schedules to facilitate frequent and recurring data meetings with teachers Strategy's Expected Result/Impact: Differentiate teacher roles based on experience and create more time for planning and Data Driven Instruction for all instructional staff which will lead to teachers having support. Staff Responsible for Monitoring: Principal, Principal Supervisor Results Driven Accountability - Equity Plan	Formative			Summative
	Nov	Feb	Apr	June
<div><div><div>0%</div>No Progress</div><div><div>100%</div>Accomplished</div><div><div>→</div>Continue/Modify</div><div><div>✗</div>Discontinue</div></div>				





Board Goal:

Through the Student Experience, Growing & Developing Staff, and Engaging & Acting, the four year graduation rate will increase from 89.7 percent of the graduating class of 2020 (reported in November of 2021) to 93 percent for the graduating class of 2024

Performance Objective 3: GPM 5.3: The percentage of first-year grade 9 students earning 6 or more credits will increase from 85% to 87% by August 2024 and the percentage of second-year high school students earning 6 or more credits will increase from 79% to 83% by August 2024.

Evaluation Data Sources: Credit attainment reports

Strategy 1 Details	Reviews			
Strategy 1: MISD will focus on providing 9th grade and 10th grade students the opportunity to recover credits previously lost due to academic or attendance failure. Strategy's Expected Result/Impact: The number of students on track will increase. Staff Responsible for Monitoring: Principal, Principal Supervisor	Formative			Summative
	Nov	Feb	Apr	June
Strategy 2 Details	Reviews			
Strategy 2: High School Campuses will implement a credit protection program by six weeks. Strategy's Expected Result/Impact: Students will have the opportunity to show mastery by six weeks, to ensure full credit at semester. Staff Responsible for Monitoring: Principal, Principal Supervisor	Formative			Summative
	Nov	Feb	Apr	June
Strategy 3 Details	Reviews			
Strategy 3: Provide academic alternative school of choice, students can choose to attend for a variety of reasons including, but not limited to, an individualized and customized learning experience, flexible scheduling options, early graduation, dual credit options or credit recovery. Strategy's Expected Result/Impact: To offer learning at the individualized speed of students with flexible ways to attend school. Increase graduation rates by allowing opportunities for students to receive a customized, personal learning experience. Staff Responsible for Monitoring: Executive Director of School Leadership	Formative			Summative
	Nov	Feb	Apr	June

Strategy 4 Details	Reviews			
Strategy 4: Provide Collegiate Coaches at both comprehensive high schools to proactively support students in attaining their graduation goals. Strategy's Expected Result/Impact: Provide ongoing support to students so that they are able to successfully reach graduation. Staff Responsible for Monitoring: Director of Guidance and Counseling	Formative			Summative
	Nov	Feb	Apr	June
<div> <div> No Progress</div> <div> Accomplished</div> <div> Continue/Modify</div> <div> Discontinue</div> </div>				





Board Goal:

Through the Student Experience, Growing & Developing Staff, and Engaging & Acting, the four year graduation rate will increase from 89.7 percent of the graduating class of 2020 (reported in November of 2021) to 93 percent for the graduating class of 2024

Performance Objective 4: The percent of College, Career, Military Ready (CCMR) graduates will increase from 77% class of 2023 to 82% class of 2024. (Lagging data)





Evaluation Data Sources: CCMR Indicator Data, including AP, TSIA2, SAT, ACT, Grad Codes, IBCs, POS Completers, and Dual Credit

Strategy 1 Details	Reviews			
Strategy 1: The district will form a CCMR Task Force with subcommittees on each high school for each indicator. Strategy's Expected Result/Impact: Increase the effectiveness of the district service center positively impacting students graduating CCMR ready. Increase the capacity of campus staff to positively impact rates of college and career readiness. Staff Responsible for Monitoring: Executive Director of CCMR	Formative			Summative
	Nov	Feb	Apr	June
Strategy 2 Details	Reviews			
Strategy 2: All High School campuses will address CCMR in their campus improvement plans and delineate strategies within their plan that address the district's CCMR overarching and outlined CCMR district goals. Strategy's Expected Result/Impact: There will be an increased percentage of students who are graduating with one or more CCMR indicators having been met. Staff Responsible for Monitoring: Executive Director of CCMR	Formative			Summative
	Nov	Feb	Apr	June
Strategy 3 Details	Reviews			
Strategy 3: Fully implement opportunities for Texas College Bridge at LHS, CHS and MHS. Strategy's Expected Result/Impact: Increase the percentage of students meeting TSI on both reading and math Staff Responsible for Monitoring: Executive Director of CCMR, CCMR Coordinators	Formative			Summative
	Nov	Feb	Apr	June
Strategy 4 Details	Reviews			
Strategy 4: CTE Department will align every program of study that does not lead to a Level 1 certificate with an Industry Based Certificate (IBC). Strategy's Expected Result/Impact: Concentrators and Completers in non dual credit programs of study will complete a TEA approved IBC. Staff Responsible for Monitoring: Executive Director of CTE, CTE Chairs, Campus Principal, CTE Teachers	Formative			Summative
	Nov	Feb	Apr	June

Strategy 5 Details	Reviews			
Strategy 5: Utilize College Connection Advisor will work with seniors at the high school level to help seniors with the process of applying for college and help them complete the Texas Common Application and the application for financial aid. Strategy's Expected Result/Impact: Facilitate, support and motivate seniors to apply for college. Increased number of seniors who are accepted into a post secondary college or university and who qualify for financial assistance to support their college/university college experience. Staff Responsible for Monitoring: Director of Guidance and Counseling	Formative			Summative
	Nov	Feb	Apr	June
Strategy 6 Details	Reviews			
Strategy 6: Freshman and high school teams will receive ongoing CCMR Training (Lead4ward, Skyward, On Data Suite, Contigo ED). Strategy's Expected Result/Impact: The district will develop CCMR capacity amongst critical department and campus teams so that systems are established that monitor student attainment of CCMR indicators. Systems will include "real time" tracking of students attaining CCMR, action plans that support students in attainment of CCMR indicators. Staff Responsible for Monitoring: Executive Director of CTE	Formative			Summative
	Nov	Feb	Apr	June
<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				





Goal: Through the Student Experience we will foster safe and innovative learning spaces where students engage in rigorous and relevant experiences, preparing them for meaningful opportunities post graduation.

Performance Objective 1: Strengthen instructional practices to improve student academic performance across all grades, cultivating a culture of continuous improvement.

Strategy 1 Details	Reviews			
Strategy 1: Enhance 'Excellence in Academics' program by incorporating advanced coursework, promoting extracurricular engagement, and fostering academic achievements for both top-performing students and the broader population, ensuring a high impact with achievable goals. Staff Responsible for Monitoring: Teaching & Learning Leadership	Formative			Summative
	Nov	Feb	Apr	June
Strategy 2 Details	Reviews			
Strategy 2: Enhance and expand Pre-K3 and Pre-K4 programs to provide more students with a strong academic foundation, promoting early learning and increasing the percentage of students who are kindergarten ready. Staff Responsible for Monitoring: Teaching & Learning Leadership	Formative			Summative
	Nov	Feb	Apr	June
Strategy 3 Details	Reviews			
Strategy 3: Engage parents in the grade transition process through flexible scheduling for workshops and information sessions, equipping them with valuable knowledge and resources, while implementing targeted and timely programs for students under-performing in reading and math, providing additional support.	Formative			Summative
	Nov	Feb	Apr	June
<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				





Goal: Through the Student Experience we will foster safe and innovative learning spaces where students engage in rigorous and relevant experiences, preparing them for meaningful opportunities post graduation.

Performance Objective 2: Improve academic support and career preparation for students to ensure readiness for college, employment, or military service upon graduation.

Strategy 1 Details	Reviews			
Strategy 1: Expand CTE opportunities through partnerships with Midland College, local businesses, and military organizations, offering internships, job shadowing, and mentorship for student growth and continuous improvement.	Formative			Summative
	Nov	Feb	Apr	June
Strategy 2 Details	Reviews			
Strategy 2: Establish a comprehensive career guidance initiative that includes college fairs, resources for college applications, scholarships, financial aid, and a collaborative approach to advising.	Formative			Summative
	Nov	Feb	Apr	June
Strategy 3 Details	Reviews			
Strategy 3: Foster a cohesive and engaging learning environment through curriculum alignment, consistent across all grades, and promote teacher collaboration to develop cross-curricular projects that deepen students' interconnected understanding of subjects.	Formative			Summative
	Nov	Feb	Apr	June
<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				





Goal: Through the Student Experience we will foster safe and innovative learning spaces where students engage in rigorous and relevant experiences, preparing them for meaningful opportunities post graduation.

Performance Objective 3: Research, plan and implement new school safety infrastructure, facility updates and transportation operations that maximize instructional time.

Strategy 1 Details	Reviews			
Strategy 1: Research, plan, budget, and implement comprehensive physical school safety enhancements across all schools, including the establishment of protocols and procedures to ensure the safety of students during emergencies.	Formative			Summative
	Nov	Feb	Apr	June
Strategy 2 Details	Reviews			
Strategy 2: Optimize school facilities through preventive maintenance, addressing aging facility needs and re-configuring layouts to create conducive environments for student learning and educational excellence.	Formative			Summative
	Nov	Feb	Apr	June
Strategy 3 Details	Reviews			
Strategy 3: Research and implement innovative transportation programs that minimize student travel and maximize instructional time.	Formative			Summative
	Nov	Feb	Apr	June
<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				

Goal: Through the Student Experience we will foster safe and innovative learning spaces where students engage in rigorous and relevant experiences, preparing them for meaningful opportunities post graduation.





Performance Objective 4: Cultivate nurturing and supportive environments for student well-being, providing comprehensive support systems and effective discipline strategies to promote a positive student experience for every child.

Strategy 1 Details	Reviews			
Strategy 1: Assess and evaluate the effectiveness of discipline strategies and support systems, implementing impactful leadership practices to maximize their influence and drive better outcomes, while making necessary adjustments to ensure continuous improvement.	Formative			Summative
	Nov	Feb	Apr	June
Strategy 2 Details	Reviews			
Strategy 2: Develop and implement clear behavior and discipline expectations to empower teachers to better manage classrooms and promote academic engagement.	Formative			Summative
	Nov	Feb	Apr	June
Strategy 3 Details	Reviews			
Strategy 3: Reduce fights and serious behavioral issues across campuses. Staff Responsible for Monitoring: Leadership	Formative			Summative
	Nov	Feb	Apr	June
<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				

Goal: Through the Student Experience we will foster safe and innovative learning spaces where students engage in rigorous and relevant experiences, preparing them for meaningful opportunities post graduation.

Performance Objective 5: Increase Attendance percentage from 91.7% to 92.2%.

Evaluation Data Sources: Rawee, Skyward, Campus Attendance Plans





Strategy 1 Details	Reviews			
Strategy 1: Use data systems to identify trends in attendance and act adapt accordingly. Staff Responsible for Monitoring: Student Services	Formative			Summative
	Nov	Feb	Apr	June
Strategy 2 Details	Reviews			
Strategy 2: Parent Liaisons will work with campus administrators to improve attendance by creating attendance incentives and making supportive parent phone calls regarding absences. Strategy's Expected Result/Impact: Improve Attendance Staff Responsible for Monitoring: Student Services Funding Sources: - ESSER	Formative			Summative
	Nov	Feb	Apr	June
Strategy 3 Details	Reviews			
Strategy 3: Social Workers will assist with home visits for students who are missing school excessively at the elementary and secondary level. Staff Responsible for Monitoring: Student Services	Formative			Summative
	Nov	Feb	Apr	June
Strategy 4 Details	Reviews			
Strategy 4: Campuses will create a campus-wide plan for monitoring attendance, celebrating good attendance and intervening when a student has excessive absences. Staff Responsible for Monitoring: Leadership	Formative			Summative
	Nov	Feb	Apr	June
Strategy 5 Details	Reviews			
Strategy 5: Celebrate campuses with the top attendance rate (95%) or better at the elementary, junior high, and high schools with a banner each six weeks. A trophy will also be given at each level for the most improved attendance every six weeks. Staff Responsible for Monitoring: Student Services	Formative			Summative
	Nov	Feb	Apr	June
<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				

Goal: Through the Student Experience we will foster safe and innovative learning spaces where students engage in rigorous and relevant experiences, preparing them for meaningful opportunities post graduation.

Performance Objective 6: Provide resources, support, and professional development opportunities that will improve student needs resulting in at least 90% of students agreeing or strongly agreeing that they have at least one adult at school that cares for them.

Evaluation Data Sources: K-12 Insights Survey
Discipline Data





Strategy 1 Details	Reviews			
Strategy 1: 100% of campuses will implement a behavior matrix that is coherent and aligned across all schools which enhances the implementation of MTSS/PBIS. Strategy's Expected Result/Impact: Increase the social-emotional/mental/physical health of our staff and students. Staff Responsible for Monitoring: Director of Guidance and Counseling	Formative			Summative
	Nov	Feb	Apr	June
Strategy 2 Details	Reviews			
Strategy 2: Allocate nine Crisis Counselor Positions to serve campuses. Strategy's Expected Result/Impact: Provide counselor services to students identified as at risk and utilize data to progress monitor those students who are receiving services. Provide services to students that are free of charge and that are delivered during school hours to increase the number of students who receive needed supports. Staff Responsible for Monitoring: Director of Guidance and Counseling, Funding Sources: - ESSER	Formative			Summative
	Nov	Feb	Apr	June
Strategy 3 Details	Reviews			
Strategy 3: Expand Community In Schools (CIS) coordinators to be assigned to all secondary campuses and South and Scharbauer Elementary schools. Strategy's Expected Result/Impact: Improve the academic and behavioral success of at least 90 at-risk students at each campus served by CIS. Staff Responsible for Monitoring: Director of Guidance and Counseling ED of CCMR/CTE Funding Sources: - 211 Title 1	Formative			Summative
	Nov	Feb	Apr	June

Strategy 4 Details		Reviews			
Strategy 4: Implement transition meetings between campus leaders for students transitioning from 6th to 7th, 8th to 9th and 9th to 10th grades. Strategy's Expected Result/Impact: To make adequate revision to current transition through a collaborative and collective effort amongst feeder patterns Staff Responsible for Monitoring: Leadership		Formative			Summative
		Nov	Feb	Apr	June
<div> <div> No Progress</div> <div> Accomplished</div> <div> Continue/Modify</div> <div> Discontinue</div> </div>					

Goal: Through the Student Experience we will foster safe and innovative learning spaces where students engage in rigorous and relevant experiences, preparing them for meaningful opportunities post graduation.

Performance Objective 7: 100% of the district's safety policies will be implemented.

Evaluation Data Sources: Record of safety drills and other required safety and security audits

Strategy 1 Details	Reviews			
Strategy 1: Comply with new state safety and reporting requirements, ensuring the Emergency Operations Plan is updated annually and meets state criteria. Strategy's Expected Result/Impact: Safety requirements implemented, Emergency Operation Plan (EOP) is in compliance with state requirements, procedures clearly communicated across district. Staff Responsible for Monitoring: Emergency Management Coordinator, Chief of Police	Formative			Summative
	Nov	Feb	Apr	June
Strategy 2 Details	Reviews			
Strategy 2: Provide training and guidance to all district/campus administrators and all district stakeholders on updated district/campus Emergency Operation Plan compliance. Staff Responsible for Monitoring: Emergency Management Coordinator, Chief of Police	Formative			Summative
	Nov	Feb	Apr	June
Strategy 3 Details	Reviews			
Strategy 3: Implement an emergency software system to support the documentation of drills, intruder assessments, threat assessment and reunification processes. Staff Responsible for Monitoring: Emergency Management Coordinator, Chief of Police	Formative			Summative
	Nov	Feb	Apr	June
Strategy 4 Details	Reviews			
Strategy 4: Continue implementation of processes for the use of campus threat assessment teams.	Formative			Summative
	Nov	Feb	Apr	June
<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				

Goal: Through the Student Experience we will foster safe and innovative learning spaces where students engage in rigorous and relevant experiences, preparing them for meaningful opportunities post graduation.

Performance Objective 8: Reduce fights and serious behavioral issues across campuses.

Evaluation Data Sources: Smart Data Dashboard

Strategy 1 Details	Reviews			
Strategy 1: Revise, communicate, and implement the expectations of the Student Code of Conduct and Student Handbook. Strategy's Expected Result/Impact: Consistent discipline practices in place, alignment across leadership and district on protocols and expectations Staff Responsible for Monitoring: Student Services and Leadership	Formative			Summative
	Nov	Feb	Apr	June
Strategy 2 Details	Reviews			
Strategy 2: 100% of campuses will implement a behavior matrix that is coherent and aligned across all schools which enhances the implementation of MTSS/PBIS. Staff Responsible for Monitoring: Student Services	Formative			Summative
	Nov	Feb	Apr	June
Strategy 3 Details	Reviews			
Strategy 3: Implement a district-wide Saturday School program for attendance recovery and to provide campus administration an additional discipline management technique. Staff Responsible for Monitoring: Leadership	Formative			Summative
	Nov	Feb	Apr	June
Strategy 4 Details	Reviews			
Strategy 4: Allocate one behavior coordinator and two behavior specialists to focus on addressing the use of restorative practices as an approach to reduce discretionary placements to alternative settings. The two behavior specialists will be deployed to campuses to address and support the implementation of restorative practices amongst general Ed teachers. They will also manage the professional learning opportunities provided to leaders and teachers. Funding Sources: - Title IV	Formative			Summative
	Nov	Feb	Apr	June
Strategy 5 Details	Reviews			
Strategy 5: Consistent communication and reminders to students and parents in regard to school-wide expectations, Student Code of Conduct, and Student Handbook. Staff Responsible for Monitoring: Leadership	Formative			Summative
	Nov	Feb	Apr	June

Communications				
<div> <div>0% No Progress</div> <div>100% Accomplished</div> <div>→ Continue/Modify</div> <div>✗ Discontinue</div> </div>				





Goal: Through Growing & Developing Staff we will build retention and recruitment practices to promote professional growth that yields and rewards high-impact staff, improving student outcomes.

Performance Objective 1: Recruit & onboard highly-qualified staff that effectively serve all students and the broader community.

Strategy 1 Details	Reviews			
Strategy 1: Elevate our retention and recruitment tactics, along with our employer brand, to effectively captivate and secure high-quality staff. Staff Responsible for Monitoring: Human Capital	Formative			Summative
	Nov	Feb	Apr	June
Strategy 2 Details	Reviews			
Strategy 2: Streamline hiring procedures to boost efficiency and hasten processes, focusing on the identification and removal of redundancies, minimizing process delays, and ensuring regulatory compliance. Staff Responsible for Monitoring: Human Capital	Formative			Summative
	Nov	Feb	Apr	June
Strategy 3 Details	Reviews			
Strategy 3: Implement a consistent and clear onboarding process with professional development that aligns new hires with MISD's vision and policies. Staff Responsible for Monitoring: Talent Development	Formative			Summative
	Nov	Feb	Apr	June
<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				





Goal: Through Growing & Developing Staff we will build retention and recruitment practices to promote professional growth that yields and rewards high-impact staff, improving student outcomes.

Performance Objective 2: Develop and implement talent pipelines and professional learning for all staff with systems of support that cultivate continuous learning, staff recognition and incentives, enhance job satisfaction, promote staff retention, and foster a culture of growth, well-being, work-life balance and career progression.

Strategy 1 Details	Reviews			
Strategy 1: Develop creative scheduling that allows for greater teacher collaboration and meaningful professional development, while establishing metrics to measure and grant teachers earned autonomy in their personalized professional growth. Staff Responsible for Monitoring: Leadership	Formative			Summative
	Nov	Feb	Apr	June
Strategy 2 Details	Reviews			
Strategy 2: Establish succession planning pipelines to identify and prepare high-potential employees for future leadership roles, ensuring smooth transitions, minimizing disruptions, and promoting organizational continuity. Staff Responsible for Monitoring: Talent Development	Formative			Summative
	Nov	Feb	Apr	June
Strategy 3 Details	Reviews			
Strategy 3: Implement a strategic staffing model that prioritizes high-impact teachers and principals, integrates compensation-based programs like the Teacher Incentive Allotment (TIA), fellows, and principal incentive allotment, and fosters professional growth through apprenticeship opportunities. Staff Responsible for Monitoring: Human Capital Talent Development Leadership	Formative			Summative
	Nov	Feb	Apr	June
Strategy 4 Details	Reviews			
Strategy 4: Midland ISD will establish leadership pathways to "grow our own" pipeline of leaders such as the Aspiring Principal Academy. Staff Responsible for Monitoring: Leadership	Formative			Summative
	Nov	Feb	Apr	June
<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				





Goal: Through Growing & Developing Staff we will build retention and recruitment practices to promote professional growth that yields and rewards high-impact staff, improving student outcomes.

Performance Objective 3: Implement a streamlined onboarding process that enhances the integration of new employees, accelerates their proficiency in their roles, and fosters a strong sense of belonging and engagement within the organization.

Strategy 1 Details	Reviews			
Strategy 1: Develop a dedicated training and support program that equips staff with the skills and knowledge needed to effectively perform their roles and develop into future roles. Staff Responsible for Monitoring: Talent Development	Formative			Summative
	Nov	Feb	Apr	June
Strategy 2 Details	Reviews			
Strategy 2: Implement a comprehensive performance feedback and mentoring program for instructional and non-instructional staff, including substitute teachers, to ensure ongoing professional development and support. Staff Responsible for Monitoring: Talent Development	Formative			Summative
	Nov	Feb	Apr	June
<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				

Goal: Through Engaging & Acting we will engage the entire Midland community through clear and actionable communication that cultivates trust and partnership.

Performance Objective 1: Promote proactive and transparent data sharing and improve communication practices, ensuring clear follow-up and promoting a culture of openness and accountability.

Strategy 1 Details	Reviews			
Strategy 1: Enhance the existing website by developing a user-friendly online dashboard that expands the accessibility of data beyond the district level, provides easily digestible data, and highlights growth indicators. Strategy's Expected Result/Impact: Accountability, Evaluation, and Compliance Communications	Formative			Summative
	Nov	Feb	Apr	June
Strategy 2 Details	Reviews			
Strategy 2: Establish a comprehensive stakeholder feedback mechanism, including evaluation metrics, transparent reporting of results, and timely response commitments, to promote increased engagement, address concerns, and gather suggestions from individuals for improved district operations.	Formative			Summative
	Nov	Feb	Apr	June
Strategy 3 Details	Reviews			
Strategy 3: Develop and implement world-class customer service. Staff Responsible for Monitoring: Leadership Student Services	Formative			Summative
	Nov	Feb	Apr	June
<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				





Goal: Through Engaging & Acting we will engage the entire Midland community through clear and actionable communication that cultivates trust and partnership.

Performance Objective 2: Amplify the narrative and impact of communication regarding performance and expectations, empowering stakeholders to effectively understand, engage with, and contribute to the shared story of success.

Strategy 1 Details	Reviews			
Strategy 1: Foster parent engagement and student agency by facilitating regular parent-teacher conferences, providing accessible performance data, promoting effective communication of the "re-teach" policy, setting and clearly communicating expectations for extracurricular activities, and equipping parents with the necessary tools to actively participate in their child's education. Staff Responsible for Monitoring: Leadership	Formative			Summative
	Nov	Feb	Apr	June
<div><div><div><div></div><div>0%</div></div>No Progress</div><div><div><div></div><div>100%</div></div>Accomplished</div><div><div><div></div></div>Continue/Modify</div><div><div><div></div></div>Discontinue</div></div>				





Goal: Through Engaging & Acting we will engage the entire Midland community through clear and actionable communication that cultivates trust and partnership.

Performance Objective 3: Increase family involvement in school activities and decision-making, empowering all parents to play an active role in holding students accountable and nurturing their educational journey.

Strategy 1 Details	Reviews			
Strategy 1: Host family nights and workshops that invite families into the school and provide valuable information on supporting student success at home. Staff Responsible for Monitoring: Leadership	Formative			Summative
	Nov	Feb	Apr	June
Strategy 2 Details	Reviews			
Strategy 2: Implement comprehensive resources and training programs across all digital platforms, ensuring both teachers and parents are well-informed about the available tools to effectively track student progress and facilitate communication. Staff Responsible for Monitoring: Technology	Formative			Summative
	Nov	Feb	Apr	June
<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				

Goal: Through Engaging & Acting we will engage the entire Midland community through clear and actionable communication that cultivates trust and partnership.

Performance Objective 4: Enhance community engagement and foster strategic partnerships

Strategy 1 Details	Reviews			
Strategy 1: Develop and implement a proactive community outreach strategy to establish mutually beneficial partnerships with local businesses, nonprofits, and civic organizations. Staff Responsible for Monitoring: Student Services	Formative			Summative
	Nov	Feb	Apr	June
Strategy 2 Details	Reviews			
Strategy 2: Host collaborative events involving schools, businesses, and local organizations to facilitate interaction, enhance the community connection, and highlight the role of education in community growth. Staff Responsible for Monitoring: Communications	Formative			Summative
	Nov	Feb	Apr	June
Strategy 3 Details	Reviews			
Strategy 3: Develop strategic partnerships with local businesses, non-profit organizations, and other community stakeholders to foster community engagement, provide resources, and build mutual trust and understanding.	Formative			Summative
	Nov	Feb	Apr	June
<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				