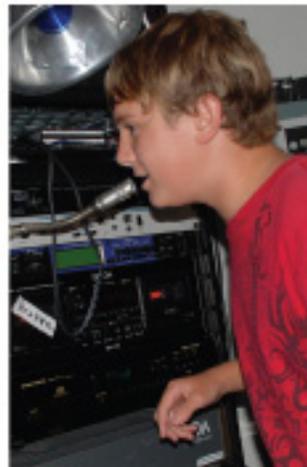




Annual
Report



2011



NISD:
OUR BUSINESS IS THE FUTURE

**Northwest
Independent
School District**

Beliefs, Vision, and Mission

Our Core Beliefs

1. Kids come first.
2. Continuous improvement is critical for success of the Northwest Independent School District.
3. The success of each student is the shared responsibility of students, families, schools, and communities.
4. Environment influences learning.

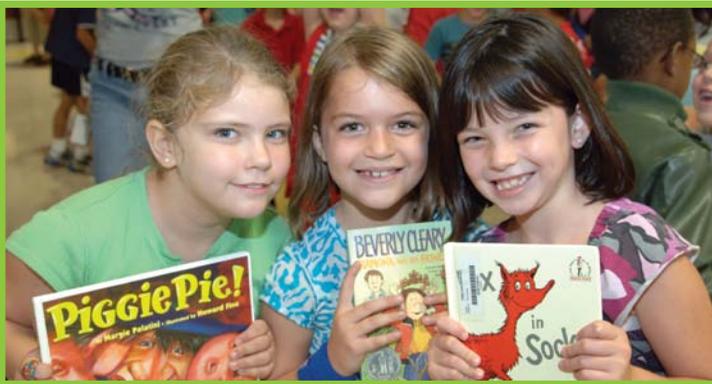
Our Vision

The best and most sought-after school district where every student is future ready:

- Ready for college
- Ready for the global workplace
- Ready for personal success

Our Mission

Northwest ISD, in partnership with parents and community, will provide all students a premier education, preparing them to be successful, productive citizens.



Strategic Goals

Goal 1

Northwest ISD will provide premier programs to ensure that all students are successful learners.

Goal 2

Northwest ISD will recruit, develop, retain, and recognize an exceptional, highly motivated staff to optimize student engagement and learning.

Goal 3

Northwest ISD will provide timely, open communication and positive parental and community partnership opportunities in our schools.

Goal 4

Northwest ISD will provide premier facilities and support systems that enhance a positive learning environment and foster student and community pride.

Goal 5

Northwest ISD will invest resources to ensure that students, parents, and the community receive optimal educational services.





Team of Eight

The Northwest ISD Board of Trustees and district superintendent participate in annual leadership training to focus on ways to move from effective to outstanding. They conduct self-studies, set goals, review board policies and procedures, and examine their roles and responsibilities. The team building helps enhance the effectiveness and efficiency of the board-superintendent partnership and forges the “Team of Eight” into a cohesive group that serves the best interests of NISD students.

Election Information

School board members are elected to a three-year term of office. On a 2-2-3 rotating basis, board seats are filled during the May elections. All board members are elected at large. While candidates run for specific places, they do not represent specific geographical areas; rather, each represents NISD at large.

Following the annual election, the board elects a president, vice-president, and secretary to serve for a one-year term. Candidates to the Board of Trustees must conform to the requirements of the Texas Education Code.



Mark Schluter
President, Place 2
Regional Transportation
Director
Elected 2006
Term Ends 2012



Mel Fuller
Vice President, Place 7
Education Consultant
Elected 2008
Term Ends 2011



Josh Wright
Secretary, Place 1
Education Field
Representative
Elected 2009
Term Ends 2012



Devonna Holland
Member, Place 5
Banking Center
Manager
Elected 2008
Term Ends 2011



Daryl Laney, D.C.
Member, Place 3
Chiropractor
Elected 1998
Term Ends 2013



Jeannette Leong
Member, Place 4
Social Worker
Elected 2001
Term Ends 2013



Davis Palmer
Member, Place 6
Sales Management
Elected 1998
Term Ends 2011



Karen G. Rue, Ed.D.
Superintendent
Appointed by Trustees
in 2005

District Information

TEA Accountability Ratings 2009 - 2010

Northwest ISD received a *Recognized* rating from the Texas Education Agency.

Exemplary

Beck Elementary School
Granger Elementary School
Haslet Elementary School
Hatfield Elementary School
Hughes Elementary School
Justin Elementary School
Lakeview Elementary School
Peterson Elementary School
Prairie View Elementary School
Sendera Ranch Elementary School
Seven Hills Elementary School
Medlin Middle School

Recognized

Love Elementary School
Nance Elementary School
Roanoke Elementary School
Chisholm Trail Middle School
Pike Middle School
Byron Nelson High School
Northwest High School

Opened August 2010

Tidwell Middle School
Steele Accelerated High School

Texas Assessment of Knowledge and Skills (TAKS)

The state introduced TAKS in 2003. The TAKS is a rigorous test aligned with the Texas Essential Knowledge and Skills (TEKS).

Student Assessments

2010 TAKS Scores

All Students Grades 3-11

	NISD	Texas
Reading/ELA	95	90
Writing	96	93
Social Studies	98	95
Mathematics	92	84
Science	93	83

NISD Campus Accountability History

	2005-06	2006-07	2007-08	2008-09	2009-2010
Exemplary (E)	1	1	5	12	12
Recognized (R)	11	11	8	3	7
Acceptable (A)	2	2	2	2	0
District	A	A	R	R	R

College Entrance Exams

Students who plan to attend college may take either the SAT or the ACT. The district also participates in the Preliminary Scholastic Aptitude Test (PSAT) and the Duke Talent Search at the seventh-grade level.

2009-2010 SAT Scores

	NISD	Texas
Reading	493	484
Math	516	505
Writing	476	473

2009-2010 ACT Scores

	NISD	Texas
English	21.3	19.7
Math	23.2	21.4
Reading	22.4	20.8
Science	22.3	20.9



Student Enrollment

(as of December 13, 2010)

Elementary School

Beck Elementary (K - 5)	561
Granger Elementary (K - 5)	703
Haslet Elementary (K - 5)	514
Hatfield Elementary (PreK - 5)	381
Hughes Elementary (PreK - 5)	573
Justin Elementary (PreK - 5)	529
Lakeview Elementary (PreK - 5)	412
Love Elementary (K - 5)	621
Nance Elementary (K - 5)	773
Peterson Elementary (PreK - 5)	474
Prairie View Elementary (PreK - 5)	399
Roanoke Elementary (K - 5)	718
Sendra Ranch Elementary (K - 5)	799
Seven Hills Elementary (K - 5)	495
Total Elementary School	7,952

Middle School

Chisholm Trail Middle (6 - 8)	1,039
Medlin Middle (6 - 8)	714
Pike Middle (6 - 8)	973
Tidwell Middle (6 - 8)	766
Total Middle School	3,492

High School

Byron Nelson High School (9 - 11)	1,396
Northwest High School (9 - 12)	2,463
Steele Accelerated High School (10-12)	80
Denton Creek	32
Special Programs Center HS	12
Total High School	3,983

District Total Enrollment **15,427**

Student Ethnicity

2009-2010

White	72.8%
Hispanic	16.8%
African American	6.8%
Asian/Pacific Islander	2.9%
Native American	0.8%

Students Per Teacher

2009-2010

Districtwide 14.9



Curriculum & Instruction

Strengths

Northwest ISD has made steady academic achievement growth as demonstrated on various state and federal accountability measures.

Academic Excellence Indicator System (AEIS)

The AEIS reports pull together a wide range of information on the performance of students in each school and district in Texas every year. NISD results for 2009-2010 are:

- The district received a *Recognized* rating.
- Twelve campuses earned an *Exemplary* rating.
- Seven campuses achieved a *Recognized* rating, an increase from three in 2008-2009.

Gold Performance Acknowledgements (GPA)

The GPA system acknowledges districts and campuses for high performance on indicators other than those used to determine accountability ratings. Northwest ISD and its campuses were acknowledged for 61 indicators. The identified district GPAs included the following:

College Ready Graduates – 35 percent or more of graduates scoring at or above the college-ready criteria on both ELA and mathematics, divided by the number of graduates with results in both subjects to evaluate.

Advanced Placement (AP) Results – 50 percent of 11th and 12th graders taking at least one AP examination and 50 percent of 11th and 12th grade examinees scoring above criterion (3 or higher) on at least one examination.

Commended for Social Studies – 20 percent of examinees scoring at or above the commended performance standard.

Student Success Initiative

The Texas Student Success Initiative requires the following:

- Fifth-grade students must pass the TAKS reading and math tests for promotion.
- Eighth-grade students must pass the TAKS reading and math tests for promotion.
- Eleventh-grade students must pass the Exit Level TAKS tests in order to graduate.

In 2009-2010, NISD students demonstrated tremendous success in meeting these expectations.

Adequate Yearly Progress (AYP)

Under the accountability provisions in the No Child Left Behind (NCLB) Act, the district and the campuses are evaluated for Adequate Yearly Progress. Districts and campuses are required to meet AYP criteria on three measures: reading/language arts, mathematics, and either graduation rate (for high schools and districts) or attendance rate (for elementary and middle/junior high schools). Northwest ISD met AYP.



Areas of Focus for 2010-2011

The 21st Century Learner

Curriculum and Instruction (C&I)

A primary focus of the division of curriculum and instruction is to plan and provide engaging opportunities for students so the learning experience is positive, productive, and relevant. To assist in accomplishing this, C&I staff provide support in the core content areas, gifted and talented education, career and technical education, special education, bilingual and English as a second language, instructional technology, health, physical education and athletics, and fine arts.

Preparing Lifelong Learners

Northwest ISD graduates are stepping into the conceptual age of the 21st Century. NISD graduates need to be inquisitive, innovative, and collaborative critical thinkers throughout their lives. They need to transfer their knowledge, understanding, and skills to new situations in new forms throughout their lives. With each significant change in a global society, high school graduates will need to adapt, learn, and relearn. Northwest ISD engages students in rigorous and relevant curriculum, instruction, assessment, and technology applications to prepare them to be lifelong learners.

Elementary and secondary mathematics students are investigating math concepts in concrete form, then pictorial form, and finally in abstract form. Science instruction is inquiry-based, engaging students in notebooking as they hypothesize, analyze, evaluate and synthesize laboratory experiences. NISD students engage language, literature, and writing on many levels as they compare and contrast texts

with each other, with their own life experiences, and with the world of experiences. They are engaged as a community of writers and a community of readers. Their in-depth understanding of world experiences is supported by a deep and complex social studies curriculum. Complement these core curriculum experiences with opportunities in technology, career academies, the arts, and athletics, and NISD graduates are optimally prepared for lifelong learning.

Counseling

NISD is committed to providing a balanced guidance and counseling program for students from prekindergarten through grade 12. Counselors are state certified professionals with a master's degree in counseling, and they have had at least two years of classroom teaching experience. Each elementary campus is staffed with one full-time certified counselor. Middle schools and high schools are staffed according to enrollment. The average counselor-to-student ratio for secondary schools is 1:400.

The NISD belief is that a premier guidance and counseling program is student centered, based upon healthy relationships (both established and taught), and is a collaboration between students, families, schools, and communities. A comprehensive guidance and counseling program includes:

Classroom Guidance – Elementary students receive lessons that address basic lifelong skills as identified for academic success. Secondary students are provided content guidance in a systematic way that includes information from the educational, career, and social environments to help students form an understanding of their relationship to these areas.

Successful Learners

Individual Planning – Elementary students receive help with goal setting for school, family and peer issues, decision-making skills, and awareness of strengths and weaknesses. Secondary students are provided assistance in planning, monitoring, and managing their personal, social, educational, and career development through a variety of resources and partnerships.

Responsive Services – Counselors respond to students with an immediate personal concern, a crisis, or a problem that may be affecting their achievement in school.

System Support – Counselors facilitate guidance program development, provide parent education and information sessions, and communicate with teachers, administrators, and parents.

College Readiness – Students in grades K-12 participate in “College, Go Get it” week activities which provide college and career awareness. Students and parents are provided information on application processes for scholarships and universities.

Bullying Prevention – Students are provided opportunities to understand the pain caused by bullying. Elementary students receive guidance lessons from the 2nd Step curriculum. Secondary students participate in Rachel’s Challenge assemblies and the Friends of Rachel chain link organization.

Fine Arts

The vision of the Northwest ISD fine arts program is to be the premier school district in the state of Texas for the visual and performing arts. This vision is currently being realized through studies in the areas of art, band, cheer, choir, dance, debate, music, music theory, orchestra, speech, and theatre. In addition, advanced placement courses are available to high school students in the areas of music theory, art history, drawing, and sculpture.

Northwest ISD is proud to once again be named one of the “Best Communities for Music Education” in America. The NAMM foundation selected NISD to be included on this prestigious list of school districts for the second consecutive year based on the number of programs offered to students, school district and community support, performing arts facilities, program achievements, program budgets, and numbers of performing arts students and teachers.

Enrollment in the NISD fine arts programs continues to grow. This year, NISD added high school orchestra to its comprehensive list of fine arts course offerings. More than 75 percent of all NISD students receive instruction in the fine arts each week. NISD is proud to offer one of the strongest and most competitive fine arts programs in the state.



NISD Academies

In President Obama's inaugural address to Congress, he spoke about the critical role that workforce and education systems will play in preparing students to succeed in today's global market.

In 2009-2010, Northwest ISD launched three Career Academies: the Academy of Media Arts and Technology (AMAT), the Academy of Science, Technology, Engineering, and Mathematics (STEM), and the Academy of Medical Professions (AMP). In August 2010, a fourth academy, the Academy of Culinary Arts and Hospitality Services, opened.

Career Academies combine components of both education and industry training. Career Academies include a comprehensive four-year plan of study that help students develop the core skills needed for postsecondary success, while exposing them to a diversity of careers in high-growth, high-paying areas. AMAT and STEM are located at Northwest High School, while AMP and the new culinary arts and hospitality program are located at Byron Nelson High School.

Students interested in establishing a career pathway, with a less comprehensive plan of study than available through an academy, may choose from more than 60 career and technical education courses.

Health, Physical Education, and Athletics

The NISD health, physical education, and athletics department provides a comprehensive and balanced activities program that is an essential complement to the basic program of instruction.

Health and Physical Education - The purpose of the health and physical education program in Northwest ISD is

to promote participation in physical activities and health-conscious behaviors that will contribute to positive attitudes toward exercise and a healthy lifestyle. The vision is to empower all students to sustain regular lifelong physical activity as a foundation for a healthy, productive, and fulfilling life.

Health and physical education programs of Northwest ISD are developed in compliance with the Texas Essential Knowledge and Skills components as required by the Texas Education Agency. Physical education is offered as a sequential educational program based on physical activities undertaken in an active and supportive atmosphere in which every student is challenged and successful. The goal of the health programs offered at NISD is to enhance the ability for students to better manage their own health to improve productivity and quality of life. Through comparative analysis of other state and local P.E. and health programs, NISD will be vigilant in discovering innovative and effective ways to administer programs to the students of Northwest ISD.

Athletics - The NISD athletic programs enhance the school district mission by providing a platform from which students are able to develop their highest potential. Participation in athletics at NISD challenges students to grow intellectually, emotionally, and physically.

Athletics is offered at all four middle school campuses and both Northwest and Byron Nelson high schools. Sports offered include football, volleyball, basketball, cross country, tennis, wrestling, swim/dive, soccer, softball, baseball, golf, track, and athletic training.

Through constant vigilance of the athletic programs, Northwest ISD works to ensure that the district is comparable to other districts with the number of teacher/coaches, types of facilities, and programs offered. The goal is to maintain quality programs offered to both boys and girls

Successful Learners

that preserve high expectations of students and staff. Plans to improve current offerings include enhancing the vertical alignment of the athletic curriculum. Athletes will learn independently through classroom and competition experience and will excel in both areas. The department goal is to graduate student athletes who are critical thinkers, inspirational leaders, and are able to recognize the value of commitment and strong work ethic.

Instructional Technology

Northwest ISD is unmatched in the metroplex for providing 21st Century tools for students and teachers. Technology in classrooms and libraries allow differentiated, interactive, and collaborative learning experiences for every student.

Classroom Equipment – Every classroom is equipped with a ceiling-mounted projector, document camera, wireless chalkboard, and teacher laptop with a docking station. Classroom Performance Systems are available on every campus and provide for effective, immediate formative assessment. In addition to computer labs, mobile labs are available to check out for student projects. Additionally, iPods, Flip video cameras, and digital cameras are available for teacher use.

Netbooks – This year each student in grades 6-12 received a netbook for use at both school and home. The netbook extends learning beyond the classroom with 24/7 connectivity to digital learning resources. The netbook is changing the way teachers teach and students learn, with many teachers using websites as well as wikis to post assignments, supporting documents, and resources for both student and parent access.

NetSchool – A learning management system (LMS), NetSchool (Moodle), was introduced during the 2009-2010 year school and continues to grow as a

productive tool for students and teachers as their virtual classrooms. The LMS provides 21st Century tools such as blogging, wikis, and chat (all monitored by the teacher) for students to develop collaboration, creativity, and information literacy skills.

Distance Learning – Distance learning programming is frequently presented in NISD classrooms. Distance learning provides students learning opportunities beyond the classroom that they might otherwise never experience. Elementary students have participated in a variety of programs including “Who Wants to be an Astronaut,” “Where the Buffalo Roam,” and “Museum Math.” Middle school students have participated in “Forces and Motion,” “Simply Marvelous Machines,” and “Kitchen Cabinet Science.” High school students have witnessed live open heart surgeries, knee replacements, and autopsies.

Technology Advancements

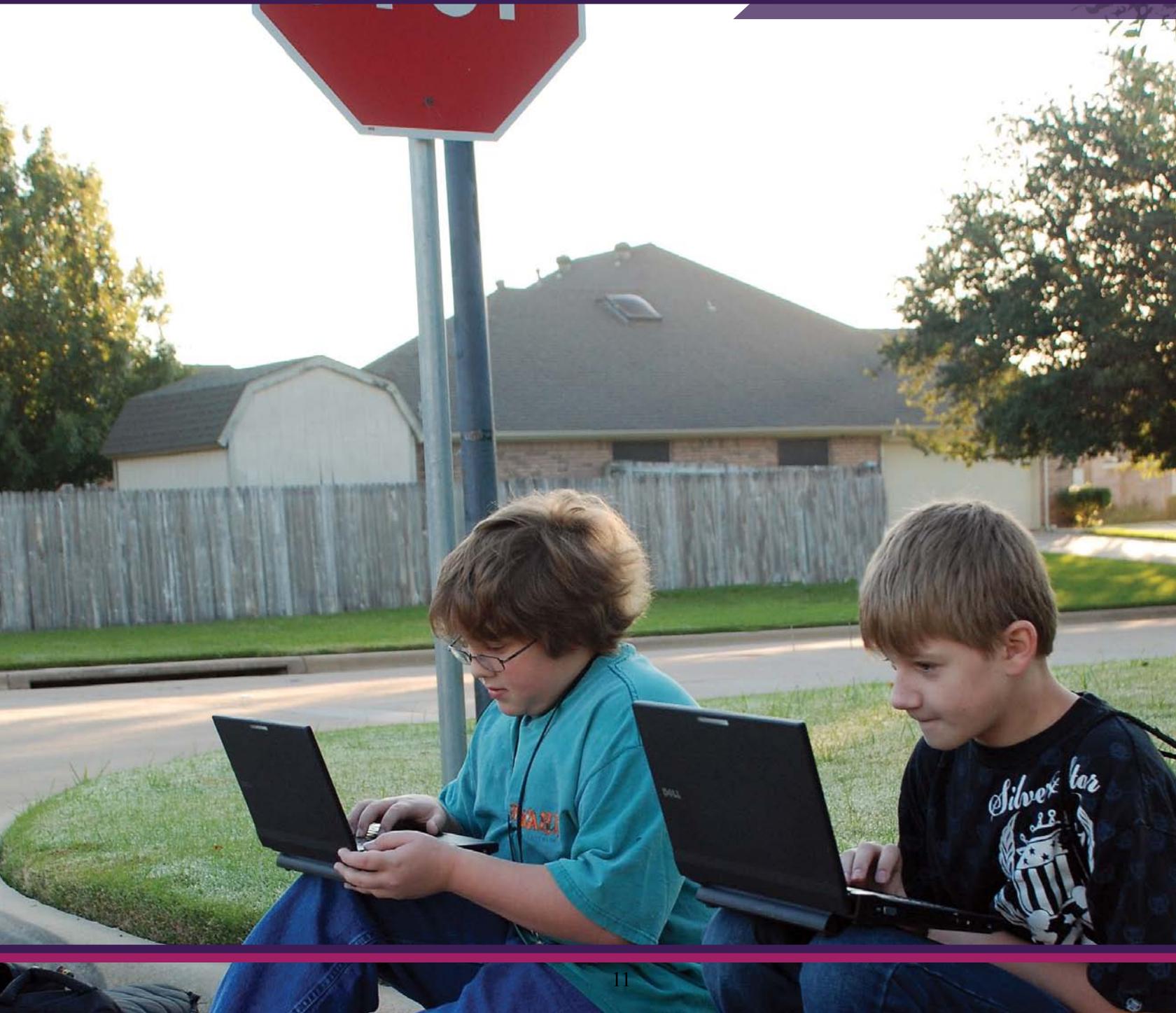
By reallocating existing bond funds, NISD was able to provide all high school students a Dell Latitude 2100 netbook in September 2009. NISD will also continue the Computers4Students program, which allows the district to place equipment no longer of use to NISD into the hands of students who do not have the resources to provide their own.

Technology staff supports the hardware, and the instructional technology department works side-by-side with teachers to integrate the technology into the day-to-day lessons of the students.

The network server room is continually upgraded, allowing technology applications to run in a virtual environment. The student netbook users and the staff have the ability to connect to the NISD network utilizing an Internet connection.

A mini classroom has been established in the technology department with all of the equipment that is located in a classroom. This provides the staff with the ability to create mini-training sessions and also assists with troubleshooting. This is available for groups to visit when attending meetings at the district’s central office.





Administrative Services

Strengths

Hiring and Recruiting

The teacher, working with the school staff, parents, and administration, is the key to the student's success. Northwest ISD strives to recruit and keep the best. With a great area in which to live, one of the top starting salaries for teachers in the state of Texas, and the most thorough and rigorous teacher training program, NISD has its pick of the top. Applicants for all district positions apply online with teachers, counselors, and librarians completing a screening process through the Ventures Style Profiler™. Applicants selected for interview at the campus level are screened by principals who have been trained to utilize the "Structured Interview" from Ventures. District growth continues to increase the NISD student population and the corresponding growth in teaching and support staff. Fortunately, NISD attracts an abundance of applicants for all positions. The application and selection process is technologically driven so that principals may sort and select the top candidates for interview. The district is committed to search for and place the greatest educators and staff members in all NISD schools.



Salary Increases

Northwest ISD pays one of the top starting salaries in Texas for the first-year teacher with a bachelor's degree. Teachers who remain with the district are provided annual raises to recognize the increased cost of living and the value that they bring to their positions. Over the last 10 years, salaries have risen from a beginning salary of \$34,000 in 2000-2001 to today's first-year teacher salary of \$48,200.

The story does not stop with beginning teachers, however. The salary of a teacher who began with NISD (zero years experience and a bachelor's degree) and continues with the district today has increased dramatically:

First Year in NISD	Starting Salary	Current Salary (10-11)	Salary Increase
2009-2010	\$47,500	\$48,906	2.96% in 1 year
2005-2006	\$40,000	\$50,958	27.39% in 5 years
2000-2001	\$34,000	\$53,398	57.05% in 10 years
1995-1996	\$23,520	\$55,033	133.98% in 15 years
1990-1991	\$20,100	\$56,984	183.50% in 20 years

It pays to stay with Northwest ISD!



Teacher/Staff Retention

The retention of teachers is an important topic for human resources. Working with other departments in the district, HR staff provides training for specific needs. In 2009-2010, through an employment model called The Northwest Experience, the HR Ambassadors Program was developed. The HR Ambassadors Program builds capacity with campus and departmental office staff. Due to the positive feedback from last year's office para-professionals, the HR Ambassadors Program has been broadened to include all para-professionals within the district. A newly developed Office Managers' Academy was created for 2010-2011. The office managers meet four times per school year to discuss issues that are unique to their positions. To provide feedback about employee needs, surveys are conducted with new employees twice per year.

Human resources perform salary and benefit comparisons with surrounding districts to ensure that the NISD compensation plan is highly competitive throughout Texas. To prepare new staff, HR hosts informative employee orientation sessions. Human resources provides a website where staff can locate an array of important information. This includes an Employee Access Center where each employee can view his or her personal information related to contact information, payroll, and W-4 elections. Human resources strives to find new ways to recruit and retain exceptional, highly motivated employees for all positions. Human resources personnel continue to visit employees on each campus to be sure that NISD provides staff with the services they need.

Benefits and Wellness Programs

NISD maintains a competitive benefit plan for its employees. The self-funded medical plan administered by United Healthcare includes two plans from which to choose. The district also subscribes to an Employee Assistance Program through Care24 that is offered at no cost to all employees and members of their households. The district provides \$15,000 life insurance to all employees on the health plan and \$50,000 life insurance from MetLife Insurance to employees who choose the hospital indemnity or alternate plan. Other voluntary benefits include self-funded dental plans administered by United Healthcare, as well as a reduced fee for service plan from QCD; a long-term disability plan offered by Hartford; a vision plan by United Healthcare; and personal sickness indemnity, personal accident/disability, income protection, cancer, intensive care, hospital confinement, and recovery plans offered by AFLAC. Employees have the option to participate in an unreimbursed medical account, as well as a dependent care account using pre-tax contributions.

Monthly health tips and topics are published in *The Source* staff newsletter. Employees and family members have access to health-related screening for prostate and breast cancer, and the district provides seasonal flu shots for all employees annually.

Employees utilize an online benefit enrollment system. Current staff members receive log in information at their homes the first week of June and have until June 15 to complete the enrollment process. As a result, staff members were able to enroll at home or anywhere there was an Internet connection. Newly hired employees received information regarding the enrollment process at orientation and were given through August 15 to complete the process.

Accomplishments

Increased Staffing

This year, Northwest ISD was proud to open John M. Tidwell Middle School and James M. Steele Accelerated High School. Roanoke Elementary School completed a relocation. All new campuses were ready to open with a complete staff ready to serve the students. NISD maintains a class-size cap of 22:1 for kindergarten through fourth grade and a general guideline of 25:1 for grades five and above. Some exceptions occur such as Algebra I classes which are often at a 15:1 ratio. All elementary campuses with student populations above 550 have an assistant principal. Middle schools have two to three assistants depending on campus size. As the enrollment increases within the middle schools, the district continues to analyze the number of counselors needed per student, which may necessitate hiring an additional middle school counselor. Northwest High School, with a student population of approximately 2,500, continues to have two associate principals and five grade level/support assistant principals. Byron Nelson High School added 11th grade this year, opening with a student population of approximately 1,400 students with one associate principal and two assistant principals.

The Academy of Culinary Arts at Byron Nelson High School has been staffed with a specially-trained culinary chef. Special education staff grows proportionately with the district, as well as support positions such as transition specialist and a special education counselor.

With the addition of orchestra into the middle school campuses, fine arts has added orchestra to both comprehensive high schools, creating the placement of two additional orchestra teachers. An assistant choir director has been added for Gene Pike Middle

School due to the continued interest within the fine arts department.

Highly Qualified Teachers

Northwest ISD continues to meet the standard established by the federal government that every school must have 100 percent “Highly Qualified” teachers in core subject areas by the 2007-2008 school year. Northwest ISD exceeded the national standard having 100 percent “Highly Qualified” teachers annually since the 2004-2005 school year. The district has achieved this standard again for the 2010-2011 school year.

Core subject areas include all elementary classes PreK through fifth, plus math, science, social studies, English, foreign languages, and the arts.

Northwest ISD’s hiring process ensures that the teacher applicant’s credentials have been thoroughly checked to verify their teaching certification and highly qualified status before an offer of employment is made. By following this process, Northwest ISD will continue to hire only “Highly Qualified” teachers and maintain the 100 percent status.

Employment Process – Background Checks

Legislative action created Senate Bill 9 which mandated that all non-certified employees, substitutes, and employees of contracted services (transportation, food, custodial) be fingerprinted beginning January 1, 2008. NISD installed a Live Scan fingerprint system in January of 2008, and was the first district in the state to purchase this system after SB 9 was implemented. All NISD employees have had full background checks, including the fingerprint process, and every service provider who works directly with students has passed a thorough background check. Additionally, an annual update confirms the continued ‘clear’ status to work with NISD students.



Approximately 8,000 volunteers have completed a name-based background check prior to providing services at campuses in Northwest ISD for 2010-2011.

New Hire Orientation

New staff members were able to go online and select an orientation session. A website for new employees has been created with information regarding the district, helpful contact information, and district initiatives. Employment documents were delivered to employees utilizing the SearchSoft System. Employees completed their documents online utilizing e-signatures which reduced the time employees need to complete documents during their orientation process. Newly hired employees were provided technology training ranging from how to log in to the network, e-mail, Employee Access Center, Eduphoria, Schoolwires, and AESOP. All professional staff are issued a laptop, which the new employees receive at orientation. By incorporating the technology training into orientation, the new staff were able to focus on integrating technology into learning during the New Teacher Academy.



Areas of Focus for 2010-2011

New Initiatives

Updates to the current applicant system include expanded search features that allow NISD principals to spend less time searching for qualified applicants, voice recordings of principal interviews of potential new hires attached to the potential new hires SearchSoft application, online processing of required new hire documentation, and new processes for hiring requests. Through position control methods and an employment verification process, HR staff ensures that each campus and department is correctly staffed with the appropriate number of educators and support personnel.

The risk management department is administering a self-funded insurance program for the student netbooks.

The Office Managers' Academy provides office managers throughout the district the opportunity to participate in training specific to office managers and further develop a network where they can share information. The HR Ambassadors Program provides para-professional employees throughout the district the opportunity to learn more about HR operations and to form a network of colleagues who contribute to each others' success through sharing and active dialogue.

Scheduled to open in spring 2011, the Employee Wellness Center will be available to all employees who participate in the district's health insurance plan, as well as to employee dependents. The operations of the center will be funded through the district's health insurance program. The Wellness Center will be located on the east side of the Support Services building.

Communications

Strengths

Northwest ISD is the common thread that unites 14 communities spanning parts of Denton, Wise, and Tarrant counties. Given this expanse, effective communication and community involvement are critical to student success. The district strives to provide internal and external communication that is expedient, consistent, and honest.

Effective Communication

As the district grows, it is vital that each individual campus be fully engaged in the communication and marketing of student and school achievements to its public. To continue this effort, the communications department staff works closely with campus administrators and conducts periodic training to improve communication skills and customer service.

Communication between staff, parents, and the community is vital to student success and the district's public presence. Northwest ISD will continue its efforts to provide honest, consistent, and expedient communications, while encouraging individual campuses to improve communication and marketing efforts. To guide NISD's communication and marketing efforts, a district-wide *Communications Handbook and Style Guide* includes expectations for school and district communications. The booklet includes public relations tips for administrators and teachers, guides to writing style, acronyms, punctuation, and how to properly use the district's logos to maintain the artistic integrity of the Northwest ISD brand.

Document Vault

District schools take pride in providing timely communication to parents about sensitive matters, including those related to student health issues. The communications department operates an online tool for principals and other administrators to access various letters and documents that can be modified when needed. Now in its third year, the Document Vault stores documents that have been uploaded to the online Principal/Campus Toolkit. With convenient access to letters related to health issues and required public notices, campus staff members can quickly download a letter and prepare it for dissemination. The health-related letters are a valuable resource for campus personnel when there is an immediate need to inform parents about a health-related situation on their campus or in a particular classroom. Documents are available in English and Spanish and can be edited and modified at the campus level to fit specific needs.



Publications

District publications provide information to students, staff, parents, newcomers, and the extended community. The following regular publications feature district initiatives and events, as well as campus recognitions:

Northwest Vision – district newsletter that is published five times a year and mailed to every household in the NISD boundaries.

Northwest News – district e-newsletter that is published bi-weekly and delivered via e-mail.

The Source – staff newsletter that is published monthly and available to all employees in an electronic format.

School Notes and Calendar of Events – news tips and summaries used to pitch NISD stories to the local media, along with a listing of events throughout the district.

NISD Update – an overview of time-sensitive initiatives and programs that is provided to local community groups.

Annual Report – comprehensive publication that outlines the work and programs that meet the district's five goals and the areas of focus for the upcoming year.

Dedication Booklets – printed programs used to inform stakeholders about new schools and created as a piece that can be a keepsake for students, staff, and the community.

The Texas School Public Relations Association (TSPRA) has recognized many of NISD's publications, awarding them honors for quality, creativity, and purpose in providing resourceful information. In 2010, for the Partners in Education Car Giveaway, Northwest ISD earned its first "Crystal Commendation," TSPRA's most elite award for an event

or program. In recent years, Northwest ISD has won six TSPRA "Best of Category" awards, the organization's highest honor for videos and publications. "Best of Category" winners include:

- "Caught in The NET" training video
- "Wild" Identity Package for Partners in Education
- *The Source* staff e-newsletter
- 2007-2008 "Code of Northwest" calendar
- *2007 District Snapshot*

Adding to the "Best of Category" honors, TSPRA has presented Northwest ISD with numerous "Gold Star" and "Silver Star" awards for years.

In addition to state accolades, the National School Public Relations Association (NSPRA) has recognized the following as top publications when compared with other materials from school districts across the United States:

- *Northwest Vision* newsletter
- *Northwest News e-newsletter*
- *The Source* staff e-newsletter
- *2010 Annual Report*
- *2008 District Snapshot*
- 2007-2008 "Code of Northwest" calendar

The communications department continually works with other departments to create quality and informative marketing materials. The following documents also are updated each year:

- Back-to-School forms packet
- Communications department training materials for principals
- *Intradistrict Transfer Q & A*
- *Northwest ISD Communications Handbook and Style Guide (Communications Plan)*

Communications/Community Involvement

- Parent Survey (electronic document)
- *Partners in Education Handbook*
- Partners in Education marketing brochure
- *Student Handbook and Code of Conduct* (electronic document)

Technology and Multimedia

The district utilizes a variety of media to communicate with its stakeholders and values technology as an important tool for district-wide communication efforts.

The district's website provides easy access to information, including an online option for parents to view student grades and attendance. For families moving into the area, the website offers a feature to determine which attendance zone is applicable and the corresponding transportation information. Since the 2007-2008 school year, 100 percent of teachers have a web page and use their Web presence as an opportunity to improve parental and student communications. Many secondary teachers are also taking advantage of NetSchool, a learning management system that enhances their instruction by having a virtual classroom available to students and families.

District and school administrators use School Messenger®, an automated phone messaging system, to notify parents of absences and school events. The calling system also serves as a critical facet of the district's emergency communication efforts, with the capability of processing 30,000 phone calls in 30 minutes for emergency notifications and/or school closings.



The NET (Northwest Educational Television) made its debut on the district website in the spring of 2009 as a video-on-demand component that broadcasts video features that share the successful stories of Northwest ISD students and staff.

Regular video features capture the essence of Northwest ISD and showcase talent and accomplishments throughout the district. The NET brings video news broadcasts to the district's website so parents and other community members may view feature stories about Northwest ISD students and schools without having to rely on local TV news broadcasts. The NET includes the following video series:

- **Got Growth?**, a series of videos and podcasts that provides construction updates for the school district.
- **iChoose**, a series of human interest stories that promotes volunteerism and community involvement.
- **In the Spotlight**, features relevant stories that focus on an NISD individual who exemplifies the Northwest mission, vision, and core beliefs.
- **Kids Come First**, a news program featuring timely reports from students in the Academy of Media Arts and Technology at Northwest High School.
- **Northwest Vision**, the superintendent's monthly message and report to the community.
- **The Next Step**, a segment that highlights programs and initiatives designed to prepare students for their future.

In the fall of 2009, Northwest ISD launched its “triple play” of cutting edge communications, which included iNet, Facebook, and Twitter communications.

- **iNet**, district podcasts that allow listeners to download and save messages to their audio aggregator like an iPod or MP3 player.
- **Facebook**, social networking site that allows Northwest ISD to reach millions of users worldwide and share announcements and news.
- **Twitter**, social networking tool that sends Northwest ISD updates to subscribers via text message.

Northwest ISD was one of the first school districts in the state to create a district Facebook page and encourage a forum for open dialogue on the popular social networking site. Research indicates that Northwest ISD was the first district in the area to communicate district messages with Twiddeo, a video disseminated through Twitter updates.

Other electronic communications include a subscription-based e-mail message (NISD News), an e-newsletter (*Northwest News*), campus newsletters, *School Notes*, and a multitude of publications and announcements that are available on the district's website. The district also operates a central roadside marquee that includes brief district announcements. Campus marquees are located in front of schools and share school-related news and updates.

Community Involvement and Committees

Community involvement is a key element to student success. Northwest ISD provides numerous opportunities to engage parents and the community in the education of children. The district relies on this communication provided by the collaboration of parents, business members, students, and staff. These groups collaborate on various committees and organizations:

- Attendance Boundary Committee
- Booster Clubs
- Campus Improvement Committee
- Community Service Task Force
- Data Information Systems
- District Education Improvement Council (DEIC)
- District Leadership Team
- Faculty Advisory Committee
- Gifted/Talented Parent Organization
- Junior Achievement
- Leadership NISD

- Long-Range Planning Committee (Facilities and Technology)
- Northwest ISD Education Foundation Board of Directors
- Northwest Retired School Employees Association
- Partners in Education Advisory Committee
- Principal Selection Committee
- PTA/PTO
- School Finance Task Force
- Speaker's Bureau for Texas Scholars
- Strategic Planning Summit
- Student Health Advisory Committee
- Superintendent's Roundtable
- Superintendent Student Chat Groups
- Watch DOGS (Dads of Great Students)
- Youth Protection Team

Events and Programs

Northwest ISD is actively involved in supporting, recognizing, and unifying students, staff, and members of the community. The district hosts and plans numerous events and programs, including the following:

- Community Night at the NISD Stadium
- Convocation
- Employee Recognition Event (Teacher of the Year, Employees of the Year, Retirees)
- Faith-Based Rally
- Gold Card
- Leadership NISD
- Northwest Reads
- Realtor Luncheon
- School Dedication Ceremonies
- Texas Scholars Day
- Volunteer Appreciation Celebration

Communications/Community Involvement

Community/Government Relations

The district is proactive in collaborating with civic organizations and government agencies to promote development and growth in the community. NISD provides information on academic achievement, demographics, and growth-related issues. District tours are conducted for local government agencies, media, parents, and other community members.

District administrators continue to meet with local, county, and state-elected officials to discuss issues that impact education and the quality of education in Northwest ISD. Following legislative briefings, information is disseminated to the community through newsletters, e-mails, and committees.

Partners in Education

With 7,900 volunteers and more than 60 official partners, Northwest ISD has expanded its structured district-wide Partners in Education (PIE) program. The partnerships formed through PIE are cooperative relationships in which schools, families, communities, faith-based organizations, government agencies, and businesses work together to ensure that all youth grow in a safe and supportive environment.

Through partnerships with businesses, communities, individuals, and parents, Northwest ISD students benefit from the talents and resources of district partners. These relationships enrich learning experiences for students, and the district looks to partners for mentoring, tutoring, speaking, donations of school supplies, and sponsorship of activities.

The PIE program prides itself on initiatives such as mentors, business partners, student incentive programs, Junior Achievement, Employee Perks, and a speaker's bureau for the Texas Scholar's program.

Northwest ISD Education Foundation

The Northwest ISD Education Foundation (NEF) generates and distributes resources to Northwest ISD to enrich, maintain, and expand programs that meet the district's stated mission. NEF is a 501(c)3 – tax exempt organization that strives to be a national leader in foundation innovation. Each year, innovative teaching grants are awarded to teachers throughout the district. The grant program transforms creative ideas into reality, which positively impacts student learning.

At the beginning of each school year, the foundation welcomes teachers and other staff at the annual New Teacher Luncheon. The NEF also sponsors the annual golf classic in the fall to provide scholarship funds for graduating seniors and funds for teacher grants. Each spring, the foundation recognizes distinguished scholars, distinguished achievers, and outstanding educators at the Shining Stars Gala.

Since 1999, the Northwest ISD Education Foundation has provided the following for teachers and students:

- 298 grants totaling \$780,971 to 1,063 NISD teachers.
- \$194,460 in designated gifts to specific programs.
- Recognition of more than 464 students, 464 educators, and 71 Teachers of the Year at the annual Shining Stars Gala.
- \$335,000 in scholarships to Northwest High School graduating seniors.
- \$50,308 for AP and SAT initiatives.
- Opportunities for staff and student recognition.
- Professional development in grant writing.



Areas of Focus for 2010-2011

Effective Communication/Branding NISD

Northwest ISD believes that effective communication requires sharing information in a variety of ways to capably reach all audiences and stakeholders. The district is investigating the feasibility of launching a branding campaign, which would be tightly aligned with the district's mission and vision. If the district moves forward with the branding campaign, officials will gain insight into community beliefs about Northwest ISD through research, focus groups, and tactical interviews. Using information gained, the district would then begin to strategically shape perceptions of Northwest ISD through a deliberate branding process. By branding the district's image, identity, and reputation, district staff will be better equipped to showcase the successes and achievements of NISD students and faculty.

To continually improve communication to parents and the community, the district communications office also will share district news and pre-written and pre-recorded messages with campus staff. School personnel can then disseminate the district information via campus newsletters and other means of school communications. An increased district presence on individual campus websites also will allow for residents of all 14 communities and 19 schools to feel connected to the district as a whole. Communicating a consistent message to all audiences will be a priority for district and campus staff.

Staff of the NISD communications department will continue its work to share positive stories about the district, its schools, programs, staff, and students by working with local reporters and several media outlets. To better share the news and initiatives of Northwest ISD, the communications staff will take additional steps to work with state and national media. In addition to pitching positive stories about

programs and events, the communications department will work with the media to create an understanding of the 21st Century learner and the steps Northwest ISD staff take to create a learner-centered environment. Successful media relations is vital to fulfilling the goal of timely, open school district and campus communications.

Publications

The communications department continually evaluates the effectiveness of district publications and marketing materials. Working in cooperation with other departments, the communications staff lends its expertise to assist other staff members as they create quality and informative materials that focus on a particular area of the district. To help promote two very important initiatives, the Mentor Program brochure and the Texas Scholars brochure were recently created as new marketing pieces. The following documents were evaluated and revised for use in the 2010-2011 school year:

- *Administrative Regulations for Policy*
- *Annual Report*
- Back-to-School forms
- Board policy updates
- Board of Trustees publication
- *Board Operating Procedures*
- District marketing materials
- Leadership NISD program and recruiting materials
- *NISD Budget Manual*
- *NISD Communications Handbook and Style Guide*
- NISD Education Foundation marketing brochure
- Partners in Education marketing materials
- Staff recruitment materials
- *Student Handbook and Code of Conduct*
- *Student - Parent Netbook Use Agreement and Guidelines*
- *Northwest Vision*

Communications/Community Involvement

Technology and Multimedia

Since making its debut in the spring of 2009, The NET (Northwest Educational Television) has established a positive presence and created excitement through video-on-demand that broadcasts success stories of Northwest ISD. With the addition of podcasting (iNet) and social media (Facebook and Twitter) communications in the fall of 2009, multimedia outreach has continued to grow in Northwest ISD. Since launching a YouTube channel in September 2010, Northwest ISD videos have attracted more than 1,400 views. The communications department staff will actively market the district's YouTube channel and solicit campus videos to post on the site.

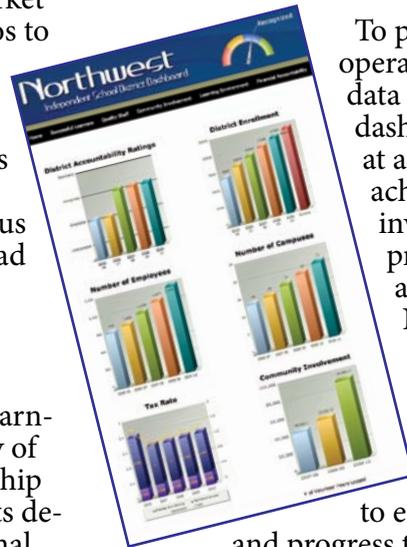
The newest addition to the district's regular online communication is a photo gallery that features students and staff throughout the district. Providing an area to showcase photographs and highlight district and campus events, the photo gallery also allows visitors to download the photos for free. This service enhances the district's customer service and increases satisfaction among its stakeholders.

By providing internships, The NET also serves as a learning laboratory for high school students in the Academy of Media Arts and Technology. The NET-AMAT partnership will continue to grow in coming years and help students develop real world experience with an industry professional.

Already viewed as a leader among school district communications professionals, Northwest ISD will continue its efforts to be innovative and ahead of the curve in its means to reach all audiences through the latest technology and multimedia offerings. As one of the first school districts in the state to create a district Facebook page, Northwest ISD has served as a model for other districts.

As the first public school district to communicate district messages with Twiddeo, a video disseminated through Twitter updates, Northwest ISD again excels as a leader in the school public relations community. Communications staff members regularly present to other professionals and share their insight about multimedia and social networking opportunities. With a continued interest in learning the capabilities of multimedia communications, the communications staff will stay current on research and in practice.

Data Dashboard



To provide transparency into the district's operations and accountability, an online data dashboard has been established. The dashboard provides the public to see, at a glance, measurements of student achievement, staffing data, community involvement, enrollment and growth projections, bond and facility analysis, and financial and budget information. Not only is the public able to look at a district snapshot, they are also able to drill down in many of the areas to specific schools and data accumulated over multiple years. The data dashboard allows Northwest ISD to effectively communicate its priorities and progress to the public.

Committees and Community Relations

To further the district's mission of partnering with the community to create successful learners, the communications department staff will create opportunities for increased awareness and understanding of district initiatives. Whether it's through marketing the district's new Outdoor Learning Center or sharing Northwest ISD updates with homeowner's associations

and community groups, the communications department will continue its outreach beyond school district buildings. The creation of a formalized Green Cord program will allow students to earn recognition for their community service efforts. Created and designed by a district committee, the Green Cord program is in its first year at all three high schools.

Parent Survey

To realize the vision of being the best and most sought-after district where every student is future ready, Northwest ISD believes that continuous improvement is critical. To seek feedback from parents, the communications department facilitated the 2010-2011 Parent Survey in conjunction with the Region XI Education Service Center (ESC). In February 2011, a representative from the ESC will report the results of parent satisfaction levels for individual campuses and district services. Parent responses will help Northwest ISD provide all children with a quality education and premier programs.

Partners in Education

Since its formal beginning in the 2008-2009 school year, the Partners in Education program has established business and community relationships that will, for years, influence student success in Northwest ISD. By increasing the number of volunteers in the schools and dedicated partners for one-on-one mentoring, the Partners in Education program provides valuable resources to students, as well as school communities.

The creation of a tiered partnership program, the Northwest Business Promise, and formal partner recognition opportunities have generated increased interest from the business and volunteer communities. In addition to expanding the number of partnerships and developing meaningful, lasting relationships with school district partners, staff will focus

on marketing the Texas Scholars program and growing the speaker's bureau to support the goal of increasing the number of Texas Scholars graduates. To assist with these tasks, several tools are being revised or developed that will assist in the PIE efforts. These include the standardization of PIE handbooks, the automation of volunteer background forms, and the creation of a centralized partner and volunteer database.

With a continued focus on building strong community and business relationships, the Partners in Education program directly affects the Northwest ISD mission and goal of providing positive parental and community partnerships in its schools.

Northwest ISD Education Foundation (NEF)

Over the past 11 years, the Northwest ISD Education Foundation has been pleased to support the excellence of Northwest ISD in a variety of ways. The foundation provides an avenue for donors to contribute to the enhancement of education while receiving the tax benefits of a 501(c)3 organization.

The 21-member board of directors serves as ambassadors to the community, and works to promote the fund-raising efforts of NEF. As funds continue to grow, it is the goal of NEF to increase the endowment fund so that future generations of students will continue to receive the benefit of enhanced learning. Because there are so many great opportunities and happenings in Northwest ISD, the NEF's priority this year is the resurrection of the Northwest Alumni Association. As the alumni association is re-organized, the organization will honor distinguished alumni and distinguished educators from past years. The nomination forms are posted on the alumni web page, and these honorees will be recognized at the NEF Annual Drive Kick-Off Luncheon. It is always the goal of the NEF board of directors to continue building friends for Northwest ISD.

Facilities, Planning, and Construction

Strengths

Northwest ISD experienced an eight and one half percent increase in the number of students from September 2009 to September 2010. Funding from bond referendums allows the district to meet the demands generated by this phenomenal growth trend. The 2001 capital bond program focused on updating facilities throughout the district; the 2005 and 2008 capital bond programs have emphasized additional facility needs as the district expands. A Long-Range Facility Planning Committee works to develop and update the master facility plan. All projects specified in the 2001 and 2005 capital bond programs have been completed. In May of 2008, voters approved a \$260,000,000 capital bond referendum which will fund the construction of seven elementary schools, one middle school, building additions, building renovations, HVAC replacements in four facilities, roof replacement in three facilities, flooring replacement in five facilities, and technology infrastructure and land purchases throughout the district. Northwest ISD is fortunate to have a growing commercial and residential tax base that funds the district's growth and capital project needs. In 2001, district officials set the I&S tax rate at \$.335. Since 2001, Northwest has not raised the I&S tax rate above \$.335 despite the voter approval of \$666,000,000 of capital bonds.

Capital Bond Referendum

The \$260 million capital bond program approved in May 2008 was designed to meet student growth needs, as well as provide funds for the replacement of roofs and HVAC systems, purchase of future school sites, and technology infrastructure. Several projects included in the 2008 capital bond program have been completed:

John M. Tidwell Middle School, James M. Steele Accelerated High School, Clara Love Elementary School, flooring replacements at W.R. Hatfield, Samuel Beck, and Prairie View elementary schools, and the roof and HVAC systems at Justin, Haslet and Lakeview elementary schools, as well as the Special Programs Center and Support Services Building. The replacement campus for Roanoke Elementary School was complete and opened in August 2010. In addition, construction is underway for J.C. Thompson Elementary School and Carl E. Schluter Elementary School, which are scheduled to be complete by August 2011. By February 2011, construction will begin for Truett Wilson Middle School, which is scheduled for completion by August 2012. In 2011, construction will begin for Elementary #17, which will relieve Roanoke Elementary in 2012.

Master Plan Development

The district developed a master plan that provides a schedule for the initiation of the projects included in the 2008 capital bond program. This schedule details the various phases of each project:

- Seven new elementary schools
- One new middle school
- Eight elementary school site purchases
- One middle school site purchase
- One major classroom addition project
- Three new roofs for existing buildings
- Four new HVAC systems for existing buildings
- Five floor replacement projects
- Renovation projects to support the Career Academies
- Middle school building additions to accommodate an orchestra room
- Technology infrastructure, replacements, and enhancements throughout the district



Northwest ISD will follow the schedule in the master plan to implement these projects. District staff continue to work with demographers, cities, and developers to identify areas where future sites will be needed. Several additional elementary sites are close to being placed under contract.

The following projects have been completed or initiated during the past year:

John M. Tidwell Middle School – Construction of John M. Tidwell Middle School was completed and the school opened in August 2010.

Replacement School for Roanoke Elementary School – The new, relocated Roanoke Elementary School was completed and opened in August 2010.

James M. Steele Accelerated High School – The former Roanoke Elementary School building was renovated in less than 80 days as it was transformed to an accelerated high school.

Gene Pike Middle School Modification – Music practice rooms were completed at Gene Pike Middle School.

Northwest High School Modifications – A dance studio and an orchestra room addition were completed.

Roof and HVAC Replacement Projects – The roof and HVAC systems were replaced at Justin Elementary School, Haslet Elementary School, and the Special Programs Center and Support Services Building.

Portable Movement – The opening of the new Roanoke Elementary School eliminated the need for portable classrooms at the 606 Walnut location, therefore, the portable classrooms were disassembled and moved to Sendera Ranch Elementary, Nance Elementary, and Granger Elementary.

In addition, covered walkways are complete for students to have sheltered access from the portable classrooms to the main building.

Attendance Boundaries

A citizens' committee developed the attendance boundaries for Tidwell Middle School.

Demographics

Northwest ISD has continued to accurately forecast the student enrollment of the district. The demographic projection of 15,433 students for 2010-2011 was within 35 students of the actual enrollment in September 2010.

Safety and Security

Northwest ISD is 100 percent compliant with both the required and recommended school safety standards:

Texas Unified School Safety Standards - Northwest ISD meets 100 percent of the established standards.

District Audit Report to TEA - Northwest ISD meets all established mandates. Additionally, Northwest ISD meets all established best practice guidelines.

TEC Sec. 37.108. Multihazard Emergency Operations Plan; Security Audit - Northwest ISD is 100 percent compliant with legal requirements. Each campus has its own *Emergency Operations Plan* which is updated annually. The district *EOP* includes NISD as a whole and incorporates all support facilities. The district meets and exceeds all drill/practice requirements.

Emergency Operations Plan

The comprehensive *Emergency Operations Plan* addresses emergency mitigation/prevention, preparedness, response, and recovery procedures relevant to natural and human-caused disasters. The plan is updated annually and reviewed by staff, as well as emergency response personnel. The *EOP* is then shared with campus and department staff, and other individuals who may have a role in the event of an emergency. The plan prepares staff and students for action and establishes teams, chains of command, and specific steps to take in an emergency situation. Northwest ISD is prepared to provide for the safety and security of students and others if the need ever arises.

New employees are trained in safety procedures as part of their orientation process. Substitutes receive similar training when they receive their orientation to the district. The director of safety and security and the security coordinator review drills at the campuses, as well as provide annual update training to school staff members.

2010 National Exemplary School Safety Program Award Recipient

The School Safety Advocacy Council has recognized Northwest for their safety initiatives, by selecting them as a winner of the prestigious Exemplary School Safety Program Award. Northwest ISD was one of nine school districts in the nation with an exemplary school safety program that was recognized at the 2010 National School Safety Conference.

The national award is presented to a school district that has demonstrated exceptional safety planning, programs, processes, and dedication to school safety. Examples of practices and programs that are in place, functional, and routinely reviewed include:

- Campus and Departmental Training
- Coordination with 23 Emergency Responders in Three Counties and Various Municipalities
- Fire Drills (one each month)
- Shelter-in Place (once per semester)
- Drop, Cover, and Hold (once per semester)
- Reverse Evacuation (once per semester)
- Evacuation (once per semester)
- Lock Down (three times per school year)
- Anonymous E-Alert
- Northwest ISD Campus Crimestoppers
- Visitor Check-in Software
- Safety and Security Web Page
- EOP Manual
- Traffic Patterns
- SROs (School Resource Officers)
- Canine Detection
- Security Cameras on All Campuses and Buses
- Emergency Calling System
- District Emergency Number
- Numbered Doors and Campus Signage
- Radios
- ID Badges
- Lanyard Cards
- NIMS (National Incident Management System) Training

The district is proactive in its efforts to not become complacent or satisfied with school safety efforts, therefore continual improvement is routine for the staff of the safety and security department.



Audit Team

Northwest ISD has a safety and security audit team comprised of campus staff members, administration staff and School Resource Officers. Like the audits, the team members are rotating based on their availability. This system has proven to be very productive. Administrators and staff alike have found these audits to be very beneficial in implementing initiatives on their home campus and/or area of responsibility. The collaborative effort in completing the audit reports have assisted in creating a safer positive learning environment for students and staff. The teams conduct audits of every campus and facility in the district on a rotating basis every three years. Audits include climate and culture of the campus, internal and external building inspections, staff and student surveys, communication, drills, and an intruder assessment.

School Resource Officers

NISD contracts with three local law enforcement agencies to provide school resource officers (SROs) who are housed at Northwest High School, Chisholm Trail Middle School, Gene Pike Middle School, Tidwell Middle School, and Medlin Middle School/Byron Nelson High School. The district also receives services for Roanoke Elementary through the Roanoke Police Department. The police officers are in constant contact with their respective departments: Denton County Sheriff's Office, Rhome Police Department, Trophy Club Police Department, and Roanoke Police Department.



Learning Environment

Community Support

Specific ways parents and others in the community help ensure campus safety at schools in Northwest ISD include:

- Participation in the Watch DOGS (Dads of Great Students) Program. This is an innovative program that aims to increase male involvement in schools by the use of positive influence by the committed involvement of fathers and father figures in lives of their children and students. Watch DOGS dads perform a variety of tasks during their volunteer day including monitoring the school entrance, assisting with unloading and loading of buses and cars, monitoring the lunch room, or helping in the classroom with a teacher's guidance.
- Entering and exiting the building through the main entrances.
- Always signing in at the front office to ensure that parents and other visitors are properly identified.
- Timely pick up of children at the end of a school day and after school functions.
- Maintaining up-to-date information on the home address, phone contacts for parents, and pertinent student data.
- Participating in any drills which occur while the parent is on campus and remaining outside for drills that may be occurring when the parent arrives at a school.

Food Service

The National School Lunch and Breakfast Program at Northwest ISD is planned and managed by ARAMARK Food Services. The district takes pride in providing Northwest ISD students well-balanced, nutritious meals with an active promotion of good eating habits, proper nutrition and a healthy lifestyle.

All foods meet the Texas Department of Agriculture Guidelines for schools.

A variety of food choices are offered at all campuses. High school offerings include home style cooking at The Home Zone, Asian and pasta dishes at The Worlds Fare, TexMex at Tortilla Fresca, salads and wraps, Clux Delux, Grill Works, Java City, Subway, and Pizza Hut. There is also a minimum of four entrees daily at all elementary and middle schools.

Monthly and bi-monthly promotions encourage healthy participation in the food services program. ARAMARK has two programs that it operates nationwide. These are the Fuel and Impact Jr. programs. Fuel is focused on encouraging healthy eating and participation at the secondary level while Impact Jr. is at the elementary level. In addition to these, ARAMARK provides other miscellaneous promotions such as bicycle giveaways before winter break, Guess the Weight of the Pumpkin during autumn, coloring contests during National School Lunch Week, as well as many other promotional programs throughout the year.

MyNutriKids.com NISD provides several easy payment methods, including cash, deduction from student accounts, and instant deposit to mynutrikids.com via credit card. Parents may view student accounts online to keep track of their student's current balance and what their student purchases. Parents may also set restrictions as to what their student can purchase and when he or she may do so.

The Northwest ISD/ARAMARK food service program employs a community dietician who provides culinary expertise and nutritional support to all NISD food service operations, as well as promotes nutrition education through the district. Northwest ISD is pleased that school meal prices have not been increased since the 2000-2001 school year.

Areas of Focus for 2010-2011

Capital Bond Referendum

Passage of the 2008 capital bond program allows the district to continue to stay ahead of the growth that is being experienced within Northwest ISD. More than 92 percent of the 2008 capital bond program directly addresses growth. Once completed, the 2008 program will add nearly 6,000 student seats to Northwest ISD.

It is important that Northwest ISD stay prepared for growth and keep facilities in good repair. With that in mind, the district's projects during the 2010-2011 school year include:

Construction of Elementary School #15, J.C. Thompson Elementary (Sendera Ranch) – Design is complete, construction has begun, and the school will open in August 2011. This campus will relieve the student population at Sendera Ranch Elementary. Funds for Elementary School #15 were included in the 2008 capital bond program.

Construction of Elementary School #16, Carl E. Schluter Elementary (Parks at Willow Ridge) – Design is complete, construction has begun, and the school will open in August 2011. This campus will relieve the student population at Nance and Peterson elementary schools. Funds for Elementary School #16 were included in the 2008 capital bond program.

Construction of Elementary School #17 (Roanoke/North Fort Worth area) – Design and construction of Elementary School #17 is scheduled to begin this year. Completion of Elementary #17 is contingent upon acquisition of an elementary school site. Funds for Elementary School #17 were included in the 2008 capital bond program.

Construction of Middle School #5, Truett Wilson Middle School (Sendera Ranch) – Design is complete, construction will begin by February 2012, and the school will open in August 2012. Funds for Middle School #5 were included in the 2008 capital bond program.



Learning Environment

Outdoor Learning Center – Northwest ISD has purchased 193 acres of property in Northlake for the development of an Outdoor Learning Center. Plans are being developed to transform this area into an instructional environment similar to Camp Grady Spruce. The floodplain area of this property offers an excellent opportunity to study nature.

High School #3 Design – The design of the district's third comprehensive high school will begin by May 2011, in preparation of the construction to be complete by August 2014. Depending upon student growth and the successful passage of a Capital Bond Program, construction could begin by 2012. High School #3 will be near the intersection of Highway 287 and Blue Mound Road in Fort Worth.

Facilities Analysis

Northwest ISD staff continues to work with communities and developers to purchase school sites prior to the need for new school buildings. Due to the recent downturn in the economy, developments have slowed. Therefore, the purchase of new school sites has slowed. Funds for site purchases were included in both the 2005 and the 2008 capital bond programs.

Food Service

The Food Service Department rolled out completely new menus this year. These menus include more wholesome cooking, less processed items, more whole grains, and more fresh fruits and vegetables. All menus meet the Gold Standard for the Healthier US Schools Challenge. The Healthier US Schools Challenge (HUSC) is a voluntary initiative established to recognize those schools participating in the National School Lunch Program that have created healthier school environments through promotion of nutrition and physical activity.



Finance

Strengths

Schools FIRST Recognition

Northwest, for the eighth consecutive year, has received a rating of Superior Achievement under the State of Texas' Schools FIRST (Financial Integrity Rating System of Texas). Superior Achievement rating is the state's highest rating, and it reflects the quality of NISD's financial management and reporting system.

The Schools FIRST rating shows that the district is making the most of the taxpayers' dollars and that Northwest ISD schools are accountable not only for student learning, but also for achieving these results cost-effectively and efficiently.

Additional professional recognitions including the following:

Annual Budget Document - The Meritorious Budget Award by the Association of School Business Officials International for the fiscal years 2001-2002 through 2010-2011.

The Distinguished Budget Presentation Award by the Government Finance Officers Association for the fiscal years 2002-2003 through 2010-2011.

Comprehensive Annual Financial Report (CAFR) - The Certificate of Excellence in Financial Reporting by the Association of School Business Officials International for the fiscal years ending June 30, 2003 through 2010.

The Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association for the fiscal years ending June 30, 2002 through 2010.

Preparing and presenting a CAFR validates the credibility of the school system's operations, measures the integrity and technical competence of the business staff, and assists in strengthening presentations for bond issuance statements.

Bond Ratings - The district's bonds are rated Aaa by Moody's and AAA by Fitch, by virtue of the Permanent School Fund of the State of Texas (PSF Guarantee). The underlying credit ratings of the district are Aa2 by Moody's and AA by Fitch.

Moody's Investors Service, Inc. has upgraded the district's underlying bond rating four times over the past six years.

In the Spring of 2010, Moody's upgraded the district's underlying rating to Aa3 from Aa2 and Fitch upgraded the district's underlying rating to AA from AA-.

"The trend of solid financial operations with demonstrated surpluses on an annual basis are key considerations in the Aa2 rating assignment."

~ Moody's Investors Service, Inc.

"Despite ongoing operating and capital pressures associated with rapid student enrollment, Northwest ISD has maintained its financial flexibility by preserving very healthy operating reserves."

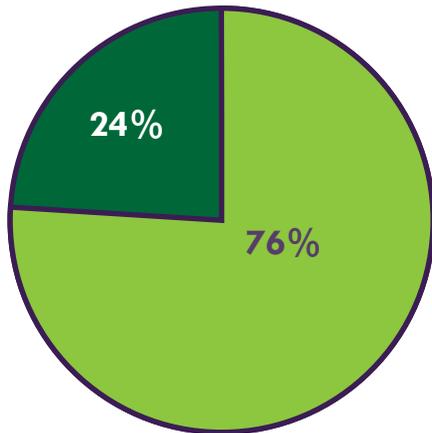
~ Fitch Ratings.

Accountability

General Fund

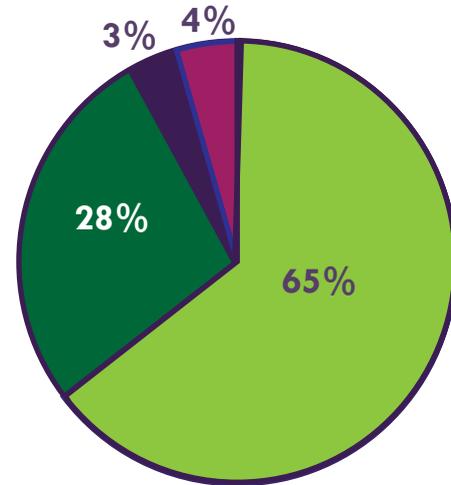
The primary operational fund for school districts is the General Fund, which makes up 76 percent of resources for all funds. The two main sources of revenue for the General Fund are state aid and local tax levies. All instructional resources, salaries, supplies, and transportation expenses come from this fund.

2010-2011
General Fund Revenue



- **Local Revenue – 76 percent**
Local real and personal property taxes
Temporary deposits and investments earnings
Property taxes collected for tax increment fund (TIF)
Co-curricular, enterprise services, or activities (athletic receipts)
- **State of Texas Revenue – 24 percent**
Available School Fund
Foundation School Fund
TRS (Texas Retirement System) On-Behalf Payments

2010-2011
General Fund Expenditures



- **Payroll Costs – 65 percent**
All employee salaries and benefits
- **Professional and Contracted Services – 28 percent**
Utilities and contracted services (legal services, maintenance, tax appraisal, and Chapter 41 recapture)
- **Supplies and Materials – 3 percent**
General supplies and instructional materials
- **Other Operating Expenses – 4 percent**
Insurance, travel, elections, and other expenses

Total General Fund Expenditures
\$153,945,756



Areas of Focus for 2010 - 2011

Bond Ratings

On May 10, 2008, voters passed a \$260 million bond election with 72 percent voter approval. The strong student and economic growth in the local area should allow the district to maintain the current bond ratings which save the district taxpayers substantial funds on interest costs.

Training

The financial services department has updated the district's *Financial Services and Activity Funds Procedures* manuals and continues to conduct twice-a-year para-professional training on procedures.

Additionally, the financial services department annually updates the *Booster Clubs and School Support Organizations Guidelines* and has initiated annual training for the organizations' officers.

Budget Development

The district's approach to coping with the combination of fast student growth in a restricted funding environment with increasing academic standards has been to ensure that the budget process is instructionally driven and guided by the strategic plan.

The state of Texas is looking at a deficit of between \$18 billion to \$25 billion for the legislative session that starts January 2011. Speaker Joe Straus has stated that it is "imperative the state of Texas cover its budget shortfall without a tax increase." Budget reductions of this size can not avoid impacting public education. However, the scope and nature of the impending budget cuts are unknown. The challenge facing Northwest ISD in preparing the 2011-2012 budget is how to respond to these unknown funding cuts.

Customer Satisfaction

The district routinely surveys the Northwest ISD school communities to determine the satisfaction level regarding the district's progress in meeting the goals and objectives of the strategic plan. The data that was collected from the Parent Survey serves as benchmarks for measuring probable success of district programs and the stability of the system for future district surveys. In the 2007 and 2008 survey, parents responded to 46 questions including demographic data and satisfaction level with the district and their child's school. The results from the questions indicate an overall positive and satisfaction level toward NISD.

On the 2010-2011 survey, parents were able to respond to questions that corresponded to their child's grade level. The questions were arranged in the following five categories:

- School Climate
- Safe and Orderly Environment
- Instructional Program
- Support Services
- District Information

Parent responses for the 2010-2011 survey will be available in February 2011.



Your Education Dollar

Bus Ride To School	4¢
Chapter 41 Recapture	14¢
Cleaning/Utilities/Maintenance	11¢
Co-curricular/Extracurricular	3¢
Curriculum and Training	3¢
District-Level Support Staff	3¢
Guidance and Counseling	3¢
Health Services	1¢
Library	1¢
Principal/Campus Administration	4¢
Teachers, Aides, and Supplies	51¢
Technology	2¢
TOTAL	\$1.00

Financial Information

2010-2011 Budget

Financial Statistics (All Funds)

Total Assessed Valuation	\$9,957,668,803
Current Tax Rate	\$1.37500

Budget Expenditures (All Funds)

Current Expenditures:

Instruction and Related Services	\$88,260,917
Instructional and School Leadership	7,069,040
Support Services - Student (Pupil)	23,413,730
Administrative Support Services	4,188,591
Support Services - Non-Student	17,483,086
Ancillary Services	209,513
Current Expenditures Total	\$140,624,877

Debt Service	36,522,530
Capital Outlay	106,703,781
Intergovernmental Charges	24,802,469
Total Expenditures	\$308,653,657

Budget Revenues

Local and Intermediate Sources	\$151,317,453
State Program Revenues	46,323,668
Federal Program Revenues	6,506,070
Total Revenues	\$204,147,191





District/Campus Accomplishments:

Northwest ISD has been selected as the winner of the **2011 District Excellence Award for Digital Learning**. Only three school districts in the nation will receive this honor, and NISD was declared the first place recipient amongst the other two.

Northwest ISD earned a 4.5 star (out of 5) rating in the **Financial Allocation Study for Texas** report for low cost, high efficiency operations. The rating identifies districts that operate efficiently, achieving strong academic performance while keeping costs low.

Northwest ISD's **ACT scores** are higher than state and national scores, and **SAT scores** are higher than other Texas students.

Northwest ISD received the 2010 **National Exemplary School Safety Award**. Only 10 to 15 awards are presented nationally each year. The district was also presented the 2009 **Safe Schools Award** by the Texas School Safety Center in June.

Northwest ISD was named a **Best Community for Music Education** for 2010. Only 13 Texas school districts received this national honor, which recognizes districts for offering comprehensive, well-rounded music education. NISD was named to the elite group last year as well.

Northwest ISD earned a **Recognized** district rating, and all schools received an **Exemplary or Recognized rating**, the two highest categories recognized by the state's accountability system.

Northwest ISD's TAKS (**Texas Assessment of Knowledge and Skills**) scores are notably higher than the average state scores.

NISD's transformed **Algebra I** program earned state recognition as one of five school districts to be recognized by TEA for offering exceptional high school completion and **college readiness programs** implemented with High School Allotment funds.

Northwest ISD received the Texas Association of School Boards' **Risk Management Fund Innovation Award**, receiving \$1,000 to be used toward risk management efforts.

Northwest High School was one of only 27 schools in the state selected to win the **CREST Award for Counseling Excellence** for 2009. The Texas School Counselor Association's CREST program recognizes schools with an outstanding counseling program.

Northwest High School has received the **2010 College Readiness Award** from the Texas ACT Council. The award recognizes the significant increase in students' ACT Composite scores over the past five years. Less than six percent of Texas high schools received this honor.

Seven Hills Elementary School was awarded the Title 1, Part A **Distinguished Performance Award** for 2009-2010 for outstanding academic performance.

Four Northwest ISD schools received recognition as part of the 2009 **Just for the Kids Campaign** for Higher Performing Schools in Texas. Northwest High School, Gene Pike Middle School, Justin Elementary, and Samuel Beck Elementary earned the honor by achieving better improvement rates for their students compared with other schools with similar demographics.

Northwest ISD met and exceeded the federal government's standards for having 100 percent "Highly Qualified" teachers in core subject areas. Northwest has maintained the **100 percent "Highly Qualified"** standard since the 2004-2005 school year.



Northwest ISD received a rating of Superior Achievement under **Texas' Schools FIRST** financial accountability rating system for the eighth consecutive year. The "Superior Achievement" rating is the state's highest, demonstrating the quality of NISD's financial management and reporting system.

Northwest ISD received the **Distinguished Budget Presentation Award** from the Government Finance Officers Association (GFOA) for the seventh consecutive year. Northwest was one of only 68 districts in the nation to receive this award.

Northwest ISD was awarded the **Meritorious Budget Award** from the Association of School Business Officials International for excellence in the preparation and issuance of the 2009-2010 annual budget. The district has received the award every year since 2002.

Chisholm Trail Middle School has been selected to advance to the next level of review by the **Schools to Watch** team. Selected schools will serve as a role model and will be featured in state and national publications and participate in professional development. The Texas Schools to Watch program is an effort of the National Forum to Accelerate Middle-Grades Reform and the Texas Middle School Association.

In an effort to attract and retain the best and brightest, NISD is one of the state's **highest paying school districts**, offering \$48,200 to first-year teachers with a bachelor's degree.

Northwest ISD was recognized for **excellence in school public relations and communications efforts**, earning six recognitions from the National School Public Relations Association. The district also received its first Crystal Commendation and five of the highest statewide awards

presented by the Texas School Public Relations Association, along with numerous Gold and Silver Star awards.

Northwest ISD offers the only **free fruit and vegetable bar** in the state through the school district's food service provider ARAMARK. The fruit and vegetable bar rotates to each elementary campus for one month, encouraging healthy habits.

Northwest ISD issued 7,500 **netbooks**, or mini laptop computers, to middle school and high school students in September. High school students received netbooks for the first time in 2009.

With the September 2009 launch of the district's **Communications Triple Play** – featuring Twitter, Facebook, and podcasting – Northwest ISD was the first known district to post short video clips, or Twiddeos, on its Twitter page and was one of only three known districts in the area with a Facebook fan page.

Twenty-five community members graduated from the 2009-2010 **Northwest ISD Leadership Program**.



Student Accomplishments:

A Byron Nelson High School student was presented a **Congressional Award bronze medal** by Congressman Michael Burgess. The student worked two years to earn the bronze level achievement, completing requirements in the areas of voluntary public service, personal development, physical fitness, and expedition and exploration.

A seven-member team from Byron Nelson High School earned fifth place in the **Hunt-Winston Solar Car Challenge**, racing the solar car they developed and built across the country. The Byron Nelson High School Solar Car Team was one of only 12 teams in the nation that qualified to compete in the race that began at Texas Motor Speedway.



Medlin Middle School's Destination ImagiNation team, "Changed for Good Ninjas," earned the highest rating possible at the international **Global Finals** competition. They were one of five teams to receive the Outstanding rating in the Project Outreach category at the international competition in May. A team from Medlin also placed second in the 2009 Global Finals competition.

Northwest High School's Student Launch Initiative (SLI) team successfully developed, built, flew, and analyzed their high-powered rocket carrying a payload of live ladybugs at the **NASA Student Launch Projects** launch in April 2010. Northwest High School was one of only 13 high schools in the nation participating.

A Northwest High School junior placed sixth in the **National Business Professionals of America** competition in Visual Basic.NET programming, earning the distinction of National Finalist for 2010. He took first place in both the regional and state competitions.

A sophomore at Byron Nelson High School was among 60 of the nation's top 880 extemporaneous speakers to advance to the seventh round at the **2010 National Speech and Debate Tournament**. After winning at the National Forensics League Debate Qualifying Tournament, he was the first student to represent the new campus at the national tournament.

A Northwest High School student placed 31st at the 2009 **national debate competition**, the highest level of competition for speech and debate in the country, in Dramatic Interpretation. Another student also talked her way to the top, winning in Student Congress at the **National Forensics League** national qualifier.

A Northwest High School senior was named a semifinalist in the 56th annual **National Merit Scholarship** Program and is in the running to be named a finalist. Seven NHS students were also named **Commended Scholars** in the program, and the **National Hispanic Recognition Program** also honored seven students as scholars.

Seventy-six Northwest High School students achieved **AP Scholar Awards** in recognition of their exceptional achievement on their AP Exams. Four students qualified for the

National AP Scholar Award, 19 students qualified for the AP Scholar with Distinction Award, eight students earned the AP Scholar with Honor Award, and 45 students qualified for the AP Scholar Award.

Two teams from Medlin Middle School participated in the first **LEGO League competition** thanks to a partnership through the NISD Partners in Education program with BAE Systems. The “Medlin Masterminds” placed 5th out of 60 teams in the robot challenge and qualified for the Championship round, and the “Cyborg Surgeons” placed 19th.

A Northwest High School sophomore advanced to the VASE (**Visual Arts Scholastic Event**) state competition, where she received the highest score possible for her piece “Birds.” This was the first year that Northwest ISD entered the VASE competition.

The Northwest High School FFA is a **two-star winner** in the National FFA Chapter Award program, placing the organization in the top two to three percent of programs in the nation. The group received the award last year as well.

The Northwest High School FFA program received its **22nd National Chapter Award**. The award program is designed to reward FFA chapters that actively implement the FFA mission and provide educational experiences for their entire membership.

A Byron Nelson High School sophomore won the 2010 **State Championship** in **tennis** for girls singles.

Byron Nelson High School’s girls **golf team** placed third at the 2010 state tournament.

A Northwest High School student finished third at the state meet in the 2010 **pole vault competition**.

A Northwest High School student became the first student in the district to advance to the orchestra state solo and ensemble contest. In addition to receiving a division I rating at the state competition, he was awarded the **Outstanding Musician award**, the highest UIL solo honor in the state.

Three Northwest High School band students were chosen for the **All-State Honor Band**, a selection honoring less than 2 percent of the 50,000 students competing for the honor across the state.

Two Northwest High School theatre students were selected for the **UIL One Act Play State Honor Crew**, an honor given to only 40 students in Texas. The rarity of two sophomore students from the same school being chosen for the state crew added to the prestigious recognition.

A Northwest High School junior placed third in the 2010 **UIL Poetry state competition**.

A Northwest High School student placed 8th out of 20 competitors at the **state powerlifting** meet in March.

A Northwest High School cross country runner finished 9th in November’s **state cross country** championship.

Northwest High School students earned 17 Best in State awards and 42 first place awards at the 2010 **Texas Technology Students Association** competition.

A Roanoke Elementary student was named one of the top two youth volunteers in Texas by the **Prudential Spirit of Community Awards**, earning \$1,000 and a trip to Washington D.C.

Two Northwest High School students both won **Superior and Honorable Mention** state certificates in the on-site

photo competition at the Texas Association of Journalism Educators conference in October.

Two Byron Nelson High School students placed at the 2010 **Texas German Contest**, winning the Level I Directed Dialogue division and placing fourth in Level II Directed Dialogue.

Four Northwest ISD students earned state recognition in the **PTA Reflections Contest**. The 2009-2010 school year marked the district's greatest number of participants, of which 20 advanced to the state level.

The 2009-2010 school year marked great success for Northwest ISD athletes, with six teams and 22 individuals advancing to **district UIL sports** competitions and beyond.

Northwest ISD music groups accumulated a record-setting number of "**Sweepstakes**" awards during the 2009-2010 school year, with 15 ensembles receiving this high competition score.

Good grades and perfect attendance earned one lucky Northwest ISD student a new car and 19 others a free netbook through the 2010 student incentive program sponsored by Moritz Chevrolet, Dell, Byron Nelson High School, Northwest High School, and the Northwest ISD Partners in Education program.

Two hundred and thirty-four NISD students received the **Trustee Award of Excellence** given by the Northwest ISD Board of Trustees for achieving regional, state, national, or international awards in various curricular and co-curricular competitions and events. The Trustee Award of Excellence is the district's highest award.

Staff Accomplishments:

Roanoke Elementary School principal Deborah Merki was named **Principal of the Year** by Communities In Schools (CIS), the nation's largest dropout prevention program. She was one of 12 Best of Texas award recipients honored by CIS and state officials.

NISD Executive Director of Secondary Education Damon Edwards was named **District Administrator of the Year** by the Texas Computer Educators Association. Superintendent Karen G. Rue, Ed.D. was one of three **finalists for the Superintendent of the Year** award.

NISD Coordinator of Secondary Mathematics Jacqueline Weilmuenster was presented the **Eads Excellence Award** by the Texas Association of Supervisors of Mathematics for her contribution to mathematics education.

Kimmie Etheredge, principal of Kay Granger Elementary, is one of two outstanding principals in the state selected to lead the Texas Elementary Principals and Supervisors Association in establishing the **National and State Schools of Character award** for the association.

The band director at Byron Nelson High School, was one of six educators selected to **write band curriculum** for the state of Texas.

Kris Kelly, a special education teacher at Nance Elementary School, and Sarah Menn, an English teacher at Byron Nelson High School, were named **Northwest ISD's Elementary and Secondary Teachers of the Year**.

The Northwest ISD Education Foundation awarded \$107,559.44 in **innovative teaching grants** to Northwest ISD teachers in February 2010.



