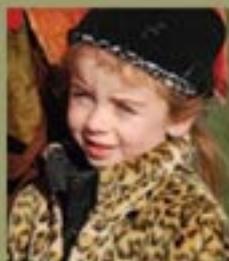


Northwest Independent School District

January 2008



District Snapshot

Leadership Team



Davis Palmer
President, Place 6
Sales Management
Elected 1998
Term Ends 2008



Jeannette Leong
Vice President, Place 4
Social Worker
Elected 2001
Term Ends 2010



Dr. Daryl Laney
Secretary, Place 3
Chiropractor
Elected 1998
Term Ends 2010



Lynn Gamron
Member, Place 5
Community Volunteer
Elected 1999
Term Ends 2008



Mark Schluter
Member, Place 2
Regional Transportation Director
Elected 2006
Term Ends 2009



Debbie Thomas
Member, Place 1
Insurance Adjustor
Elected 1997
Term Ends 2009



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

While the Northwest ISD Board of Trustees is focused on the education of students in Northwest ISD schools, they also are committed to their professional continuing education. This year, the Board members have completed more than 92 hours of professional development and spent a combined 24 hours in team building exercises. With the strong partnership between the Board and superintendent, the group has been an effective team of eight. After one Board member and her family relocated out of the area, the group has remained an effective team of seven. The vacancy will be filled with the May 2008 Board of Trustees election.

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 leadership team into a cohesive group that serves the best interests of NISD students.

Beliefs, Vision, and Mission

The Code of Northwest

At Northwest ISD, we believe that living by the *Code of the West*, we will be successful in reaching our goals, fulfilling our mission, and realizing our vision. James P. Owen, author of *Cowboy Ethics: What Wall Street Can Learn from the Code of the West*, writes the hallmarks of cowboy ethics are:

- Live Each Day with Courage
- Take Pride in Your Work
- Always Finish What You Start
- Do What Has to Be Done
- Be Tough, but Fair
- When You Make a Promise, Keep It
- Ride for the Brand
- Talk Less and Say More
- Remember That Some Things Aren't for Sale
- Know Where to Draw the Line

We encourage Northwest employees to adopt these values as their own, to ride for the Northwest ISD brand, and always remember that kids come first.

We believe that...

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 in Texas”

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 are set to help us realize the Northwest ISD vision and accomplish the mission of our school district.

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.



Northwest Independent School District

817-490-NISD • 817-215-0000

817-215-0170 (Fax)

Physical Address: 2001 Texan Drive
Justin, TX 76247

Mailing Address: PO Box 77070
Fort Worth, TX 76177

www.nisdtx.org

District Information

2006 - 2007 Accountability Ratings

TEA Exemplary

Beck Elementary School

TEA Recognized

Chisholm Trail Middle School

Haslet Elementary School

Hatfield Elementary School

Hughes Elementary School

Justin Elementary School

Lakeview Elementary School

Medlin Middle School

Pike Middle School

Prairie View Elementary School

Roanoke Elementary School

Seven Hills Elementary School

TEA Acceptable

Nance Elementary School

Northwest High School

Northwest ISD received an Academically Acceptable rating from the Texas Education Agency.

Opened August 2007

Granger Elementary School

Student Assessments

Texas Assessment of Knowledge and Skills

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

2007 TAKS Scores

All Students Grades 3-11

	NISD	Texas
Reading/ELA	95	89
Writing	94	92
Social Studies	94	89
Mathematics	86	77
Science	82	71

Northwest ISD Campus Accountability History

	2003-04	2004-05	2005-06	2006-07
Exemplary (E)	2	3	1	1
Recognized (R)	6	7	11	11
Acceptable (A)	4	2	2	2
District	R	R	A	A

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 in the *Duke Talent Search* at the seventh grade level.

2006-07 ACT Scores

	NISD	Texas
English	19.5	19.5
Math	20.5	20.8
Reading	20.8	20.6
Science	20.4	20.4
Composite	20.4	20.5

2006-07 SAT Scores

	Critical Reading	Math	Writing
NISD	508	516	492
Texas	492	507	482

Financial Information

2007-2008 Budget
Financial Statistics (All Funds)

Total Assessed Valuation \$8,147,472,710
Current Tax Rate \$1.33505

Budget Expenditures (All Funds)

Current Expenditures:

Instruction and Related Services \$60,563,403
Instructional and School Leadership 4,553,036
Support Services - Student (Pupil) 15,377,467
Administrative Support Services 4,622,077
Support Services - Non-Student 11,740,366
Ancillary Services 183,883
Current Expenditures Total **\$97,040,232**

Debt Service 26,776,144
Capital Outlay 151,082,631
Intergovernmental Charges 26,652,325
Total Expenditure **\$301,551,332**

Budget Revenues

Local and Intermediate Sources \$119,149,719
State Program Revenues 36,297,401
Federal Program Revenues 3,449,727
Total Revenues **\$158,896,847**

Student Ethnicity

2006-2007

White 78%
Hispanic 15.1%
African American 4%
Asian/Pacific Islander 2.1%
Native American 0.8%

Student Enrollment

(as of December 10, 2007)

Elementary

Haslet Elementary (K - 5) 491
J. Lyndal Hughes Elementary (K - 5) 514
Justin Elementary (PreK - 5) 683
Kay Granger Elementary (K - 5) 441
Lakeview Elementary (K - 5) 279
Prairie View Elementary (PreK - 5) 767
Roanoke Elementary (PreK - 5) 526
Samuel Beck Elementary (K - 5) 473
Seven Hills Elementary (K - 5) 491
Sonny & Allegra Nance Elementary (K - 5) 810
W. R. Hatfield Elementary (K - 5) 732
Total Elementary School **6,207**

Middle

Chisholm Trail Middle (6 - 8) 815
Gene Pike Middle (6 - 8) 878
Medlin Middle (6 - 8) 979
Special Programs Center MS 6
Total Middle School **2,678**

High School

Northwest High School (9 - 12) 2,970
Denton Creek 42
Special Programs Center HS 20
Total High School **3,032**

Total District Enrollment **11,917**

Students Per Teacher

2006-2007

Districtwide 14.5

Goal 1: Successful Learners

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. Results for 2006-2007:

- Northwest ISD received an *Academically Acceptable* rating.
- One campus achieved an *Exemplary* rating.
- Eleven campuses achieved a *Recognized* rating.
- Two campuses were rated *Academically Acceptable*.

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 have increased the number of *GPA*s in 2007 to 58 indicators from 52 indicators in 2006. In 2006, the district received acknowledgements in four *GPA* standards (indicated with an asterisk *). In 2007, that accomplishment extended to acknowledgements in seven areas:

- **Recommended High School Program***
Sixty percent of graduates meeting or exceeding requirements for the Recommended High School Program or the Distinguished Achievement Program
- **Commended for Each Subject***
Twenty percent of examinees scoring at or above the commended performance standard
- **Attendance***
Ninety-seven percent or above for elementary campuses
- **Comparable Improvement***
Campus must have an average Texas Growth Index (TGI) within the top quartile (top 25 percent)

of their 40-member campus-comparison group for subjects

- **Advanced Placement (AP) Results**
15 percent or more eleventh and twelfth grade students take at least one AP examination and 50 percent of examinees score at or above a three on at least one examination
- **Texas Success Initiative (TSI) – Higher Education Readiness Component - ELA**
50 percent or more of grade eleven examinees receive a scaled score of 2200 or higher and a score of 3 or higher on the essay
- **TSI – Higher Education Readiness Component – Math**
50 percent or more of grade eleven examinees receive a scaled score of 2200 or higher

Student Success Initiative (SSI)

SSI is the state requirement that

- third grade students must pass the *TAKS* reading test to be promoted to fourth grade; fifth grade students must pass the *TAKS* reading and math tests to be promoted to sixth grade.
- eighth grade students (beginning in the 2007–2008 school year) must pass the *TAKS* reading and math tests to be promoted to ninth grade.
- eleventh grade students must pass the Exit Level

TAKS tests in order to graduate.

Ninety-eight percent of third grade students met *SSI* reading promotion requirements, ninety-eight percent of fifth grade students met *SSI* mathematics promotion



requirements, and ninety-nine percent of fifth grade students met *SSI* reading promotion requirements. The district is making data-driven decisions to implement best practices and targeted instruction to address the needs of the students impacted by the grade-advancement requirements.

Adequate Yearly Progress (AYP)

Under the accountability provisions in the *No Child Left Behind (NCLB) Act*, the districts and the campuses are evaluated for *Adequate Yearly Progress (AYP)*. 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 and all fourteen campuses met *AYP*.

Areas of Focus for 2007-2008

Curriculum and Instruction (C&I)

The C&I Department's core purpose is to provide NISD teachers with a curriculum deeply aligned to student assessment, which has been substantially developed around the *TEKS* framework, and to design professional development to support the delivery process. In order to accomplish this, a number of initiatives are being continued and/or implemented during the 2007-2008 school year. The descriptions that follow highlight several of these initiatives.

Data-Driven Decisions and Processes

Twice each year, central office and campus personnel meet for a problem-solving discussion focused on continuous improvement. This process, *Quality Defined: A Continuous Improvement Process for Northwest ISD*, is dedicated to the goal of maximizing student learning and achievement. While the meeting purpose is to identify campus goals, the process is a model for replication within departments, grade levels, and by individual teachers. While the *Quality Defined* group structure includes district and campus person-

nel, the majority of the participants are campus instructional personnel. This design is intentional as teachers in Northwest ISD are recognized and honored as the most influential people in students' learning experiences.

A central focus of the *Quality Defined* process is the development, implementation, and monitoring of a *S.M.A.R.T.* goal. *S.M.A.R.T.* (*Specific & Strategic, Measurable, Attainable, Results-Driven, and Timebound*) goals encourage campuses to focus on a greatest area of need (*GAN*). Through an analysis of existing data, the campus *GAN* is identified as that area that is the most challenging obstacle to an area of achievement.

A second focus of the *Quality Defined* process is on a *Targeted Planning Process*. This process allows teams of teachers to identify and target areas of weakness and develop plans for improving these areas.

In the spirit of continuous improvement, the *Quality Defined* process encourages and supports campuses as they continue to raise expectations for all students.

Developing Teacher Capacity

Current research in the field of education clearly identifies the vital role that the classroom teacher plays in the intellectual development of a student. Dr. Robert Marzano, a leader in educational research, reviewed 35 years of research studies and found a teacher's effectiveness is the most important factor in helping a student achieve at maximum levels. Recognizing the importance of this body of research, Northwest ISD is committed to helping all teachers reach that level of "most effective."

An important component of this commitment is through the development of Professional Learning Communities, or PLCs. Since the summer of 2006, district administrators, teacher leaders, and curriculum staff have participated in PLC institutes. As a result of training received at these institutes, PLCs have been created in a variety of settings. To model the expectation that PLCs are implemented district-wide, elementary and secondary principals have developed

principal Professional Learning Communities that meet on a monthly basis, and every campus has developed Professional Learning Communities.

PLCs address these essential questions in the belief that ALL kids can learn:

- What is it we expect students to learn?
- How will we know when students have learned it?
- How will we respond when students don't learn it?
- How will we respond when the students already know it?

Ongoing dialogue and monitoring are necessary to ensure that PLCs are performing at the highest levels. Campus principals are working with teachers to accomplish this target. In *Quarterly Curriculum Reviews*, these teams of campus leaders meet to discuss curriculum that has been taught during the previous quarter, curriculum that will be taught in the upcoming quarter, and to review student work to ensure that students have every opportunity to learn the skills and concepts necessary for success.

Working on the Work (W.O.W.) Framework

The Schlechty Center for Leadership in School Reform is an organization that provides high-quality and responsive support to those who are leading school reform efforts across the nation. As a member of the Standard Bearer School District Network, Northwest ISD has joined with school districts across the country in an effort to focus on continuous improvement of the design of work provided to students.

As Phil Schlechty has stated, ". . . quality schoolwork results in students' persisting with the tasks assigned until their work meets the desired standard. And when students successfully complete quality schoolwork, they experience a sense of satisfaction, accomplishment, pride, and sometimes delight. . . . quality schoolwork results in students' learning those things they need to know to do well on the tests and to be considered well educated."

The *W.O.W. Framework* includes four *Qualities of Context* and six *Qualities of Choice* that teachers consider and

integrate in designing engaging lessons for students:

Qualities of Context

- Content and substance
- Organization of knowledge
- Clear and compelling product standards
- Protection from adverse consequences for initial failure

Qualities of Choice

- Product focus
- Affirmation of performance
- Affiliation
- Novelty and variety
- Choice
- Authenticity

Curriculum Development and Implementation

The *Curriculum Management Plan* conveys the mission of the Northwest Independent School District to provide all students a premier education, preparing them to be successful, productive citizens. It details essential, clear, internal linkages between the written, taught, and tested curriculum across grade levels, classrooms, and schools to produce consistent student learning outcomes throughout the district.

The plan also conveys expectations of the district leadership with respect to curriculum development, adoption, implementation, evaluation, and revision.

As a result of dedicated work in the development of the district curriculum, core content components that are completed or will be complete by spring 2008 include the following:

- Scope and Sequence
- Year-at-a-Glance Documents
- Common Assessments
- Sample Assessment Items
- Content Vocabulary Lists

Ongoing and ambitious work projects will allow for completion of the curriculum by summer 2009.

Instructional Technology

Northwest ISD is committed to providing students and staff with current and innovative opportunities for utilizing a range of technology tools as a part of the learning experience. In addition to computer labs and computers in classrooms, teachers have access to different resources that can be used to enhance instruction.

One such tool is the Classroom Performance System (CPS) Chalkboard. With the CPS Chalkboard, teachers are able to walk from desk to desk, checking student answers, while working out the correct solution using the handy Chalkboard tablet and stylus. Everything a teacher writes can be projected on a screen for the whole class to see.

A second resource is the use of video conferencing. These events are utilized in all curriculum areas. The range

of topics may include conferences on matter, Native Americans, geometric transformations, or writing personal narratives. The most exciting benefit of video conferencing is that students can experience learning in locations that otherwise might not have been possible.

A recent innovation finding its way into NISD classrooms is the iPod. In the summer of 2007, more than 60 NISD teachers attended an iPod Academy. Teachers can use this device for creating, downloading, and uploading podcasts of many varieties. From class discussions and projects to teacher-led presentations, podcasting is spreading across NISD.

The excitement of technology will continue to be a component of the twenty-first century learning experience in Northwest ISD.



Goal 2: Quality Staff

Strengths

Hiring and Recruiting

Northwest ISD realizes that one of the most significant factors that determines a student's success is a caring and talented teacher. That is the driving force behind the recruiting and hiring program of NISD.

Situated in a desirable area, the top starting salary for teachers in the state of Texas, and the most thorough and rigorous new teacher training program, Northwest ISD has its pick of the best. Qualified applicants are attracted to Northwest for its competitive compensation, comprehensive benefits packages, and teacher retention initiatives.

Applicants for all district positions apply online with teachers completing a further screening process through the Gallup Organization's *TeacherInsight™*. Those applicants selected for an interview at the campus level are screened by principals who have been trained in the interview process and who are aware of what makes great teachers.



Salary Increases

Northwest ISD pays the top starting salary in Texas for the first-year teacher with a bachelor's degree. Over the last ten years, salaries have risen from a beginning salary of \$24,364 in 1997-1998 to today's first-year teacher salary of \$46,322.

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 us today has increased dramatically:

- 2006-2007 - \$44,159
2007-2008 - \$46,521
Salary increase of 5.34 percent in one year
- 2001-2002 - \$35,500
2007-2008 - \$48,546
Salary increase of 36.74 percent in six years
- 1996-1997 - \$24,004
2007-2008 - \$49,896
Salary increase of 107.86 percent in 11 years
- 1991-1992 - \$20,100
2007-2008 - \$52,247
Salary increase of 159.93 percent in 16 years
- 1986-1987 - \$16,400
2007-2008 - \$58,935
Salary increase of 259.35 percent in 21 years

It pays to stay with Northwest ISD!

Benefits and Wellness Programs

NISD continues to maintain a competitive benefit plan. 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 in life insurance to all employees on the health plan and \$50,000 in 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 TML as well as a reduced fee for a service plan from QCD; a long-term disability plan offered by UNUM; a vision plan by VSP; 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-taxed contributions.

Employees and family members have access to health-related screening for prostate and breast cancer. The district provides flu shots for all employees annually. Monthly health tips and topics are published in *The Source* newsletter, and the district Web site features several health topics like pregnancy health and the employee assistance plan. In 2008, the “Lighten Up” campaign will have joint activities with staff and students to show the importance of eating right and exercising as well as a “Go Red” campaign for stroke prevention.

Increased Staffing

District growth will bring the student population to double its current number in five years. The NISD teacher population, as well as support staff, will likewise double. The district is committed to search out and place the greatest educators and staff members in all NISD schools.

- With the opening of Granger Elementary School, a staff of 38 was added to the Northwest community.
- 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.
- All elementary campuses with student populations above 650 have an assistant principal.
- Middle schools have two to three assistant principals, depending on size.

- Northwest High School, with a student population of approximately 3,000 this year, has two associate principals and six grade-level/support assistant principals.
- For elementary campuses with more than 500 students, physical education aides were added.
- Special education staff grew proportionately with the district, and several support positions were added, such as additional diagnosticians, speech pathologists, and school psychologists.



Teacher Retention

The retention of talented teachers is an important aspect of student success. Human Resources promotes employee well-being by visiting with staff throughout the year to address their concerns and ensure that their needs are being met. Northwest also conducts employee satisfaction surveys with new hires twice a year. Northwest ISD performs salary and benefit comparisons with other districts to guarantee that the compensation plan is highly competitive throughout Texas. New staff is provided with informative employee orientation sessions. Human Resources provides a Web site where staff can find an array of important information

including an Employee Access Center where employees can view all of their personal information such as personal contact information, payroll, and W-4 elections. Northwest ISD strives to create new ways to recognize and celebrate staff success.

Highly Qualified Teachers

Northwest ISD met 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 exceeded the national standard by having 100 percent Highly Qualified teachers since the 2004-2005 school year.

Core subject areas include all elementary classes and secondary math, science, social studies, and English courses.

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

New initiatives

Updates to the NISD applicant system include expanded search features that allow principals to spend less time searching for qualified applicants, automatic reference checks, and online substitute applications.

Due to the district’s continuing concern for student safety, as well as the new state legislation related to fingerprinting, Northwest ISD has expanded its background check process.

New initiatives include:

- New visitor check-in process at all campuses (January 2008)
- Campus Crime Stoppers
- Additional School Resource Officer

- Fingerprinting of all non-certified employees, contracted service employees, substitutes, temporary workers, and student teachers
- Installation of LiveScan fingerprint system (January 2008)

Areas of Focus for 2007-2008

Due to recent legislation regarding both the fingerprinting of personnel employed by a school district, as well as mandates regarding the development of multi-hazard *Emergency Operation Plans*, Northwest ISD Administrative Services is focused on implementing plans that will ensure Northwest ISD is putting the safety of children first. Northwest ISD is in full compliance with *Senate Bill 11*, having developed both district and campus multi-hazard *Emergency Operation Plans*.

Northwest ISD currently meets or exceeds all of the school safety tips issued by the Texas School Safety Center.

Senate Bill 9 mandates that all non-certified employees, substitutes, and employees of contracted services be fingerprinted beginning January 1, 2008. Northwest ISD has already fingerprinted all employees in these categories. Northwest ISD will also install a LiveScan fingerprint system that will allow the district to fingerprint employees and new hires in the HR office and digitally send those fingerprints to the Texas DPS and FBI for processing. The results are returned to the district in as little as three to five days. These implementations made Northwest ISD one of the few districts in the area that was fully compliant with *Senate Bill 9* before the January 2008 deadline.



Goal 3: Communication, Community Involvement

Strengths

Northwest ISD is the common thread that unites 14 communities spanning Denton, Wise, and Tarrant Counties. Given this expanse, effective communication and community involvement are critical tools 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, campus communication assessments were conducted and training modules are used to improve communication skills and customer service.

Publications

District publications provide information to students, staff, parents, newcomers, and the extended community. An electronic staff newsletter, *The Source*, is the newest addition to the district's regular publications. Making its debut for the 2007-2008 school year, the monthly newsletter features selected staff who personify the month's code and is filled with informative news from human resources and overviews of district happenings.

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. These publications include the following:

- *Northwest ISD Quick Facts Guide*
- *Northwest ISD Student Handbook*
- *Northwest Vision* (monthly district newsletter)
- *NISD Budget Manual*
- District Video
- District Web Site

Technology

The district values technology as a major communication tool. The goal is to provide every audience with an easy way to access information, improving direct communication among school, home, and community.

The district's Web site continues to expand. Parents can view their child's grades and attendance records online by using *Pinnacle - Parent Internet Viewer*. By the end of the 2006-2007 school year, 66 percent of students' parents were using the *Parent Internet Viewer*, and the number continues to grow. As of the 2007-2008 school year, 100 percent of teachers are taking the opportunity to improve parental and student communications through the *SchoolWires* webpage portal system by creating a Web page on the district's Web site.

School Messenger, an automated phone messaging system, notifies parents of absences or other items and also serves as an emergency-calling system with capabilities of processing 30,000 phone calls in 30 minutes for emergency notifications and/or school closings.

The *Parent Internet Viewer* and automated phone system received the most favorable reviews on the 2007 *Parent Survey*. Parents viewed the automated phone calling system and the NISD Web site as valuable assets, giving each an "A" ranking.

Another online resource for parents is VersaTrans e-Link. e-link is a searchable tool that allows parents to enter their address to locate the school in which their child will attend. The site also provides bus schedules and routes, as well as general information about attendance boundaries.

Other electronic communications include a subscription-based email message - *NISD News* - campus newsletters, *Board Notes*, and a multitude of publications and announcements that are available on the district's Web site.

Committees

In addition to print and electronic media, the district relies on communication provided by the community. Parents, business members, students, and staff collaborate on various committees:

- Attendance Boundaries
- Data Information Systems
- District Education Improvement Council (DEIC)
- Long-Range Planning (Facilities and Technology)
- Superintendent's Roundtable

Community Involvement

The district is proactive in collaborating with government agencies and civic organizations 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 state-elected officials to discuss issues that impact education. Following legislative briefings, information is disseminated to the community through newsletters and emails.

In 2006-2007, campus and district volunteers worked a total of 34,651 hours. In 2007-2008, more than 5,200 background checks have been completed for citizens who wish to volunteer.

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:

- Convocation
- Employee recognition
- Gold Card
- Leadership NISD
- Realtor events
- School dedications

The Northwest ISD Education Foundation (NEF)

The Northwest ISD Education Foundation generates and distributes resources to Northwest ISD to enrich, maintain, and expand programs that meet the district's stated mission. The foundation 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, positively impacting student learning.

At the beginning of each school year, the foundation welcomes teachers and other staff at a district luncheon. The NEF also sponsors a golf tournament in the fall to provide scholarship funding for graduating seniors. Each spring, the foundation recognizes distinguished scholars, achievers, and outstanding educators at the Shining Stars Gala.

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

- 194 grants totaling \$565,932 to 725 NISD teachers
- School supplies for more than 1,000 students
- Recognition of more than 275 students, 275 educators, and 52 Teachers of the Year at the annual Shining Stars Gala
- Official welcome for more than 840 new professionals
- \$167,000 in scholarships to graduating seniors
- \$42,075 for the AP and SAT initiatives
- Opportunities for staff and student recognition
- Professional development in grant writing

Areas of Focus for 2007 - 2008

Communications Plan

Communication between staff, parents, and the community is vital to student success and the district's public presence. Northwest will continue its efforts to provide honest, consistent, and expedient communications, while encouraging individual campuses to improve communication and marketing efforts. To guide Northwest's communication and marketing efforts, a district-wide communications plan will be

developed that focuses on all levels, including expectations for schools.

Technology

With the increasing use of technology in the home and workplace, the district will focus on streamlining the efficiency of communication through the district's Web site and other technology tools. Some of the planned improvements:

- *MediaCast* video distribution system will provide district and campus video announcements to PCs or other devices.
- Podcasting will expedite messaging to parents.

Marketing Materials and Publications

The Communications Department continually works with other departments to create quality and informative documents. The new documents for the 2007-2008 school year are:

- 2005 Bond Review
- Communications Plan
- National Association of Student Council marketing materials
- Northwest ISD Code of Northwest calendar, signs, and posters
- *The Source*
- Web Tip Sheet for teachers and staff
- Materials to provide information on long-range facility planning, development, and construction

The following documents will be evaluated and revised during the 2007-2008 school year for use in the 2008-2009 school year:

- *Administrative Regulations for Policy*
- *Back-to-School Guide*
- *Booster Club Guidelines*
- District marketing materials
- Board of Trustees publication
- *Board Operating Procedures*
- *Board Policy*

- *NISD District Snapshot*
- *NISD Budget Manual*
- NISD stadium playoff brochure
- *Student Handbook and Code of Conduct*
- Staff recruitment materials
- Teacher Communication Tip Sheet

Community Involvement

The district will continue to solicit partnerships with businesses, communities, individuals, and parents. The talents and resources they provide enrich learning experiences for our students. The district looks to them for mentoring, tutoring, speaking, donations of school supplies, and sponsorship of activities.

The 2007-2008 school year will mark the first graduating class of community leaders to complete Leadership NISD. Developed to acquaint emerging leaders with district knowledge and operations, 55 participants are expected to graduate from Leadership NISD in May 2008.

With 5,200 volunteers, Northwest will also begin development of a structured district-wide volunteer partnership program. Full implementation of the volunteer participation program will begin in the 2008-2009 school year. This program will include a mentoring program, volunteer program, speaker's bureau, and Adopt-A-School program.

Events and Programs

District employees establish the high standard of excellence that can be seen across the district. Teachers, office staff, and administrators help determine our students' and nation's future by preparing and molding children to be successful, productive citizens. To recognize the district's outstanding employees, a recognition program will be developed so that the school board can honor those employees who have a positive impact on student learning.

Goal 4: Learning Environment

Strengths

Northwest Independent School District experienced a 14 percent increase in the number of students from September 2006 to September 2007. Funding from bond programs 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 Capital Bond Program emphasized additional facility needs as the district expands. A Long Range Facility Planning Committee has updated the master facility plan. A recommendation for a 2008 Capital Bond Program was included in their report.

Capital Bond Program

Voters approved a \$224.5 million Capital Bond Program in October 2005 to meet student-growth needs, including replacement of roofs and HVAC systems, purchase of future school sites, and technology. Of the projects included in the 2005 Capital Bond Programs, all construction projects, with the exception of a building addition at Pike Middle School and Chisholm Trail Middle School, have either been completed or are under construction.

Master Plan Development

The district developed a master plan that provides a schedule for the initiation of the projects included in the 2005 Capital Bond Program. This schedule details the various phases of each of the 28 projects:

- Three new elementary schools
- One new middle school
- One new high school
- Eleven elementary school site purchases
- Two middle school site purchases
- One high school site purchase
- Five major building addition projects
- Two new roofs for existing buildings
- Two new HVAC systems for existing buildings

Northwest ISD has followed this schedule to implement these projects.

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

Site Purchases (as of December 2007)

- Two elementary school sites have been purchased.
- One middle school site has been placed under contract.
- Another site for a middle school and high school has been placed under contract.
- One elementary school site has been placed under contract.
- District staff continue to work with the demographers, cities, and developers to identify areas where future sites will be needed. Several additional elementary sites are close to being placed under contract.

Granger Elementary School Construction

Construction of Granger Elementary School was completed, and the building opened in August 2007. This school is located in the Saratoga development which is south of State Hwy. 170 and east of I-35W.

Prairie View Elementary School Improvements

Construction of 10 new classrooms and 65 additional parking places were completed in August 2007. This project increased the building capacity from 450 to 650 students.

Additional improvements:

- Drainage system upgrade behind the school
- Playground improvements
- Additional playground area

Seven Hills Elementary School Improvements

Construction of 10 new classrooms and an additional kitchen area was completed in August 2007. This project increased the building capacity from 450 to 650 students.

Additional improvements:

- Kitchen and serving area enlargements and updates

- Additional parking
- Playground improvements

Medlin Middle School Improvements

Construction of 10 new classrooms was completed and occupied in August 2007. This project increased the student capacity from 850 to 1,100 students.

Northwest High School Modifications

- During the summer of 2007, NISD maintenance staff five additional classrooms. These additions were constructed in previously unfinished spaces.
- Two additional science labs were constructed.
- Six math classes were constructed to accommodate a ninth grade math initiative.

Byron Nelson High School Construction

Plans were completed and construction began on Byron Nelson High School. The 500,000 square-foot building will be complete and ready for a ninth and tenth grade class by August 2009.

Byron Nelson High School Attendance Boundaries

A citizens' committee developed attendance boundaries for Byron Nelson High School. Their recommendation was presented to the NISD Board of Trustees and approved on December 10, 2007.

Demographics

Northwest ISD has continued to accurately forecast the student enrollment of the district. The October 2007 student forecast was within 10 students of the projected forecast.

Long Range Plans

A citizens' committee completed a study which included a student forecast and facility needs assessment through 2027. In May of 2007 the study was complete and presented to the NISD Board of Trustees. The committee's recommendation included a recommendation for another Capital Bond Program in May 2008.



Areas of Focus for 2007 - 2008

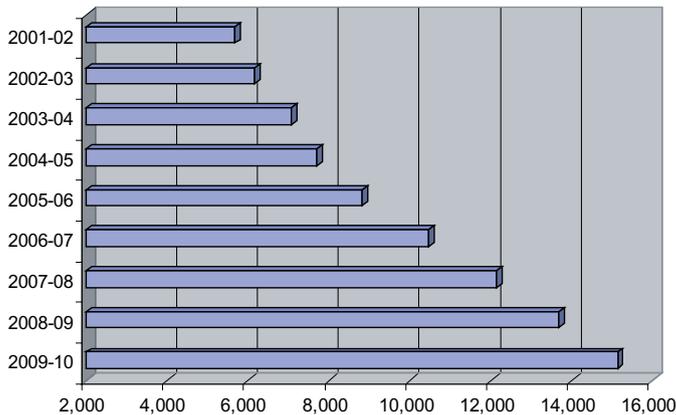
Demographics

The Northwest Independent School District covers 232 square miles and serves 14 communities. The district of about 11,900 students is expected to double in size during the next five years.

Northwest ISD has one high school, three middle schools, 11 elementary schools, a special programs center, and a community-based youth residential program.

Northwest ISD will continue to monitor the growth of the district to ensure that student seats are available when needed.

**District Enrollment
Actual and Projected**



Capital Bond Project

Passage of the 2005 Capital Bond Program allows the district to continue to stay ahead of the growth that is being experienced within Northwest Independent School District. More than 96 percent of the 2005 Capital Bond Program directly addresses growth. Upon completion, the 2005 Capital Bond Program will add more than 7,000 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 2007-2008 school year include:

Elementary School #12 Construction

Construction of Elementary School #12 is underway. This school is located within Sendera Ranch and is the first of three elementary schools that are anticipated to serve the Sendera Ranch community. This school will open in August 2008 and will relieve Prairie View Elementary School.

Elementary School #13 Construction

Construction of Elementary School #13 is underway. This school is located within the Tehama Ridge development and will serve the Tehama Ridge, Presidio Village, Harmon Ranch, and Reata Ranch developments. This school will open in August 2008 and will relieve Nance Elementary School.

Byron Nelson High School Construction

Construction is underway on Byron Nelson High School. One of the many impressive features of Byron Nelson High School is the orientation of the building to capture the dramatic features of the area. Located within Trophy Club, the academic wing of the school overlooks a wooded area of the Corps of Engineer property that borders the school's northern property line. The athletic, fine arts, and administrative offices of the high school are located in the front of the building for easy identification. The traditional look of the building gives Byron Nelson High School a distinguished feel. Byron Nelson High School will be complete by August 2009.

Middle School #4 Construction

Plans are being developed for Middle School #4, and property is being purchased north of State Hwy.

170 and east of I-35W near the Lost Creek development. Construction of Middle School #4 will begin by May 2008 and be complete by August 2009.

Pike Middle School Gymnasium Addition

Within the 2007-2008 school year, plans will begin for the Pike Middle School gymnasium addition. Construction will begin in 2008, and the addition will be complete by August 2009.

Chisholm Trail Middle School Classroom Addition

Within the 2007-2008 school year, plans will begin for the Chisholm Trail Middle School classroom addition. Construction will begin in 2008, and the addition will be complete by August 2009.

Byron Nelson High School Transition Plan

Naming of the school and the establishment of the attendance boundaries are complete. Initiation of the transitional plan and schedule that have been developed to guide the opening of Byron Nelson High School is underway. This plan lays out the tasks necessary to develop the school culture, purchase and deliver furniture and instructional supplies, hire staff, and move into the new facility. In 2008, the principal and other key staff members will be hired, and the school colors and mascot will be selected.

Elementary School #12 and #13 Attendance Boundaries

A citizens' committee will develop attendance boundaries for Elementary Schools #12 and #13 and recommend them to the NISD Board of Trustees. Boundaries will be complete by February 2008.

Elementary School #12 and #13 Naming of Schools

In January 2008, the district will begin the process for naming Elementary Schools #12 and #13. The names will be selected and approved by the NISD Board of Trustees in the spring of 2008.

Facilities Analysis

Northwest ISD staff continues to work with the communities and developers to purchase school sites. Three sites are under contract, and the purchase will be closed pending feasibility studies. During the remainder of the 2007-2008 school year, three additional sites will be placed under contract.

Safety and Security

To ensure the safety and security of Northwest ISD students, staff, and facilities, the district conducted safety audits and revised the *Emergency Operations Plan*.

Emergency Operations Plan

Northwest ISD is dedicated to providing a safe and secure environment for the students, faculty, staff, and visitors on our campuses. In order to support that commitment, a 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, reviewed by staff as well as emergency response personnel, and shared with campus and department staff, and with 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 is prepared to provide for the safety and security of students and others if the need ever arises.

Drills

As part of the plan, each campus practices fire, evacuation, reverse evacuation, exterior lockdown, full lockdown, safe shelter, and bad weather drills throughout the year. This allows district administrators to be sure that faculty, staff, and students know the correct procedures in the event of an emergency.

Audit Team

Northwest also has a safety and security audit team that conducts safety and security audits of every campus in the district on a rotating basis every three years.

School Resource Officers

Additionally, Northwest ISD contracts with four local law enforcement agencies to provide school resource officers (SROs) who are housed at Northwest High School, Chisholm Trail Middle School, Pike Middle School, and Medlin Middle 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: Fort Worth Police Department, Denton County Sheriff's Office, Rhome Police Department, Trophy Club Police Department, and Roanoke Police Department.

Community Support

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

- 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

Programs to Ensure School Safety

Northwest has several programs to ensure schools are safe, including:

- An emergency response coordinator and district and campus safety teams
- Cameras
- ID badges for employees as well as contracted service providers (cafeteria, bus, etc.), students (at the secondary level), and visitors while on district property
- Visitor check-in software

- *Emergency Operations Plan*
- School resource officers
- Security guards (high school)
- Campus Crime Stoppers
- Safety drills
- For each campus: facility security measures, updated employee emergency call lists, an inventory of emergency supplies and equipment, and an emergency response team with identified duties



Goal 5: Accountability

Strengths

Schools FIRST Recognition

The Northwest Independent School District for four straight years received a rating of Superior Achievement under the State of Texas' *Schools FIRST (Financial Integrity Rating System of Texas)*. The Superior Achievement rating is the state's highest, and it reflects the quality of NISD's financial management and reporting system.

The Texas Education Agency developed *Schools FIRST* in response to *Senate Bill 875* of the 76th Texas Legislature in 1999. The primary goal of *Schools FIRST* is to achieve quality performance in the management of school districts' financial resources.

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

Additional professional recognition:

Annual Budget Document:

- The *Meritorious Budget Award* by the Association of School Business Officials International for the fiscal years 2001-2002 through 2006-2007
- The *Distinguished Budget Presentation Award* by the Government Finance Officers Association for the fiscal years 2002-2003 through 2006-2007

Comprehensive Annual Financial Report:

- The *Certificate of Excellence in Financial Reporting* by the Association of School Business Officials International for the fiscal years ending June 30, 2003 through 2007
- The *Certificate of Achievement for Excellence in Financial Reporting* by the Government Finance Officers Association for the fiscal years-ending June 30, 2002 through 2007

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 *A2* by Moody's and *AA-* by Fitch.

In 2006, Moody's upgraded the district's underlying rating from *A3* to *A2*. "The rating upgrade reflects the district's sizeable tax base supported by a trend of robust expansion. Also considered a key criterion for the rating upgrade has been the district's ability to maintain a solid financial position, despite the challenges presented by rapid enrollment growth and *Chapter 41* status."

- Moody's Investors Service, Inc.

2007-2008 General Fund Budget

Payroll Costs – 59.0 percent

All employee salaries and benefits

Professional and Contracted Services – 34.7 percent

Utilities and contracted services such as legal services, maintenance, tax appraisal, and *Chapter 41* recapture

Supplies – 3.4 percent

Student and staff supplies

Other Operating Expenses – 2.8 percent

Insurance, travel, elections, and other expenses

Capital Outlay – 0.1 percent

Major equipment purchases

Total General Fund Expenditures

\$115,545,186

2007-2008 General Fund Revenue

Local Revenue – 72 percent

- Taxes-current year levy
- Taxes-prior years
- Penalties, interest, and other tax revenues
- Temporary deposits and investments earnings
- Property taxes collected for Tax Increment Fund (TIF)
- Athletic receipts
- Community education
- Facility rental fees
- Summer school tuition

State of Texas Revenue - 28 percent

- Per capita funds
- Foundation school funds
- TRS (Texas Retirement System)
- On-behalf funds

General Fund

The primary operational fund for school districts is the General Fund, which makes up 77 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.

Debt Service Fund

Another major fund is the Debt Service Fund (17 percent of all resources). The local tax levy supports the repayment of bond indebtedness from this fund. It is used exclusively for debt repayment for long-term projects such as school construction and renovation.

Your Education Dollar

Bus Ride To School.....	4¢
Chapter 41 Recapture.....	22¢
Cleaning/Building Utilities/Maintenance...	9¢
Co-curricular/Extra Curricular.....	2¢
Curriculum and Training.....	3¢
District-Level Support Staff.....	4¢
Guidance and Counseling.....	3¢
Health Services.....	1¢
Library.....	1¢
Payment to TIF.....	1¢
Principal/Campus Administration.....	3¢
Teachers, Aides, and Supplies.....	46¢
Technology.....	1¢
TOTAL.....	\$1.00

Areas of Focus for 2007 - 2008

Bond Ratings

On October 1, 2005, voters passed a \$224.5 million bond election with 70 percent voter approval. The strong student and economic growth in the local area should allow the district to maintain the current bond ratings.

Training

The Financial Services Department has updated the district's *Financial Services and Activity Funds Procedures* manuals and continues to conduct twice-a-year paraprofessional training on procedures. The department has supported the district development and training in the *Booster Clubs and School Support Organizations Guidelines*.

TESA

The chief financial officer serves as the sponsor of the Northwest Educational Support Association (NESA) chapter of the Texas Educational Support Staff Association (TESA). Approximately 125 paraprofessionals attended the annual fall training session.

Budget Development

The district 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 district budgeting process will include program budgeting procedures to ensure quality instructional budget decisions.

Customer Satisfaction

The district routinely surveys the Northwest 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 in the *2007 Parent Survey* will serve as benchmarks for measuring probable success of district programs and the stability of the system for future district surveys.

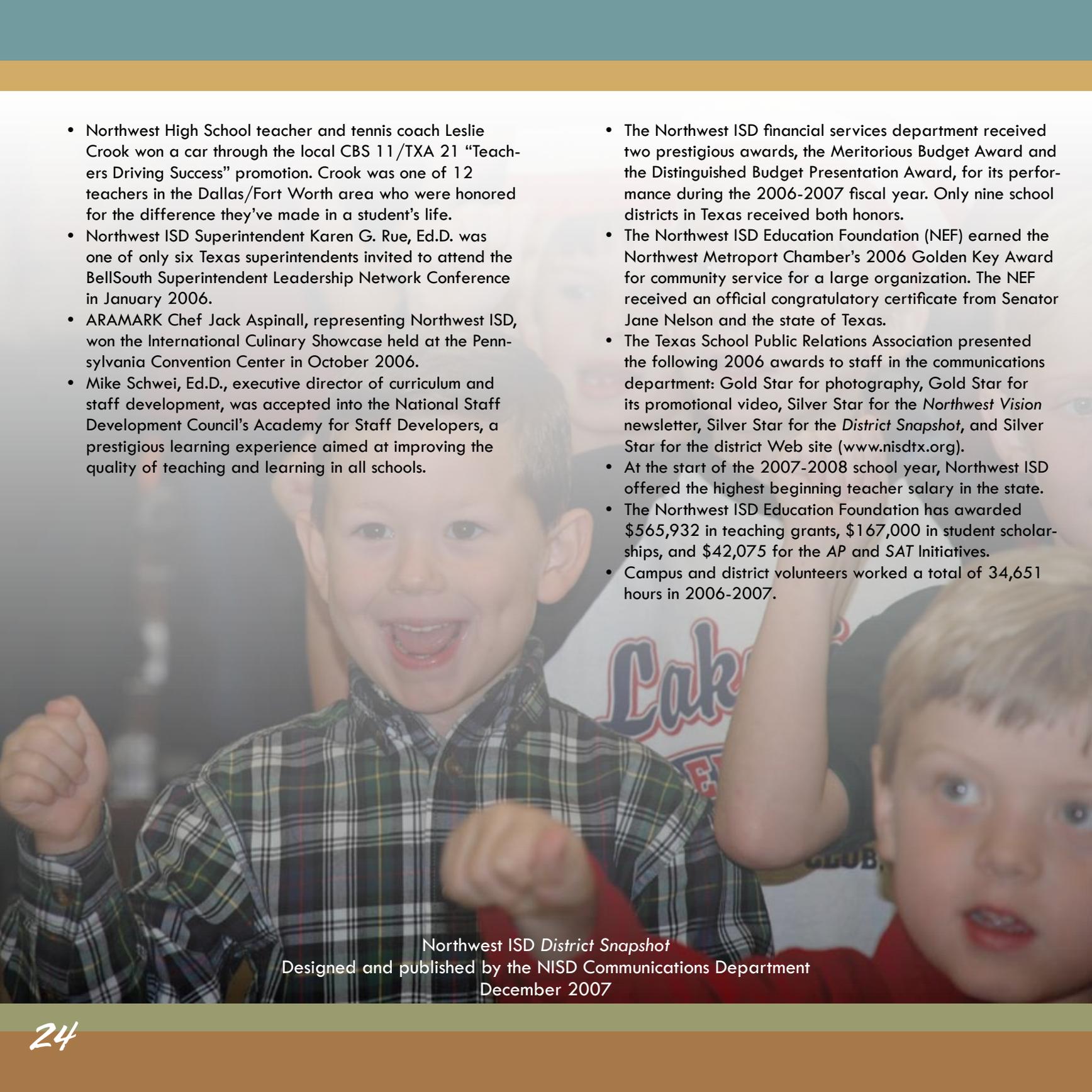
Student Achievements

- Northwest ISD students scored above the state and national composite SAT score in 2006 and 2007.
- Northwest ISD students have scored above the state composite ACT score for four of the last five years.
- About 75 percent of Northwest students who graduated in 2007 continued their education at a two- or four-year college or university.
- Among the 397 graduates in the class of 2007, there were 34 Texas Scholar Graduates and 26 senior members of the National Honor Society.
- The 2007 seniors, the largest graduating class in Northwest history, were offered more than \$2,439,840 in scholarships and awards.
- In addition to showing continued gains in all areas of student achievement, Northwest ISD students' 2007 TAKS scores are above the state average scores.
- Numerous Northwest High School seniors were recognized for their outstanding academic success in the National Merit Scholarship Program — two National Merit Semifinalists, three Commended Students, one recognized by the College Board's National Hispanic Recognition Program, and one Recognized Scholar.
- The Northwest High School softball team was ranked first in the state, and a poll by *USA Today*/National Fastpitch Coaches Association (NFCA) ranked the team 21st in the nation. The school's pitcher, Brittany Barnhill, was named to the NFCA All-America team.
- Northwest High School graduates Whitney Norris and Kristy Young received the American FFA Degree, the highest degree awarded by the National FFA Organization.
- Riley Young competed with 10,000 other high school students to receive a place in the All-State Mixed Choir, first in his respective section.
- Northwest High School advanced to the state competition in band and theatre for the first time last year in the UIL 5-A classification.
- The Northwest Technology Club won the 5-A High School State Technology Student Association Championship with 128 first places and 68 "Best in State" awards.

- Medlin Middle School and Lakeview Elementary School students advanced to the state competition in Destination Imagination.
- Medlin Middle School student Hannah Martinez spent a week in the nation's capitol at the Junior National Young Leaders Conference (JrNYLC). Her participation in the prestigious program was made possible by the nomination from a teacher at Beck Elementary School. Hannah is the third student from Beck to attend the JrNYLC in two years.

Campus and District Achievements

- The state rated 12 of the district's 14 campuses either recognized or exemplary, the two highest categories.
- The district received 25 percent more *Gold Performance Acknowledgements* in TEA accountability than last year, and all campuses met the national *Adequately Yearly Progress*.
- Northwest High School offers 18 Advanced Placement courses and 17 Pre-AP courses. The middle school campuses offer six Pre-AP courses.
- Beck Elementary and Northwest High School are recipients of the prestigious Blue Ribbon Lighthouse School Award.
- In December 2007, Beck Elementary was named a Texas nominee for the USDE's 2008 No Child Left Behind-Blue Ribbon School award.
- Beck and Lakeview Elementary schools were named two of the top schools in the state according to an article in *Texas Monthly*. Pike and Medlin Middle schools received the honor in 2006.
- Pike Middle School was one of 28 selected schools in the world to participate in the Polar First Experience as two pilots embarked on a world-record journey around the world via two polar regions.
- Northwest High School was selected to host the 72nd Annual National Association of Student Councils Conference in June 2008. It is estimated that 1,600 students and 500 advisers from across the nation, as well as Canada, Puerto Rico, and Australia, will participate in the conference.
- Northwest High School was accepted into the Project Infinity program, allowing upperclassmen to study engineering in partnership with Texas Instruments and Southern Methodist University's School of Engineering.

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- Northwest High School teacher and tennis coach Leslie Crook won a car through the local CBS 11/TXA 21 “Teachers Driving Success” promotion. Crook was one of 12 teachers in the Dallas/Fort Worth area who were honored for the difference they’ve made in a student’s life.
 - Northwest ISD Superintendent Karen G. Rue, Ed.D. was one of only six Texas superintendents invited to attend the BellSouth Superintendent Leadership Network Conference in January 2006.
 - ARAMARK Chef Jack Aspinall, representing Northwest ISD, won the International Culinary Showcase held at the Pennsylvania Convention Center in October 2006.
 - Mike Schwei, Ed.D., executive director of curriculum and staff development, was accepted into the National Staff Development Council’s Academy for Staff Developers, a prestigious learning experience aimed at improving the quality of teaching and learning in all schools.
 - The Northwest ISD financial services department received two prestigious awards, the Meritorious Budget Award and the Distinguished Budget Presentation Award, for its performance during the 2006-2007 fiscal year. Only nine school districts in Texas received both honors.
 - The Northwest ISD Education Foundation (NEF) earned the Northwest Metroport Chamber’s 2006 Golden Key Award for community service for a large organization. The NEF received an official congratulatory certificate from Senator Jane Nelson and the state of Texas.
 - The Texas School Public Relations Association presented the following 2006 awards to staff in the communications department: Gold Star for photography, Gold Star for its promotional video, Silver Star for the *Northwest Vision* newsletter, Silver Star for the *District Snapshot*, and Silver Star for the district Web site (www.nisdtx.org).
 - At the start of the 2007-2008 school year, Northwest ISD offered the highest beginning teacher salary in the state.
 - The Northwest ISD Education Foundation has awarded \$565,932 in teaching grants, \$167,000 in student scholarships, and \$42,075 for the AP and SAT Initiatives.
 - Campus and district volunteers worked a total of 34,651 hours in 2006-2007.

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