



2023-2024

District Improvement Plan

September 11, 2023

REQUIREMENTS

- TEC 11.251(a): The Board of Trustees shall annually ensure development of and approve both the district and campus performance objectives.
- TEC 11.252(a): The superintendent must annually develop, evaluate, and revise the district plan with the assistance of the district-level planning and decision making committee.



REQUIREMENTS

- TEC 11.252: The District Improvement Plan must include:
 - Needs Assessment
 - Performance Objectives
 - Staff responsible, timelines for monitoring, and resources
 - Specific items



STRATEGIC PLANNING FLOWCHART



2023-2028 Northwest ISD Strategic Goals and Priorities



Our Core Beliefs

- 1 Kids come first.
- 2 Continuous learning is essential to prepare for college and career opportunities.
- 3 Each student's success is the shared responsibility of students, families, schools, and communities.
- 4 Learning is influenced by environment.

Our Vision

Northwest ISD empowers learners and leaders to positively impact the world.

Our Mission

Northwest ISD, in collaboration with students, families, communities, and global partners, will engage in a culture of learning that prepares all students to confidently navigate their future.

Strategic Goals

Strategic Goal 1	Strategic Goal 2	Strategic Goal 3
<p>Northwest ISD will provide personalized learning experiences and cultivate the growth and achievement of every student.</p> <p>NISD PRIORITIES:</p> <p><u>Literacy</u></p> <p>1.1 Our students will annually increase literacy proficiency to reach or exceed grade-level standards.</p> <p><u>Academic Progress</u></p> <p>1.2 Our students will achieve individualized academic goals to reach a year's growth or more in all content areas.</p> <p><u>College, Career, Military & Life Readiness</u></p> <p>1.3 Our students will graduate life ready and prepared for success in career, college, or military service.</p>	<p>Northwest ISD will recruit, value, and retain highly effective staff prepared to meet the individual needs of our students and learning community.</p> <p>NISD PRIORITIES:</p> <p><u>Recruit</u></p> <p>2.1 Northwest ISD will have an unwavering commitment to attract and welcome high-quality staff.</p> <p><u>Value</u></p> <p>2.2 Northwest ISD will invest in all staff through a culture of support, development, and empowerment to make a positive impact on the learning community.</p> <p><u>Retain</u></p> <p>2.3 Northwest ISD will retain highly effective staff through meaningful relationships, ongoing support, and professional growth opportunities.</p>	<p>Northwest ISD will foster a safe environment and a culture of engagement that values the voices of all students, staff, families, and community members.</p> <p>NISD PRIORITIES:</p> <p><u>Engagement</u></p> <p>3.1 Northwest ISD will foster an environment of engagement with every member of our community through collaborative dialogue and partnership opportunities.</p> <p><u>Culture</u></p> <p>3.2 Northwest ISD will model and instill a culture of belonging where all students, staff, families, and community voices are heard and valued.</p> <p><u>Safety</u></p> <p>3.3 Northwest ISD will continuously improve, maintain and communicate systems of support to strengthen the physical and emotional well-being of our students, staff, and community.</p>

Beliefs, Vision, Mission

Our Core Beliefs

- 1 Kids come first.
- 2 Continuous learning is essential to prepare for college and career opportunities.
- 3 Each student's success is the shared responsibility of students, families, schools, and communities.
- 4 Learning is influenced by environment.

Our Vision

Northwest ISD empowers learners and leaders to positively impact the world.

Our Mission

Northwest ISD, in collaboration with students, families, communities, and global partners, will engage in a culture of learning that prepares all students to confidently navigate their future.



Strategic Goals

Strategic Goals

Strategic Goal 1

Northwest ISD will provide personalized learning experiences and cultivate the growth and achievement of every student.

Strategic Goal 2

Northwest ISD will recruit, value, and retain highly effective staff prepared to meet the individual needs of our students and learning community.

Strategic Goal 3

Northwest ISD will foster a safe environment and a culture of engagement that values the voices of all students, staff, families, and community members.



Priorities

Strategic Goal 1

Northwest ISD will provide personalized learning experiences and cultivate the growth and achievement of every student.

NISD PRIORITIES:

Literacy

1.1 Our students will annually increase literacy proficiency to reach or exceed grade-level standards.

Academic Progress

1.2 Our students will achieve individualized academic goals to reach a year's growth or more in all content areas.

College, Career, Military & Life Readiness

1.3 Our students will graduate life ready and prepared for success in career, college, or military service.

Strategic Goal 2

Northwest ISD will recruit, value, and retain highly effective staff prepared to meet the individual needs of our students and learning community.

NISD PRIORITIES:

Recruit

2.1 Northwest ISD will have an unwavering commitment to attract and welcome high-quality staff.

Value

2.2 Northwest ISD will invest in all staff through a culture of support, development, and empowerment to make a positive impact on the learning community.

Retain

2.3 Northwest ISD will retain highly effective staff through meaningful relationships, ongoing support, and professional growth opportunities.

Strategic Goal 3

Northwest ISD will foster a safe environment and a culture of engagement that values the voices of all students, staff, families, and community members.

NISD PRIORITIES:

Engagement

3.1 Northwest ISD will foster an environment of engagement with every member of our community through collaborative dialogue and partnership opportunities.

Culture

3.2 Northwest ISD will model and instill a culture of belonging where all students, staff, families, and community voices are heard and valued.

Safety

3.3 Northwest ISD will continuously improve, maintain and communicate systems of support to strengthen the physical and emotional well-being of our students, staff, and community.



Strategic Goal 1 Strategies

NISD Strategic Goal 1: Northwest ISD will provide personalized learning experiences and cultivate the growth and achievement of every student.

Priority 1.1: Literacy

Our students will annually increase literacy proficiency to reach or exceed grade-level standards.

District Strategies:

1. Students will **critically write in all content areas** as a way to reflect, explain, justify their thinking, and demonstrate understanding of the content. (C&I)
2. **Support teachers in using a variety of data points to analyze and identify needs of readers** and writers to evaluate and plan for individualized instruction. (C&I)
3. **Implement mClass diagnostic assessment** in grades K-3 and support teachers with using data to make instructional decisions to create small groups for targeted literacy growth. (C&I)



Early Childhood Reading 5-Year Goal:

The percent of third-grade students performing at the Approaches level or higher on STAAR Reading will increase **6 percentage points each year**, with the goal of 92% by 2024.

*Official numbers for 2023 will be available September 28

2020* <i>*2019 Data</i>	2021	2022	2023 Projected Results	2024 Goal
83%	74%	82%	82%	92%

Early Childhood Reading

Closing the Gaps Student Groups - Yearly Targets

In order to close gaps across third-grade student groups, yearly "Approaches" targets have been established, as noted below.

	2020* <i>*2019 Data</i>	2021	2022	2023 Projected Results	2024 Goal
African-Am	74%	59%	75%	70%	85%
Hispanic	79%	64%	79%	78%	90%
White	85%	80%	84%	85%	95%
Am. Indian	64%	67%	86%*	90%	85%
Asian	93%	83%	92%	86%	95%
Pacific Island	80%	63%	83%*	*	89%
2+ Races	87%	72%	75%	87%	94%
SpEd	53%	44%	57%	50%	70%
Eco Dis	69%	55%	70%	67%	81%
ELL	83%	60%	78%	73%	90%

* Low numbers

Strategic Goal 1 Strategies

NISD Strategic Goal 1: Northwest ISD will provide personalized learning experiences and cultivate the growth and achievement of every student.

Priority 1.2: Academic Progress

Our students will achieve individualized academic goals to reach a year's growth or more in all content areas.

District Strategies:

1. **Support teachers in utilizing short-cycle assessments** from the curriculum to continuously monitor student progress. (C&I)
2. **Support teachers and administrators on using Learning Targets** as a tool to build understanding of standards-and **track progress toward mastery** of students' knowledge and skills. (C&I)
3. **Support students, teachers, and campuses with goal setting and tracking progress** using a variety of data points. (C&I)



Early Childhood Math 5-Year Goal:
The percent of third-grade students performing at the Approaches level or higher on STAAR Math will increase 8 percentage points each year, with the goal of 95% by 2024.

*Official numbers for 2023 will be available September 28

2020* <i>*2019 Data</i>	2021	2022	2023 Projected Results	2024 Goal
82%	71%	78%	76%	95%

Early Childhood Math
Closing the Gaps Student Groups - Yearly Targets
In order to close gaps across third-grade student groups, yearly “Approaches” targets have been established, as noted below.

	2020* <i>*2019 Data</i>	2021	2022	2023 Projected Results	2024 Goal
African-Am	73%	55%	64%	56%	83%
Hispanic	73%	63%	73%	69%	91%
White	86%	76%	81%	81%	96%
Am. Indian	55%	50%	86% *	89%	80%
Asian	96%	77%	90%	86%	95%
Pacific Island	80%	75%	67% *	*	95%
2+ Races	90%	63%	75%	65%	91%
SpEd	49%	41%	46%	44%	71%
Eco Dis	69%	54%	62%	58%	82%
ELL	69%	58%	73%	76%	86%

* Low numbers

Strategic Goal 1 Strategies

NISD Strategic Goal 1: Northwest ISD will provide personalized learning experiences and cultivate the growth and achievement of every student.

Priority 1.3: College, Career, Military & Life Readiness

Our students will graduate life ready and prepared for success in career, college, or military service.

District Strategies:

1. Develop and enlist Advanced Academic Ambassadors to **increase enrollment in Advanced Academic courses** (AP, On Ramps, dual credit, honors). (C&I)
2. **Leverage collaboration between counseling and CCMR** to communicate with students, families, teachers, and administrators regarding post-secondary success opportunities. (C&I)
3. **Utilize Special Education transition plans to drive core selections and CTE electives** with CTE teachers attending ARDS for secondary students to ensure course alignment with post-secondary goals. (C&I)
4. **Develop tracking and communication processes** for student CCMR completion data and **communicate quarterly with campus stakeholders:** principals, APs, counselors, students. (C&I)



College, Career, and Military Readiness— Revised Due to TEA Changes in Indicators

The percent of graduates that meet the criteria for CCMR will increase from **55% to 74% by 2024.**

*Data updated: 2022 graduates is lagging data. Official numbers will be available September 28.

	2020 (2019 graduates)	2021* (2020 graduates)	2022* (2021 graduates)	2023* (2022 graduates) Projected Results	2024 (2023 graduates) Goal
Goal	55%	69%	75%	73%	74%
	2020*	2021*	2022	2023	2024 Goal
African-Am	60.9%	51%	59%	64%	55%
Hispanic	64.3%	63%	67%	65%	65%
White	75.8%	73%	80%	76%	80%
Am. Indian	45.5%	88%	100%	82%	82%
Asian	92.8%	81%	91%	91%	98%
Pacific Island	100%	80%	50%	100%	100%
2+ Races	63.3%	78%	40%	68%	71%

Strategic Goal 2 Strategies

NISD Strategic Goal 2: Northwest ISD will recruit, value, and retain highly effective staff prepared to meet the individual needs of our students and learning community.

Priority 2.1: Recruit

Northwest ISD will have an unwavering commitment to attract and welcome high-quality staff.

District Strategies:

1. **Showcase NISD high-quality aligned curriculum documents, resources, and instructional support** opportunities to attract and recruit high-quality staff. (C&I)
2. **Expand the current Grow Our Home program** to include specific educator pipelines, develop a partnership for a pathway to certification, and begin targeted early college recruitment. (HR)



Strategic Goal 2 Strategies

NISD Strategic Goal 2: Northwest ISD will recruit, value, and retain highly effective staff prepared to meet the individual needs of our students and learning community.

Priority 2.2: Value

Northwest ISD will invest in all staff through a culture of support, development, and empowerment to make a positive impact on the learning community.

District Strategies:

1. Continue to **review the NISD Compensation Plan and make adjustments** as necessary to ensure our employees are appropriately compensated and within market values. (HR & Finance)
2. **Value teachers and staff by providing opportunities for feedback** to guide future district processes, resources, and support. (C&I)
3. Implement teacher and staff listening sessions at campuses to **provide teachers and staff with an outlet to provide actionable feedback.** (Cabinet)



Strategic Goal 2 Strategies

NISD Strategic Goal 2: Northwest ISD will recruit, value, and retain highly effective staff prepared to meet the individual needs of our students and learning community.

Priority 2.3: Retain

Northwest ISD will retain highly effective staff through meaningful relationships, ongoing support, and professional growth opportunities.

District Strategies:

1. **Provide differentiated and responsive professional development** to meet individual needs of staff. (C&I)
2. **Enhance our mentor programs to provide meaningful, ongoing support** for teachers, administrators, and staff. (C&I)



Strategic Goal 3 Strategies

NISD Strategic Goal 3:

Northwest ISD will foster a safe environment and a culture of engagement that values the voices of all students, staff, families, and community members.

Priority 3.1: Engagement

Northwest ISD will foster an environment of engagement with every member of our community through collaborative dialogue and partnership opportunities.

District Strategies:

1. Re-engage the **Watch Dogs program at all Northwest ISD elementary and middle schools** to provide parents and community members with the opportunity to support schools.
(Communications; C&I)
2. Implement an **anti-bullying campaign** to address local-, state-, and national-level feedback of negative student behaviors and evaluate parent and guardian input to provide to district leaders.
(Communications; C&I)
3. Create and maintain a **Community-Based Accountability Dashboard** to engage Northwest ISD families on topics they value. **Implement a feedback component** for continual improvement. (Cabinet)



Strategic Goal 3 Strategies

NISD Strategic Goal 3:

Northwest ISD will foster a safe environment and a culture of engagement that values the voices of all students, staff, families, and community members.

Priority 3.2: Culture

Northwest ISD will model and instill a culture of belonging where all students, staff, families, and community voices are heard and valued.

District Strategies:

1. **Provide opportunities for students to share feedback** regarding school climate, student-staff relationships, and peer relationships. (C&I)
2. Create and engage a **district-wide committee of high school students to focus on prevention and wellness** initiatives. (C&I)
3. **Improve transparency and understanding among families** of Northwest ISD initiatives, including safety, finance, growth planning, complaint resolution process, and new strategic goals and priorities. (Cabinet)



Strategic Goal 3 Strategies

NISD Strategic Goal 3:

Northwest ISD will foster a safe environment and a culture of engagement that values the voices of all students, staff, families, and community members.

Priority 3.3: Safety

Northwest ISD will continuously improve, maintain and communicate systems of support to strengthen the physical and emotional well-being of our students, staff, and community.

District Strategies:

1. Provide personalized training to support the needs of each campus to **meet the emotional well-being of our students and staff**, including mental health/substance abuse first aid. (C&I)
2. Develop local policy for the **administration of unassigned medication for people in respiratory distress**. (General Counsel & Health Services Coordinator)
3. Adopt local policy on **bullying prevention**. (General Counsel & C&I)
4. Implement **silent panic alert technology in every classroom** across Northwest ISD. (Technology; Safety & Security)
5. Implement an **incident response system**, including a **single button to initiate emergency responses system wide** including emergency digital signage, security cameras, and access control. (Technology; Safety & Security)



STRATEGIC PLANNING SCHEDULE

Date	Description	Responsibility	Complete
May 16	DEIC - End of Year DIP Review and Needs Assessment	DEIC	√
June 12	2022-2023 DIP Summative Review	Executive Cabinet	√
June 12	Strategic Planning Summit Recommendation/Goals and Priorities Action	School Board	√
June 26	2023-2024 DIP Summary Report to the Board	Dr. Griffin	√
June 27	Team of 8 Training	Dr. Foust	√
September 11	2023-2024 DIP Board Review	School Board	
September 12	DEIC Meeting – DIP Overview and Formal Vote	DEIC	
September 14	Deadline to Submit CIPs and Department Action Plans	Staff	
September 25	2023-2024 DIP Board Action	School Board	
September 25	2023-2024 CIPs Board Review	School Board	
October 9	2023-2024 CIPs Board Action	School Board	
November 13	DIP Formative Review	Executive Cabinet	
January 8	DIP Formative Review	Executive Cabinet	
January 22	2023-2024 DIP Mid-Year Summary Report to the Board	Dr. Griffin	
March 18	DIP Formative Review	Executive Cabinet	
May 14	DEIC - End of Year DIP Review and Needs Assessment	DEIC	
June 10	2023-2024 DIP Summative Review	Executive Cabinet	
June 24	2023-2024 DIP Summary Report to the Board	Dr. Griffin	
June 24	Strategic Framework (Beliefs, Vision, Mission, Goals, Priorities) - Board Discussion / Action	School Board	



Questions?