

**Elgin Independent School District**  
**Elgin High School**  
**2023-2024 Campus Improvement Plan**



## **Vision**

**Elgin ISD changes lives.**

## **Mission**

**EISD ensures a high-quality education that guarantees a life-changing experience for all.**

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# Comprehensive Needs Assessment

## Demographics

### Demographics Summary

The Elgin Independent School District (EISD), located about 22 miles east of Austin, serves approximately 5300 students from PreK to Grade 12 and is in the Region 13 Education Service Center area. EISD comprises more than 168 square miles in portions of Bastrop, Lee, and Travis counties and provides educational facilities and resources to meet the needs of students on seven campuses. Elgin High School (EHS) serves approximately 1542 students from Grade 9 to Grade 12. The student groups in EHS are comprised of 63% economically disadvantaged, 28% EBs, 13% SpEd, 2% homeless, 2% migrant, 8% GT, and 76% at-risk according to the latest TAPR report in 2021-2022. Student mobility rates from TAPR 2021-2022 are 11%; Hispanic 17%; SpEd 12%; EB 115%; Eco Dis 9%; with all other groups at 2% or less.

Program Enrollment, Ethnicity and Race	Elgin ISD 2019-2020	Elgin ISD 2020-2021	Elgin ISD 2021-2022	EHS 2019-2020	EHS 2020-2021	EHS 2021-2022
All Student Enrollment	4,556	4,615	4,985	1304	1380	1542
Economically Disadvantaged	3,547	3,634	3,543	917	1005	969
At-Risk	3,368	3,460	3,877	849	982	1165
Emergent Bilingual	1,570	1,659	2,058	217	281	425
Special Education	488	547	616	136	165	193
Section 504	455	438	445	164	163	186
Students with Dyslexia	237	248	269	91	88	95
Career and Technical Education	384	-	1,306	994	-	1245
Migratory	55	111	76	52	49	27

Program Enrollment, Ethnicity and Race	Elgin ISD 2019-2020	Elgin ISD 2020-2021	Elgin ISD 2021-2022	EHS 2019-2020	EHS 2020-2021	EHS 2021-2022
Homeless	161	111	120	34	24	35
Foster	10	13	8	4	2	3
Title I, Part A	3,209	2,429	2,628	0	0	0
Black-African American	473	460	447	144	146	161
Hispanic	3,199	3,376	3,788	880	972	1124
White	753	641	627	242	233	223
American Indian/Alaskan Native	5	5	3	1	0	0
Asian	15	11	10	8	7	5
Native Hawaiian/Pacific Islander	3	6	8	1	1	3
Two or More Races	108	116	113	28	21	26

Elgin ISD has a young staff with the advantage that many have been trained or will be trained in relevant if not recent researched based instructional practices. Our staff is becoming more ethnically diverse as we grow and we are requiring additional ESL and BE certifications. DEI remains an area for retooling as our population will continue to increase over the coming years. Since 2013, Elgin ISD has had a higher teacher turnover rate than Region 13. From 2013 – 2018 teacher turnover increased from 18.47 to 36.1. From 2019 to 2022 teacher turnover has varied from a low of 20.5 in 2021 to a high of 31.9 in 2020.

Staff Information	Elgin ISD 2019-2020	Elgin ISD 2020-2021	Elgin ISD 2021-2022	EHS 2019-2020	EHS 2020-2021	EHS 2021-2022
Total Staff	667	674	734	125	126	132
Teachers	297	298	315	89	86	93
Professional Support	81	80	88	14	13	12

Staff Information	Elgin ISD 2019-2020	Elgin ISD 2020-2021	Elgin ISD 2021-2022	EHS 2019-2020	EHS 2020-2021	EHS 2021-2022
Campus Administration	23	25	24	8	8	7
Central Administration	12	12	14	-	-	-
African American Teachers	23	19	20	8	5	7
Hispanic Teachers	84	95	103	20	24	25
White Teachers	186	180	190	59	55	61
Teachers with Degree	293	295	311	86	84	91
Beginning Teachers	33	19	36	11	9	7
Teachers with 1-5 years experience	132	139	134	35	30	37
Teachers with 6-10 years experience	48	50	62	14	18	21
Teachers with 11-20 years experience	62	62	61	25	23	24
Teachers with 20+ years experience	22	26	22	4	7	5
Principal Average years of experience	5	5	6	5	6	7

The economy of Elgin, TX employs 5.19k people. The largest industries in Elgin, TX are Manufacturing (777 people), Health Care & Social Assistance (674 people), and Retail Trade (580 people), and the highest paying industries are Agriculture, Forestry, Fishing & Hunting, & Mining (\$70,625), Administrative & Support & Waste

Management Services (\$51,734), and Educational Services (\$51,500)

Elgin ISD has a partnership with Austin Community College that provides dual and articulated credit opportunities for students in the district. We interact with local businesses and workforce organizations through our CTE Advisory committee and our College & Career Center where we organize weekly college and career visits, monthly field trips, and events such as the college and career fair. Elgin ISD also partners with E3 Alliance, Educate Texas, Region 13, Workforce Solutions, College Forward, ACC Connect, and other organizations in an effort to expand and build on local partnerships with Institutes of higher education and employers in our area.

The 2023 Demographics Study indicated an increase in expected growth for the district in the next 10 years. The highest percent of growth is 58% from actively developing sub-divisions with the next highest being 20% growth from built out sub-divisions. Regionally, there is expected to be continued growth east of Austin, especially in communities such as Elgin where there is available land for building. Over the next 10 years the new housing occupancy projection is 16,848. Growth projections in EISD student enrollment range from 9,705 to 15,040 in the next 10 years.

### **Demographics Strengths**

- Resilient and diverse student population
- Community minded Board of Trustees
- Emphasis on strong communication with parents, families, and community

2021 Bond Project is underway and proceeding with most projects in process. Harvest Ridge Elementary is scheduled to open for the 2024-2025 school year.

### **Problem Statements Identifying Demographics Needs**

**Problem Statement 1 (Prioritized):** There is a need for an updated campus vision and mission statement aligned with district core values. **Root Cause:** Increased teacher turnover since 2019.

# Student Learning

## Student Learning Summary

### Student Learning:

In general, there is evidence that students in the district are growing academically, but need increased growth to catch up to their peers across the state and nation. The effectiveness of interventions on the student, campus, and district level is monitored utilizing a student data dashboard compiling multiple data points for each student. In this way the indicators for growth, individual student learning and the effectiveness of programs for various student groups, such as struggling or at-risk students, students with disabilities, Section 504 students, general education students in need of interventions, and/or chronically absent students. Multi-tiered Systems of Support (MTSS) is being implemented across all campuses with district wide support. Our classroom observations have revealed that we have Tier 1 instructional issues and that is a direct correlation to how our students are performing.

Students at risk of dropping out are recommended by EHS counseling team for PHS. Students are then prioritized through the application process and once approved, are accepted for immediate start at PHS. At risk students are provided supports through in school and outside resources, to help ensure their success at PHS. Former leavers/drop outs are contacted periodically through out the school year in an effort to recover.

Students are considered college & career ready if they can meet specific criteria in one or more of the following CCMR indicators: ACT, TSI, SAT, OnRamps, College Prep Math, College Prep English, Dual Credit, AA Degree, IBC, Level I or II Certificate, Military, IEP Workforce Readiness, IEP Advanced Degree plan.

The Texas Academic Performance Report (TAPR) results for all grades Mathematics and Reading shown below highlight the increases in student growth from the 2020-2021 school year to the 2021-2022 school year. The College, Career, Military Readiness goals lag an extra year behind in reporting and reflect the more immediate impact of the pandemic on student attainment of these goals. The low in-person attendance during 2020-2021 is also reflected in these data points for CCMR.

### All Grades Mathematics

All Grades Mathematics	20-21 All Students EISD/EHS	21-22 All Students EISD/EHS	20-21 Economically Disadvantaged EISD/EHS	21-22 Economically Disadvantaged EISD/EHS	20-21 Emergent Bilingual EISD/EHS	21-22 Emergent Bilingual EISD/EHS
Approaches	43% 42%	55% 47%	39% 36%	50% 38%	38% 26%	50% 30%
Meets	18% 12%	20% 7%	14% 8%	16% 4%	12% 3%	18% 4%
Masters	6% 1%	7% 1%	4% 0%	5% 0%	4% 0%	6% 1%

### All Grades Reading



All Grades Reading	20-21 All Students EISD/EHS	21-22 All Students EISD/EHS	20-21 Economically Disadvantaged EISD/EHS	21-22 Economically Disadvantaged EISD/EHS	20-21 Emergent Bilingual EISD/EHS	21-22 Emergent Bilingual EISD/EHS
Approaches	53% 57%	59% 54%	47% 53%	54% 48%	42% 41%	50% 39%
Meets	29% 41%	35% 37%	23% 34%	30% 32%	19% 25%	27% 23%
Masters	8% 4%	12% 3%	6% 2%	9% 1%	6% 2%	8% 1%

### College, Career, Military Readiness

CCMR Readiness Goals	19-20 All Students EISD/EHS	20-21 All Students EISD/EHS	19-20 Economically Disadvantaged EISD/EHS	20-21 Economically Disadvantaged EISD/EHS	19-20 Emergent Bilingual EISD/EHS	20-21 Emergent Bilingual EISD/EHS
College, Career, and Military Ready	76% 79%	62% 65%	73% 76%	56% 58%	55% 52%	34% 36%
College Ready	63% 66%	48% 49%	58% 62%	40% 42%	32% 33%	16% 17%
Career and Military Ready	30% 31%	22% 23%	33% 33%	21% 22%	29% 26%	18% 19%

Each campus is assigned a campus comparison group in the TEA Accountability system based on similar campus demographics. Those campuses placing within the top quartile within this group of forty comparison campuses earns a Distinction Designation. In 2022 Elgin High School earned the Academic Achievement in Science Distinction Designation. Distinction Designations were not awarded statewide in 2021.

### Student Learning Strengths

- Commitment to intentional, student-centered growth
- Prioritize high expectations for students
- CCMR
- Literacy First
- Students earning an Associates Degree and Core 42
- Early Childhood Self Assessment
- Graduation Rates

### Problem Statements Identifying Student Learning Needs

**Problem Statement 1 (Prioritized):** There is a need for a TEKS-aligned, objective-driven daily lesson plan with formative assessments. **Root Cause:** The current lesson plan is a compliance check and needs to be more defined.

# School Processes & Programs

## School Processes & Programs Summary

### Organizational Structure

The Elgin ISD Mission statement to ensure a high-quality education that guarantees a life changing experience for all is supported with strong connections to the community and our One Town, One Team, One Family (OTOTOF) slogan. Elgin ISD's Core Values add depth to our pursuit of excellence.

<b>ELGIN ISD    One Town    One Team    One Family</b>		
<b>R</b>	<b>RESPECT</b>	Every voice matters.
<b>E</b>	<b>ELGIN PRIDE</b>	Embracing our diversity, community, and shared history.
<b>A</b>	<b>ACCOUNTABILITY</b>	Shared responsibility for success.
<b>C</b>	<b>COLLABORATION</b>	One Town, One Team, One Family
<b>H</b>	<b>HIGH EXPECTATIONS</b>	Working hard and having fun.

## **Professional Practices**

Elgin recruits at job fairs state wide. We also recruit at association job fairs, as well as via various public job boards. Educators are matched to grade levels and content areas based on their strengths and certifications. New teachers are supported through our mentoring partnership with the National Institute for Excellence in Teaching (NIET). Mentors must meet several criteria and be selected by their principals. Mentors and campus mentor leads are trained on the research based program. Struggling teachers with more than two years experience participate in coaching cycles on their respective campuses. Teachers employed under the District of Innovation are provided with additional opportunities for professional development in all T-TESS Domains.

## **Teacher Incentive Allotment (TIA)**

Elgin ISD went through the TIA application process during the 2022-2023 school year. TEA approved the application in Spring 2023. The 2023-2024 school year will be the data collection year in the TIA program for all campuses.

## **Aspiring Leadership Academy**

The goal of the Aspiring Leadership Academy is to develop effective leaders in EISD organization who are focused on growth and continuous learning. The first cohort met in early 2023 for three sessions on Learning Organizations, Community Based Accountability, and the EISD Balanced Score Card.

## **Teaching and Learning**

The purpose of Teaching and Learning is to leverage collective strength through strong interpersonal relationships, efficient systems of support at all levels, and inclusive practices in order to positively change the lives of all.

District Assessment Framework - A districtwide framework for assessment and data analysis was collaboratively created in the fall of 2022. Comprised of 3 sections; Prepare, Inquire, and Act, expectations and support available are delineated for district, campus, teachers and students.

Professional development plan is aligned to the EISD balanced score card. Professional development courses are all entered into Eduphoria for registration and documentation of CPE hours. The Teaching and Learning department utilizes a scheduling system to streamline communication and minimize conflicts between departments. Professional development is prioritized for campuses with areas most in need of improvement, ensures state mandates are met, and provides educators the skills necessary to support instructional needs. Campus administrators are participating in T-TESS calibration to align the practice to the rubric and are revisiting ways to use the rubric to improve teacher performance. All staff is participating in MTSS training in order to better address the needs for the whole child. Teacher evaluation results have not correlated to summative and formative student data. Campus administrators are participating in T-TESS calibration to refine the appraisal process, including student data in teacher summatives, and ensuring the appropriate staff is assigned to high need areas.

## **Multi-Tiered Systems of Support (MTSS)**

The MTSS committee is developing and preparing to implement the EISD MTSS framework. Focused on creating life-long learners and contributing members of the community, EISD assumes the responsibility for the growth and development of the whole child, understanding that academic, behavioral and social-emotional instruction all play critical roles in the long-term success of our students. The purpose of the MTSS framework is to provide an instructional framework that accommodates the needs of all students and results in the improved achievement for all students and to offer a means for appropriately identifying/selecting students for continued services based on their demonstrated responses to scientific research-based instruction.

## **Elgin ISD Learner Profile**

The Elgin ISD Learner Profile strives for the development of self-motivated life long learners, effective communicators, creative problem solvers, adaptable, culturally responsible citizens and contributing members of the community. All students grades Pre-K through 12 have access to college and career exploration platforms where they can explore college, career, and military options and receive guidance on how to pursue any one of these specific pathways. Students also have access

to internships, work based learning experiences, and student organizations that supplement classroom instruction.

### **Students Identified At-Risk**

EISD students are identified at-risk according to the criteria specified in TEC Chapter 29. The goal of all Elgin ISD State Compensatory Education services is to provide a challenging and meaningful instructional program and, at the same time, reduce any disparity in performance on state assessment instruments, or disparity in the rates of high school completion between students at risk of dropping out of school and all other district students.

### **Special Programs**

Special programs are monitored to ensure data driven instruction with adjustments made to improvement protocols to ensure literacy and numeracy increases. Emergent bilingual students are supported to ensure increasing numbers can be reclassified with English proficiency. There is a continuum of services ranging from intervention and language development services through self contained special education settings which is determined through the appropriate committee and is based on the student's individual needs.

### **Fine Arts**

The mission of the Elgin ISD Fine Arts Department is to help students communicate and express their connection to themselves, their culture, and the world. EISD provides a fine arts curriculum that is balanced, inclusive, and comprehensive. Our programs are taught in partnership with the other academic disciplines to create lifelong learners and appreciators of the arts.

### **Athletics**

Elgin ISD has a strong athletics program on all campuses with a number of teams sports available at both Elgin Middle School and High School. The Elgin Wildcat Booster Club serves all sports at EHS with end of season banquets, monetary support for special equipment needs, and scholarships.

### **Extended Day Programs**

Funded by the 21st Century Community Learning Centers grant, Elgin ISD provides the Texas ACE Program at 6 campuses from elementary to high school. At Elgin ISD, the Texas ACE Program inspires 21st century thinkers in a safe and supportive expanded learning environment through student led enrichment, school day aligned academic assistance, and family engagement.

### **School Processes & Programs Strengths**

District processes are in place and followed to support after-school programming through ACE; student CCMR opportunities through CTE, PTECH, DC, and ECHS; staff on-boarding through Wildcat Academy; and analyzing data using Eduphoria, Panorama, Frontline, and TalentEd. Students are provided support through programs such as Literacy First, Breakfast in the Classroom, and Watch Dogs/EHS CATs. This year, we are focusing attention on systems for improving student behavior through Capturing Kids Hearts and Emergent Tree MTSS-Behavior.

### **Problem Statements Identifying School Processes & Programs Needs**

**Problem Statement 1 (Prioritized):** There is a need for a comprehensive review of systems regarding campus safety, student registration, and student progress. **Root Cause:** Lack of stakeholder knowledge and training

# Perceptions

## Perceptions Summary

### Parent, Family and Community Engagement

Elgin ISD is committed to fostering communication and positive relationships with the parents, families and all community members. The strong foundation as One Team, One Town, One Family provides a foundation for collaborative and supportive interactions between the district, schools, families and the community. With our growth comes increased opportunity and effort to bring all into our Elgin ISD family. Campus and district level opportunities for involvement consist of various activities and opportunities for input in decision making. Placing a high value on communication is integral to engaging families and supporting their advocacy their students and the programs that help them succeed. Elgin ISD engages families and the community in a variety of mediums including: school website/social media, PawPrints newsletter, email, automated calls, and campus updates. Communications are provided in English and Spanish. The district and campuses also utilize Reach The E, an online platform for providing input. Several special program departments engage families and community members in the decision making process and activities through advisory groups, special events, meetings, and community events.

### Student Engagement

#### Attendance and Graduation

Student attendance rates for all students and the following student groups have been between 90% - 99%, with Emergent Bilinguals with the highest attendance rate of 99% in 2019-2020. Attendance rates for all student groups declined from 2019-2020 to 2020-2021 with Special Ed being the lowest at 90% and White students being the highest at 95%. Chronic absenteeism rose most significantly during this two year span where the impact of the pandemic was most strongly experienced in the district. In 2019-2020 chronic absenteeism was 10% and in 2020-2021 it rose to 23%. Elgin ISD's 4 year graduation rate for the class of 2021 is 90% and the 6 year graduation rate for the class of 2019 is 96%. Continued support for student through credit recovery encourage all students to complete their high school diploma.

Elgin ISD will be providing all campuses and district teams with Capturing Kids Hearts training. Capturing Kids Hearts utilizes socio-emotional learning techniques and classroom facilitation tools designed to peak student interest, establish collaborative agreements of behavior in every classroom, create high performing groups, increase pro-social skills, create more time on-task, and increase student performance.

#### Teacher Engagement

Campus exit data supports a concern for overall discipline, and in some cases administrative support. Data also supports general contentment with the teaching profession and with campuses overall. Exit survey data supports generally that teachers feel supported by their coworkers. There are a few however that did not. The same is true with regards to administrative support. Particularly with discipline concerns. Capturing Kids Hearts and stronger support systems alignment across the district are being implemented to support our teachers in these areas. Typical reasons for teacher turnover or securing other employment include being closer to home, family issues, and career advancement, in addition to increase the salary. The recent TASB Salary survey recommendations place EISD in a more competitive position. New teachers are supported through our mentoring partnership with the National Institute for Excellence in Teaching (NIET). Mentors must meet several criteria and be selected by their principals. Mentors and campus mentor leads are trained on the research based program. Struggling teachers with more than two years experience participate in coaching cycles on their respective campuses. EOY survey data indicates that mentor teachers have not received enough time away from normal duty schedules to successfully mentor and that mentees do not feel they have been adequately supported.

## Perceptions Strengths

- Families actively advocating for students
- Variety of opportunities and formats for providing feedback.
- Commitment to positive relationships with students and families.
- Campus administrators are motivational leaders fostering a positive and safe environment.
- First Annual Community Fair for Emergent Bilingual Families
- Strategic Planning Committee
- Bond Oversight Committee
- Partnerships with businesses - TESLA, Southside, CTE Program, Career Fairs on every campus, Elgin Clinic
- Family Latino Literacy Night
- Literacy/Math/STEM Family Nights

## Problem Statements Identifying Perceptions Needs

**Problem Statement 1 (Prioritized):** There is a disconnect between the community and Elgin High School. **Root Cause:** Lack of a cohesive promotion of programs and successes.

# Priority Problem Statements

**Problem Statement 1:** There is a need for an updated campus vision and mission statement aligned with district core values.

**Root Cause 1:** Increased teacher turnover since 2019.

**Problem Statement 1 Areas:** Demographics

**Problem Statement 2:** There is a need for a TEKS-aligned, objective-driven daily lesson plan with formative assessments.

**Root Cause 2:** The current lesson plan is a compliance check and needs to be more defined.

**Problem Statement 2 Areas:** Student Learning

**Problem Statement 3:** There is a need for a comprehensive review of systems regarding campus safety, student registration, and student progress.

**Root Cause 3:** Lack of stakeholder knowledge and training

**Problem Statement 3 Areas:** School Processes & Programs

**Problem Statement 4:** There is a disconnect between the community and Elgin High School.

**Root Cause 4:** Lack of a cohesive promotion of programs and successes.

**Problem Statement 4 Areas:** Perceptions



# Goals





Revised/Approved: January 23, 2023

**Goal 1:** Elgin ISD will increase student growth and success.

**Performance Objective 1:** The percent of Elgin ISD students attaining academic achievement growth at all levels will increase 10% by the end of the 2022-2023 school year.

**Evaluation Data Sources:** Establish Reading and Math-baseline data: NWEA MAPS RIT Scores, CIRCLE, and mCLASS

Strategy 1 Details	Reviews			
<p><b>Strategy 1:</b> Utilize NWEA/MAP and STAAR EOC data to establish baseline data.</p> <p><b>Strategy's Expected Result/Impact:</b> This strategy will provide teachers with the data needed to address student needs through a more informed lesson plan.</p> <p><b>Staff Responsible for Monitoring:</b> Campus Administration, Instructional Coaches</p> <p><b>TEA Priorities:</b> Build a foundation of reading and math</p> <p><b>- ESF Levers:</b> Lever 5: Effective Instruction</p>	Formative			Summative
	Nov	Jan	Mar	June
Strategy 2 Details	Reviews			
<p><b>Strategy 2:</b> Monitor and review lesson plans to ensure alignment.</p> <p><b>Strategy's Expected Result/Impact:</b> This will help administration and instructional coaches develop more personalized PD opportunities for teachers. This will result in an increase in student achievement.</p> <p><b>Staff Responsible for Monitoring:</b> Campus Administration</p> <p><b>ESF Levers:</b> Lever 1: Strong School Leadership and Planning, Lever 4: High-Quality Instructional Materials and Assessments, Lever 5: Effective Instruction</p>	Formative			Summative
	Nov	Jan	Mar	June





Strategy 3 Details	Reviews			
<b>Strategy 3:</b> Focus walkthroughs and follow-up coaching discussions around data. <b>Strategy's Expected Result/Impact:</b> This will increase teacher efficacy and result in higher student achievement.  <b>ESF Levers:</b> Lever 1: Strong School Leadership and Planning, Lever 5: Effective Instruction <b>Problem Statements:</b> Student Learning 1 <b>Funding Sources:</b> Instructional Specialists - 199 - General Fund: State Compensatory Education - \$186,736	Formative			Summative
	Nov	Jan	Mar	June
Strategy 4 Details	Reviews			
<b>Strategy 4:</b> Campus administration and instructional coaches will attend PLCs. PLC leads will be identified and trained to refine processes and ensure fidelity. <b>Strategy's Expected Result/Impact:</b> This will increase teacher efficacy and result in higher student achievement. <b>Staff Responsible for Monitoring:</b> Campus Administration  <b>TEA Priorities:</b> Recruit, support, retain teachers and principals - <b>ESF Levers:</b> Lever 1: Strong School Leadership and Planning, Lever 2: Strategic Staffing, Lever 5: Effective Instruction	Formative			Summative
	Nov	Jan	Mar	June
Strategy 5 Details	Reviews			
<b>Strategy 5:</b> Coaching will focus on individual teacher needs <b>Strategy's Expected Result/Impact:</b> Teacher efficacy will increase, resulting in higher student achievement. <b>Staff Responsible for Monitoring:</b> Campus Administration, Instructional Coaches  <b>TEA Priorities:</b> Recruit, support, retain teachers and principals - <b>ESF Levers:</b> Lever 1: Strong School Leadership and Planning, Lever 5: Effective Instruction	Formative			Summative
	Nov	Jan	Mar	June
 No Progress  Accomplished  Continue/Modify  Discontinue				

**Performance Objective 1 Problem Statements:**

Student Learning
<b>Problem Statement 1:</b> There is a need for a TEKS-aligned, objective-driven daily lesson plan with formative assessments. <b>Root Cause:</b> The current lesson plan is a compliance check and needs to be more defined.

**Goal 1:** Elgin ISD will increase student growth and success.

**Performance Objective 2:** Elgin ISD will ensure special programs are monitored and enhanced by a continuous improvement framework that results in an average of 10% growth for each special program.

Strategy 1 Details	Reviews			
<p><b>Strategy 1:</b> Follow scope and sequence for ULS, YAG, TEKS Vertical Alignment documents, and other TEA resources.</p> <p><b>Strategy's Expected Result/Impact:</b> Improved student achievement</p> <p><b>Staff Responsible for Monitoring:</b> Campus Administration</p> <p><b>TEA Priorities:</b> Recruit, support, retain teachers and principals</p> <p><b>- ESF Levers:</b> Lever 4: High-Quality Instructional Materials and Assessments, Lever 5: Effective Instruction</p>	<b>Formative</b>			<b>Summative</b>
	<b>Nov</b>	<b>Jan</b>	<b>Mar</b>	<b>June</b>
Strategy 2 Details	Reviews			
<p><b>Strategy 2:</b> Utilize data from ULS, benchmarks, and STAAR, as well as IEP goals to adjust instruction and protocols.</p> <p><b>Strategy's Expected Result/Impact:</b> Increased student achievement.</p> <p><b>Staff Responsible for Monitoring:</b> Campus Administration, Case Managers</p> <p><b>Problem Statements:</b> Student Learning 1</p> <p><b>Funding Sources:</b> Interventionists and Aides, Credit Recovery, At-risk teachers - 199 - General Fund: State Compensatory Education - \$480,692</p>	<b>Formative</b>			<b>Summative</b>
	<b>Nov</b>	<b>Jan</b>	<b>Mar</b>	<b>June</b>
<p style="text-align: center;">  No Progress                 Accomplished                 Continue/Modify                 Discontinue         </p>				





**Performance Objective 2 Problem Statements:**

<b>Student Learning</b>
<p><b>Problem Statement 1:</b> There is a need for a TEKS-aligned, objective-driven daily lesson plan with formative assessments. <b>Root Cause:</b> The current lesson plan is a compliance check and needs to be more defined.</p>

**Goal 1:** Elgin ISD will increase student growth and success.





**Performance Objective 3:** Elgin ISD students will demonstrate readiness through a 10% increase in College, Career, Military Readiness (CCMR) indicators.

**Evaluation Data Sources:** CCMR indicators

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Faculty and staff will utilize accountability updates to enhance and ensure student CCMR programs and opportunities. <b>Strategy's Expected Result/Impact:</b> Increased CCMR outcomes <b>Staff Responsible for Monitoring:</b> Principal	<b>Formative</b>			<b>Summative</b>
	<b>Nov</b>	<b>Jan</b>	<b>Mar</b>	<b>June</b>
	N/A			
Strategy 2 Details	Reviews			
<b>Strategy 2:</b> Implement Capturing Kids Hearts with fidelity to ensure REACH is met. <b>Strategy's Expected Result/Impact:</b> Increase in REACH alignment and attributes <b>Staff Responsible for Monitoring:</b> Principal	<b>Formative</b>			<b>Summative</b>
	<b>Nov</b>	<b>Jan</b>	<b>Mar</b>	<b>June</b>
	N/A			
Strategy 3 Details	Reviews			
<b>Strategy 3:</b> Instructional Coaches address gaps in Math and English using formal and informal data. <b>Strategy's Expected Result/Impact:</b> Increase in STAAR/EOC and NWEA map data <b>Staff Responsible for Monitoring:</b> Campus Administrators	<b>Formative</b>			<b>Summative</b>
	<b>Nov</b>	<b>Jan</b>	<b>Mar</b>	<b>June</b>
	N/A			
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress         </div> <div style="text-align: center;">  Accomplished         </div> <div style="text-align: center;">  Continue/Modify         </div> <div style="text-align: center;">  Discontinue         </div> </div>				

**Goal 1:** Elgin ISD will increase student growth and success.





**Performance Objective 4:** Elgin ISD will ensure engaged, well-rounded students as measured by increased attendance rate to 95%.

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Highlight student accomplishments in extracurricular groups, as well as opportunities to join groups presented in announcements and social media. <b>Strategy's Expected Result/Impact:</b> Increased participation in extra-curricular activities <b>Staff Responsible for Monitoring:</b> Principal	<b>Formative</b>			<b>Summative</b>
	<b>Nov</b>	<b>Jan</b>	<b>Mar</b>	<b>June</b>
	N/A			
Strategy 2 Details	Reviews			
<b>Strategy 2:</b> Create Student Advisory Council and conduct regular meetings with Principal <b>Strategy's Expected Result/Impact:</b> Monthly meetings and increased student voice. <b>Staff Responsible for Monitoring:</b> Principal	<b>Formative</b>			<b>Summative</b>
	<b>Nov</b>	<b>Jan</b>	<b>Mar</b>	<b>June</b>
	N/A			
Strategy 3 Details	Reviews			
<b>Strategy 3:</b> Promote opportunities for students to serve on student council and key club so students can serve in the community and on campus. <b>Strategy's Expected Result/Impact:</b> Increased student engagement. <b>Staff Responsible for Monitoring:</b> Principal	<b>Formative</b>			<b>Summative</b>
	<b>Nov</b>	<b>Jan</b>	<b>Mar</b>	<b>June</b>
	N/A			
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress         </div> <div style="text-align: center;">  Accomplished         </div> <div style="text-align: center;">  Continue/Modify         </div> <div style="text-align: center;">  Discontinue         </div> </div>				

**Goal 1:** Elgin ISD will increase student growth and success.

**Performance Objective 5:** Elgin ISD will continually improve student safety and well-being as measured by stakeholder survey data.

**Evaluation Data Sources:** Student well-being survey

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Training and implementation of MTSS protocols <b>Strategy's Expected Result/Impact:</b> Increased achievement and reduced behavior struggles. <b>Staff Responsible for Monitoring:</b> Principal	<b>Formative</b>			<b>Summative</b>
	<b>Nov</b>	<b>Jan</b>	<b>Mar</b>	<b>June</b>
	N/A			
Strategy 2 Details	Reviews			
<b>Strategy 2:</b> Develop, administer, and analyze surveys on student safety and well-being. <b>Strategy's Expected Result/Impact:</b> Surveys administered twice each year <b>Staff Responsible for Monitoring:</b> Principal	<b>Formative</b>			<b>Summative</b>
	<b>Nov</b>	<b>Jan</b>	<b>Mar</b>	<b>June</b>
	N/A			
Strategy 3 Details	Reviews			
<b>Strategy 3:</b> Drills and protocols will be reviewed and updated to ensure compliance with local and state safety requirements. <b>Strategy's Expected Result/Impact:</b> All compliance objectives met. <b>Staff Responsible for Monitoring:</b> Principal	<b>Formative</b>			<b>Summative</b>
	<b>Nov</b>	<b>Jan</b>	<b>Mar</b>	<b>June</b>
	N/A			
Strategy 4 Details	Reviews			
<b>Strategy 4:</b> Provide alternative learning opportunities at DAEP for students needing additional behavior support. <b>Strategy's Expected Result/Impact:</b> Reduce disciplinary rates. <b>Staff Responsible for Monitoring:</b> DAEP Administrator  <b>Problem Statements:</b> School Processes & Programs 1 <b>Funding Sources:</b> DAEP - 199 - General Fund: State Compensatory Education - \$117,784	<b>Formative</b>			<b>Summative</b>
	<b>Nov</b>	<b>Jan</b>	<b>Mar</b>	<b>June</b>
	N/A			
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress         </div> <div style="text-align: center;">  Accomplished         </div> <div style="text-align: center;">  Continue/Modify         </div> <div style="text-align: center;">  Discontinue         </div> </div>				

**Performance Objective 5 Problem Statements:**





## School Processes & Programs

**Problem Statement 1:** There is a need for a comprehensive review of systems regarding campus safety, student registration, and student progress. **Root Cause:** Lack of stakeholder knowledge and training

**Goal 2:** Elgin ISD will engage in professional learning and supporting highly effective staff.

**Performance Objective 1:** Elgin ISD will increase the number of highly qualified and appropriately certified new to Elgin ISD teachers by 5% in 2022-2023.

**Evaluation Data Sources:** DOI Certification Acquisition Report, DOI EPP Enrollment Report, Highly Qualified New Hire Comparison Report, Pay structure reflects district commitment to high quality staff at all levels.





Strategy 1 Details	Reviews			
<p><b>Strategy 1:</b> Engage staff in opportunities to grow capacity and learn new roles on campus.  <b>Strategy's Expected Result/Impact:</b> Increase in teacher/staff retention  <b>Staff Responsible for Monitoring:</b> Campus Administration</p> <p><b>TEA Priorities:</b>                      Recruit, support, retain teachers and principals  <b>- ESF Levers:</b>                      Lever 2: Strategic Staffing</p>	<b>Formative</b>			<b>Summative</b>
	<b>Nov</b>	<b>Jan</b>	<b>Mar</b>	<b>June</b>
Strategy 2 Details	Reviews			
<p><b>Strategy 2:</b> Refine Mentor Teacher program to serve the needs of new staff.  <b>Strategy's Expected Result/Impact:</b> Increase in teacher retention  <b>Staff Responsible for Monitoring:</b> Campus Administration</p> <p><b>TEA Priorities:</b>                      Recruit, support, retain teachers and principals  <b>- ESF Levers:</b>                      Lever 1: Strong School Leadership and Planning, Lever 2: Strategic Staffing</p>	<b>Formative</b>			<b>Summative</b>
	<b>Nov</b>	<b>Jan</b>	<b>Mar</b>	<b>June</b>
Strategy 3 Details	Reviews			
<p><b>Strategy 3:</b> Implementation of Teacher Incentive Allotment  <b>Strategy's Expected Result/Impact:</b> Commitment demonstrated to teachers  <b>Staff Responsible for Monitoring:</b> Principal</p>	<b>Formative</b>			<b>Summative</b>
	<b>Nov</b>	<b>Jan</b>	<b>Mar</b>	<b>June</b>
	N/A			
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress                 </div> <div style="text-align: center;">  Accomplished                 </div> <div style="text-align: center;">  Continue/Modify                 </div> <div style="text-align: center;">  Discontinue                 </div> </div>				



**Goal 2:** Elgin ISD will engage in professional learning and supporting highly effective staff.

**Performance Objective 2:** Elgin ISD will increase professional growth and development through staff participation in the Elgin ISD Professional Development Plan and through growth measures identified in T-TESS in 22-23.





**Evaluation Data Sources:** Eduphoria PD Credit Report, T-TESS Observations and data collected for TIA submission

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Analyze student and walk-through data to decide what professional development to provide on campus. <b>Strategy's Expected Result/Impact:</b> Increased student achievement following professional development <b>Staff Responsible for Monitoring:</b> Principal	<b>Formative</b>			<b>Summative</b>
	<b>Nov</b>	<b>Jan</b>	<b>Mar</b>	<b>June</b>
	N/A			
Strategy 2 Details	Reviews			
<b>Strategy 2:</b> Conduct periodic staff surveys to determine training and development needs. <b>Strategy's Expected Result/Impact:</b> Increased student achievement <b>Staff Responsible for Monitoring:</b> Principal	<b>Formative</b>			<b>Summative</b>
	<b>Nov</b>	<b>Jan</b>	<b>Mar</b>	<b>June</b>
	N/A			
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress         </div> <div style="text-align: center;">  Accomplished         </div> <div style="text-align: center;">  Continue/Modify         </div> <div style="text-align: center;">  Discontinue         </div> </div>				

**Goal 2:** Elgin ISD will engage in professional learning and supporting highly effective staff.

**Performance Objective 3:** Elgin ISD will increase staff safety and well-being by 10% as measured by the bi-annual staff climate and safety surveys in 2022-2023.





**Evaluation Data Sources:** Staff well-being/satisfaction survey, Survey data, Staff Retention report

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Encourage staff to engage in well-ness practices by organizing events and competitions for healthy practices <b>Strategy's Expected Result/Impact:</b> Staff surveys <b>Staff Responsible for Monitoring:</b> Principal	<b>Formative</b>			<b>Summative</b>
	<b>Nov</b>	<b>Jan</b>	<b>Mar</b>	<b>June</b>
	N/A			
Strategy 2 Details	Reviews			
<b>Strategy 2:</b> Campus administration and safety team will update procedures to comply with district and state requirements. <b>Strategy's Expected Result/Impact:</b> Increased staff safety and well being <b>Staff Responsible for Monitoring:</b> Principal	<b>Formative</b>			<b>Summative</b>
	<b>Nov</b>	<b>Jan</b>	<b>Mar</b>	<b>June</b>
	N/A			
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress         </div> <div style="text-align: center;">  Accomplished         </div> <div style="text-align: center;">  Continue/Modify         </div> <div style="text-align: center;">  Discontinue         </div> </div>				

**Goal 2:** Elgin ISD will engage in professional learning and supporting highly effective staff.

**Performance Objective 4:** Elgin ISD will increase faculty and staff satisfaction and engagement as measured by the bi-annual staff climate survey in 2022-2023.





**Evaluation Data Sources:** Reach the E, Superintendent's Let's Talk Tours, Staff well-being/satisfaction survey

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Staff Paws Program (Affirmations/Shout-Outs) with Brag Board displayed in common areas and social media. <b>Strategy's Expected Result/Impact:</b> Increased social media posts and common area displays. <b>Staff Responsible for Monitoring:</b> Principal	<b>Formative</b>			<b>Summative</b>
	<b>Nov</b>	<b>Jan</b>	<b>Mar</b>	<b>June</b>
	N/A			
Strategy 2 Details	Reviews			
<b>Strategy 2:</b> Consistent staff surveys with reflection from administration staff <b>Strategy's Expected Result/Impact:</b> Administrators develop plan based on survey reflection <b>Staff Responsible for Monitoring:</b> Principal	<b>Formative</b>			<b>Summative</b>
	<b>Nov</b>	<b>Jan</b>	<b>Mar</b>	<b>June</b>
	N/A			
Strategy 3 Details	Reviews			
<b>Strategy 3:</b> Campus representative for DAC will report back to CAC <b>Strategy's Expected Result/Impact:</b> Quarterly reports documented in CAC minutes <b>Staff Responsible for Monitoring:</b> Principal	<b>Formative</b>			<b>Summative</b>
	<b>Nov</b>	<b>Jan</b>	<b>Mar</b>	<b>June</b>
	N/A			
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress         </div> <div style="text-align: center;">  Accomplished         </div> <div style="text-align: center;">  Continue/Modify         </div> <div style="text-align: center;">  Discontinue         </div> </div>				

**Goal 3:** Elgin ISD will enhance community engagement and partnerships.

**Performance Objective 1:** Positive perceptions of parent satisfaction and engagement as measured by qualitative and/or survey data from stakeholders, will increase.





**Evaluation Data Sources:** Develop and implement a parent satisfaction survey

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Regularly scheduled social media posts to inform and to invite parents to events. <b>Strategy's Expected Result/Impact:</b> Increase in posts and participation <b>Staff Responsible for Monitoring:</b> Principal	Formative			Summative
	Nov	Jan	Mar	June
	N/A			
Strategy 2 Details	Reviews			
<b>Strategy 2:</b> Incorporate opportunities for parents to voice feedback at family/community events. <b>Strategy's Expected Result/Impact:</b> Increased parent input <b>Staff Responsible for Monitoring:</b> Principal	Formative			Summative
	Nov	Jan	Mar	June
	N/A			
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  0% No Progress         </div> <div style="text-align: center;">  100% Accomplished         </div> <div style="text-align: center;">  Continue/Modify         </div> <div style="text-align: center;">  Discontinue         </div> </div>				

**Goal 3:** Elgin ISD will enhance community engagement and partnerships.





**Performance Objective 2:** Positive perceptions of community satisfaction and engagement as measured by qualitative and/or survey data from stakeholders, will increase.

**Evaluation Data Sources:** Quarterly forums and feedback opportunities by Superintendent

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Social media will be used weekly to highlight positive news <b>Strategy's Expected Result/Impact:</b> Increase in social media posts <b>Staff Responsible for Monitoring:</b> Principal	Formative			Summative
	Nov	Jan	Mar	June
	N/A			
Strategy 2 Details	Reviews			
<b>Strategy 2:</b> Campus representation at Superintendent feedback opportunities <b>Strategy's Expected Result/Impact:</b> Increased engagement <b>Staff Responsible for Monitoring:</b> Principal	Formative			Summative
	Nov	Jan	Mar	June
	N/A			
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress         </div> <div style="text-align: center;">  Accomplished         </div> <div style="text-align: center;">  Continue/Modify         </div> <div style="text-align: center;">  Discontinue         </div> </div>				

**Goal 3:** Elgin ISD will enhance community engagement and partnerships.

**Performance Objective 3:** Partnerships with businesses and other governmental agencies will increase by 5%.





Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Partner with Director of CCMR to promote partnerships/opportunities. <b>Strategy's Expected Result/Impact:</b> Increased partnerships and opportunities <b>Staff Responsible for Monitoring:</b> Principal	Formative			Summative
	Nov	Jan	Mar	June
	N/A			
Strategy 2 Details	Reviews			
<b>Strategy 2:</b> Encourage participation in the Elgin Educational Foundation Grant process <b>Strategy's Expected Result/Impact:</b> Increased awards to EHS teachers <b>Staff Responsible for Monitoring:</b> Principal	Formative			Summative
	Nov	Jan	Mar	June
	N/A			
Strategy 3 Details	Reviews			
<b>Strategy 3:</b> Continue business partnerships and highlight successes <b>Strategy's Expected Result/Impact:</b> Increase in number of partnership highlights shared. <b>Staff Responsible for Monitoring:</b> Principal  <b>Problem Statements:</b> Perceptions 1 <b>Funding Sources:</b> Communities in Schools - 199 - General Fund: State Compensatory Education - \$42,500	Formative			Summative
	Nov	Jan	Mar	June
	N/A			
<div style="display: flex; justify-content: space-around; align-items: center;"> <span> No Progress</span> <span> Accomplished</span> <span> Continue/Modify</span> <span> Discontinue</span> </div>				

**Performance Objective 3 Problem Statements:**

<b>Perceptions</b>
<b>Problem Statement 1:</b> There is a disconnect between the community and Elgin High School. <b>Root Cause:</b> Lack of a cohesive promotion of programs and successes.





**Goal 4:** Elgin ISD will maintain strong fiscal and operational systems.

**Performance Objective 1:** Strong financial stewardship and operational efficiency will be ensured by maintaining an A, Superior Achievement rating in the Financial Integrity Rating System of Texas (FIRST).

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Discuss budget with all staff <b>Strategy's Expected Result/Impact:</b> Increased awareness of needs and how we use the budget to address. <b>Staff Responsible for Monitoring:</b> Campus Principal  <b>ESF Levers:</b> Lever 1: Strong School Leadership and Planning	<b>Formative</b>			<b>Summative</b>
	<b>Nov</b>	<b>Jan</b>	<b>Mar</b>	<b>June</b>
Strategy 2 Details	Reviews			
<b>Strategy 2:</b> Increase beginning-of-year transparency with Campus Advisory Committee <b>Strategy's Expected Result/Impact:</b> Increased understanding of budgetary actions. <b>Staff Responsible for Monitoring:</b> Campus Principal	<b>Formative</b>			<b>Summative</b>
	<b>Nov</b>	<b>Jan</b>	<b>Mar</b>	<b>June</b>
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  0% No Progress                 </div> <div style="text-align: center;">  100% Accomplished                 </div> <div style="text-align: center;">  Continue/Modify                 </div> <div style="text-align: center;">  Discontinue                 </div> </div>				

**Goal 4:** Elgin ISD will maintain strong fiscal and operational systems.





**Performance Objective 2:** Transparent, systemic, long-range facility planning will be measured by operating within bond budget, passing future bonds, and responsiveness to facility needs in relation to student enrollment.

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Coordinate needs of campus with maintenance and faculty <b>Strategy's Expected Result/Impact:</b> Increase in needs identified and met <b>Staff Responsible for Monitoring:</b> Principal	Formative			Summative
	Nov	Jan	Mar	June
	N/A			
Strategy 2 Details	Reviews			
<b>Strategy 2:</b> Review board meeting report with administrators <b>Strategy's Expected Result/Impact:</b> Admin. team minutes document discussion and next steps <b>Staff Responsible for Monitoring:</b> Principal	Formative			Summative
	Nov	Jan	Mar	June
	N/A			
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress         </div> <div style="text-align: center;">  Accomplished         </div> <div style="text-align: center;">  Continue/Modify         </div> <div style="text-align: center;">  Discontinue         </div> </div>				



**Goal 4:** Elgin ISD will maintain strong fiscal and operational systems.

**Performance Objective 3:** Safe, secure, and educationally innovative facilities will be measured by safety audit scores, in-house secure facility reports.

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Stakeholder surveys on safe, secure and innovative facilities in fall and spring. <b>Strategy's Expected Result/Impact:</b> Increase in participation with feedback <b>Staff Responsible for Monitoring:</b> Principal	Formative			Summative
	Nov	Jan	Mar	June
	N/A			
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress                 </div> <div style="text-align: center;">  Accomplished                 </div> <div style="text-align: center;">  Continue/Modify                 </div> <div style="text-align: center;">  Discontinue                 </div> </div>				