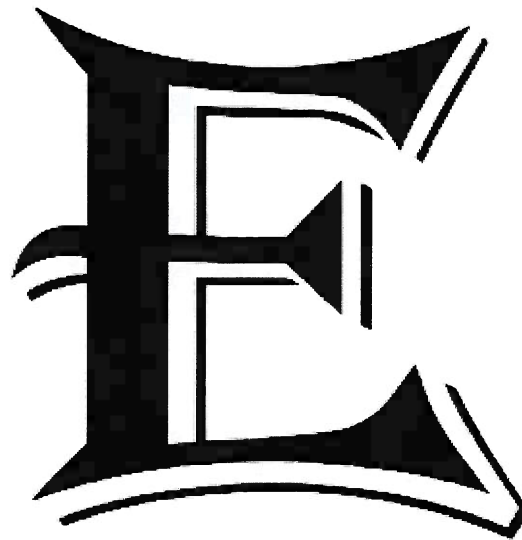


**Elgin Independent School District**  
**Phoenix High School**  
**2024-2025 Campus Improvement Plan**



## Phoenix High School Balanced Scorecard/Lead Indicators 2024-2025

Elgin ISD Strategic Plan 2023-2027- Elgin District Scorecard (EDS)				
<p>In Elgin ISD, We Believe:</p> <p>STUDENTS are resilient, diverse and are empowered to succeed and become change-makers.</p> <p>PARENTS, FAMILIES, and COMMUNITY value communication and are active advocates for our students, district, and community.</p> <p>TEACHERS and STAFF MEMBERS are committed to intentional, student-centered growth through positive relationships with students and families to strengthen academic confidence and inspire an ongoing desire to learn.</p> <p>CAMPUS ADMINISTRATORS are motivational leaders who embody strong character, foster a positive and safe environment, and prioritize high expectations for students.</p> <p>THE SUPERINTENDENT and CENTRAL OFFICE STAFF are approachable, intentional, grounded leaders who empower and inspire the endless pursuit of district success.</p> <p>THE BOARD OF TRUSTEES are student-focused and community minded, and are a unified team responsive to our diverse, growing community.</p>				
<p>Mission: Elgin ISD ensures a high-quality education that guarantees a life-changing experience for all.</p> <p>Vision: Elgin ISD Changes Lives</p> <p>Elgin ISD Compelling Purpose: Every student deserves access to engaging and innovative learning experiences so that they will have choice and opportunity for their future.</p>				
STRATEGIC OBJECTIVES:	KEY STRATEGIC ACTIONS	KEY CAMPUS ACTIONS:	PROGRESS MEASURES:	LONG TERM OUTCOMES: X to Y by 2027
1.1 Academic Achievement Growth at All Levels	1.1.1 Establish Reading and Math-baseline data 1.1.2 Develop and systematically implement Curriculum Mgt Plan (CMP) (written, taught and assessed alignment) 1.1.3 Enhance and ensure data-driven instruction and progress monitoring. 1.1.4 Refine and enhance systematic PLC processes to ensure fidelity district-wide 1.1.5 Ensure and enhance professional coaching model	1.1.2 Systematically implement the EISD Teaching & Learning Curriculum Mgt Plan (CMP) across all campuses  1.1.3 Enhance and ensure data-driven instruction and progress monitoring  1.1.4 Refine and enhance systematic PLC processes to ensure fidelity district-wide  1.1.5 Ensure and enhance professional coaching model	1.1.2 Vertically aligned lessons and measures  1.1.3 NWEA MAP Growth 1.1.3 STAAR data 1.1.3 District CUA's/Unit Assessments administer and utilize data to drive instruction  1.1.4 Weekly team data meetings  1.1.5 Utilize small group instructional practices	- Percentage of students at or above grade level performance numeracy and literacy will increase by a minimum of 10% annually  -By 2027, 75% of students will be at or above grade level in Reading and Math
1.2 Ensure Special Population Programs are Monitored and Enhanced	1.2.1 Enhance and ensure data-driven instruction and progress monitoring. 1.2.2 Monitor and adjust improvement protocols within special programs	1.2.1 Support systemwide implementation of data-driven instruction and progress monitoring within special programs  1.2.2 Support systemwide implementation of improvement protocols within special programs	1.2.1 track student attendance, course completions, and earned credits 1.2.1 Folder Fridays- weekly student conference/goal setting  1.2.2 continued implementation of Capturing Kids Hearts and MTSS processes	-Percentage of students at or above grade level performance numeracy and literacy will increase by a minimum of 10% annually  -20% of Emergent Bilingual students will be reclassified each year by 2027.
1.3 Student Readiness	1.3.1 Enhance, ensure, and increase student CCMR programs and opportunities	1.3.1 Enhance, ensure, and increase student CCMR programs and opportunities	1.3.1 students are TSI tested prior to enrolling at PHS 1.3.1 partner with EHS with CCMR opportunities 1.3.1 require Texas College Bridge	-CCMR Indicators (accountability measures)  -By 2027, 85% of graduates will meet at least one CCMR indicator.

	1.3.2 Implement and sustain REACH/Learner Profile alignment and attributes 1.3.3 Ensure systematic processes for strong foundation in numeracy and literacy at all grade levels	1.3.2 Embed compelling purpose and learner profile throughout District initiatives and professional learning opportunities.	1.3.2 increase awareness with outside opportunities through regular visits from Workforce Solutions and ACC	-Student survey results will reflect an increase in student Learner Profile attributes
1.4 Engaged, Well-Rounded students	1.4.1 Promote involvement in extracurricular programs 1.4.2 Student voice 1.4.3 Enhance opportunities for students to learn and serve beyond the classroom 1.4.4 Increase average daily attendance rates for students across the district	1.4.1 Promote and increase student involvement and participation in extracurricular programs  1.4.2 Increase opportunities for and showcase student voice both in the classroom and beyond  1.4.3 Enhance and increase opportunities for students to learn and serve beyond the classroom  1.4.4 Increase average daily attendance rates for students across the district	1.4.2 engage students in creating our campus vision  1.4.3 create a panel of students to lead discussions quarterly about what's working and what's not working for our student population.  1.4.4 Strengthen MTSS for student attendance, including automated messages to families regarding attendance	- By 2027, average daily attendance will increase to 94%
1.5 Student Safety and Well-being	1.5.1 Student behavior and wellness 1.5.2 Student well-being survey 1.5.3 Sustain and enhance school emergency operation procedures	1.5.1 Improve student behavior and wellness  1.5.2 Utilize student well-being survey results to identify needs and inform activities to support student well-being  1.5.3 Sustain and enhance school emergency operation procedures	1.5.1 Implementation of Behavioral MTSS Framework 1.5.1 Work with the AWARE grant counselors on preventative curriculum and intervention, as well as utilize Sound Healing with DAEP and staff.  1.5.2 Utilize results of survey to create student wellness goals  1.5.3 Ensure regular safety training drills and total compliance with School Safety Audit results	- Student survey results will reflect an increase in student well-being attributes  -School Safety Audit results will indicate 100% compliance with safety requirements
2.1 Recruit High Quality Staff	2.1.1 Sustain and enhance district "Grow Your Own" program  2.1.2 Innovative support systems for new to profession teachers and new to role staff 2.1.3 Pay structure reflects district commitment to high quality staff at all levels	2.1.1 Sustain and enhance district "Grow Your Own" program  2.1.2 Create innovative support systems for new-to-profession teachers and new-to-role staff	2.1.1. Teachers and staff hired from within our district system; Paraprofessionals enrolled in a teacher prep program; Professional staff participate in the Aspiring Leadership Academy  2.1.2 Mentor program, feedback from new to profession staff, district processes support recruitment and induction	-Increased number of staff members who successfully complete a preparatory program (paras to teachers)
2.2 Growth and Development	2.2.1 Professional learning calendar/PD plan and support processes for all staff	2.2.1 Build a professional learning calendar/PD plan and support processes for all staff	2.2.1 Support and ensure that all staff are receiving opportunities for professional learning and growth	-Increased number of staff participating in district professional learning activities

	<p>2.2.2 Develop pipeline programs for staff to move to next level of employment/leadership</p> <p>2.2.3 Staff opportunities through capacity matrix to determine needs/wants for PD</p>	<p>2.2.2 Develop pipeline programs for staff to move to next level of employment/leadership</p> <p>2.2.3 Develop professional learning opportunities based upon feedback and identified needs including culturally and linguistically responsive instruction and the impact of trauma</p>	<p>2.2.2 Support/encourage staff in educator alt cert programs and/or in undergrad/grad programs</p>	<p>-Increased number of staff earning degrees and certifications</p> <p>-Increased percentage of teachers and staff indicating success in achieving their professional goals</p>
2.3 Staff Safety and Well-being	<p>2.3.1 Staff wellness program</p> <p>2.3.2 Staff well-being/satisfaction survey</p> <p>2.3.3 Sustain and enhance school emergency operation procedures</p>	<p>2.3.1 Staff wellness program</p> <p>2.3.2 Staff well-being/satisfaction survey</p> <p>2.3.3 Sustain and enhance school emergency operation procedures</p>	<p>2.3.1 Partner with the AWARE grant counselors on preventative curriculum and intervention, as well as utilize Sound Healing with DAEP and staff.</p> <p>2.3.2 Safety training drills and School Safety Audit results</p> <p>2.3.3 Maintain a safe and secure environment by following established protocols.</p>	<p>-School Safety Audit results will indicate 100% compliance with safety requirements</p>
2.4 Staff Satisfaction and Engagement	<p>2.4.1 Superintendent and Executive Cabinet Campus/Department Tours</p> <p>2.4.2 Staff recognition opportunities for all levels (written and public platforms)</p> <p>2.4.3 Staff well-being/satisfaction survey</p> <p>2.4.4 District Advisory Council and Superintendent Roundtable</p>	<p>2.4.1 Conduct Superintendent and Executive Cabinet Campus/Department Tours to engage and gain feedback</p> <p>2.4.2 Recognize staff at all levels (written and public platforms)</p> <p>2.4.3 Utilize staff well-being/satisfaction survey to identify needs and inform activities to support staff well-being</p> <p>2.4.4 Facilitate District Advisory Council and Superintendent Roundtable</p> <p>2.4.5 Increase annual retention rate</p>	<p>2.4.1 Review of and response to staff feedback</p> <p>2.4.2 Evidence of monthly staff recognition</p> <p>2.4.3 Staff survey results and action steps</p> <p>2.4.4 Agendas, feedback collection, action steps for campus</p> <p>2.4.5 Calendars, qualitative and quantitative feedback</p> <p>2.4.5 Stay interviews with campus employees returning from the previous school year.</p>	<p>-Percentage of staff who indicate satisfaction with district response to feedback will increase</p> <p>-School Board Meeting agendas, campus agendas, district and campus recognition events will indicate increase staff recognition events</p> <p>- Staff survey results will reflect an increase in staff well-being attributes</p> <p>-Agendas, response documents and artifacts will represent an increase in staff voice and feedback acknowledgement leading to action steps</p> <p>-Positive feedback will be repetitive in nature and similar across campuses and district.</p>
3.1 Parent Satisfaction and Engagement	<p>3.1.1 Enhance website development, social media messaging and parent communication platforms</p> <p>3.1.2 Develop and implement a parent satisfaction survey</p> <p>3.1.3 Develop a listening and action protocol based on survey results</p>	<p>3.1.1 Enhance website development, social media messaging and parent communication platforms</p> <p>3.1.2 Utilize parent satisfaction survey to identify strengths and respond to needs</p> <p>3.1.3 Develop a listening and action protocol based on survey results</p>	<p>3.1.1 Increase positive messaging through social media platforms</p> <p>3.1.2 and 3.1.3 Being responsive to parent satisfaction survey in fall and spring</p>	<p>-Parent satisfaction survey will indicate an increase in/maintain high levels of expectations being met by the district from year to year</p>

		3.1.4 Conduct parent information sessions and feedback opportunities presented by Superintendent		
3.2 Community Satisfaction and Engagement	3.2.1 Develop and implement a marketing/communication plan to highlight our schools 3.2.2 Community-Based Advisory Council quarterly meetings and action steps 3.2.3 Quarterly forums and feedback opportunities by Superintendent	3.2.1 Continue implementation of the marketing/communication plan to highlight our schools  3.2.2 Conduct Community-Based Advisory Council meetings and develop action steps  3.2.3 Conduct community information sessions and feedback opportunities by Superintendent	3.2.1 increase presence on social media to celebrate student successes 3.2.1 post graduates on social media as they complete graduation requirements  3.2.2 and 3.2.3 Agendas and attendance documentation; action plans developed and shared with district staff and community	-Year-to-year documentation of action plans will indicate evidence of implementation
3.3 Partnerships with Business and Other Governmental Agencies	3.3.1 Explore and expand School-Business Partners 3.3.2 Strengthen processes and protocols with Elgin Education Foundation 3.3.3 Strengthen relationships, processes, and protocols with business and governmental partners	3.3.1 Explore and expand School-Business Partners  3.3.2 Strengthen processes and protocols with Elgin Education Foundation  3.3.3 Strengthen relationships, processes, and protocols with business and governmental partners	3.3.1-3 Continue partnership with Workforce Solutions	-School Board meeting agendas and minutes -EEF Board membership will reflect increased involvement and attendance  -survey results will reflect year-to-year increase in successful projects and satisfaction  -increased EEF fundraising  -survey results will indicate areas of strength in district and business partnerships  -progress on shared goals will reflect successful collaborative projects and partnerships
4.1 Ensure Strong Financial Stewardship and Operational Efficiency	4.1.1 Align budget to strategic outcomes and needs  4.1.2 Ensure financial transparency to stakeholders through websites, publications, monthly financial reports, bond oversight committee meetings, and budget meetings	4.1.1 Align budget to strategic outcomes and needs  4.1.2 Ensure financial transparency to stakeholders through websites, publications, monthly financial reports, bond oversight committee meetings, and budget meetings	4.1.1 monthly meetings to check in ensuring our budget is aligned with district outcomes	-District and campus improvement plans will document alignment to strategic outcomes and needs  -Federal program budgets will document alignment to strategic outcomes and needs  -Quarterly review of the district website will indicate 100% alignment to financial transparency and district strategic outcomes (Executive Cabinet review)  -Maintain FIRST Rating of Superior Achievement

<p>4.2 Transparent, Systematic Long-Range Facility Planning</p>	<p>4.2.1 Develop Long Range Facility Plan (LRFP)  4.2.2 Executive Cabinet monthly review of progress in LRFP projects  4.2.3 Quarterly meetings for the bond committee and community  4.2.4 Monthly Board reports to review progress in LRFP projects</p>	<p>4.2.1 Utilize Long Range Facility Plan (LRFP) to inform decisions related to district expansion and improvement of facilities   4.2.2 Review progress with Executive Cabinet monthly on LRFP projects   4.2.3 Conduct quarterly meetings for the bond committee and community   4.2.4 Present monthly Board reports to review progress in Bond Construction projects</p>	<p>4.2.1-4 Monthly review any updates with staff</p>	<p>-LRFP long-term outcomes will reflect project completion</p>
<p>4.3 Maintain Safe, Secure, and Educationally Innovative Facilities</p>	<p>4.3.1 Develop and sustain a preventative maintenance plan for facilities  4.3.2 Develop and sustain a Long Range Safety Plan (LRSP) for district and campuses with action steps presented annually to School Board  4.3.3 Staff, student, and parent safety surveys in fall and spring  4.3.4 Safety Symposium held in spring; District Safety Council established including staff, parents, students, community members  4.3.5 Bond Planning Committee to develop plans for future innovative facilities  4.3.6 Develop and sustain a Long-Range Technology Plan for district and campuses with action steps presented annually to School Board</p>	<p>4.3.1 Develop and sustain a preventative maintenance plan for facilities   4.3.2 Sustain a Long Range Safety Plan (LRSP) for district and campuses with action steps presented annually to School Board   4.3.3 Utilize staff, student, and parent safety surveys in fall and spring to inform needs and specific actions related to safety   4.3.4 Facilitate Safety Symposium held in spring; District Safety Council including staff, parents, students, community members   4.3.5 Implement plans for future innovative facilities through the Bond Planning Committee   4.3.6 Develop and sustain a Long Range Technology Plan (LRTP) for district and campuses with action steps presented annually to School Board</p>	<p>4.3.1-6 Maintain and ensure safety measures as well as encourage participation in surveys, bond meetings and safety meetings throughout the year.</p>	<p>- Maintenance and Operations department requests and completion data will indicate project completion   -Safety and security audits will reflect increased project completion and compliance to requirements   -Safety survey results will indicate increased perception of safe and secure facilities   -Increased usage of innovative instructional technology use will be documented through campus walk-throughs and student/teacher surveys   -Student/teacher surveys will provide feedback and guidance for instructional technology professional development and support.</p>