

Huffman ISD Strategic Plan Balanced Scorecard 2021-2025

In Huffman ISD, We Believe:

- Students will be empowered to lead, succeed, and persevere.
- Parents/Guardians shall be informed, invited, involved partners who are valued teammates in supporting our students.
- Faculty and Staff shall be highly qualified, dedicated leaders with high moral character who inspire, motivate, and challenge our students.
- Principals and Campus Leaders shall build a highly effective and collaborative culture in which goals are clear and staff/students are empowered to become future leaders, propelling them to life-long success.
- Superintendent and Central Office Staff shall lead with dedication, empathy and understanding while ensuring effectiveness, efficiency, and district success.
- The Board will be committed to all District stakeholders and function in a manner that is adaptable, ethical, transparent, and appreciative of diverse student family environments.

Mission: To foster a culture in which students and staff are empowered to develop and achieve personal and professional excellence

Vision: To develop and empower all students and staff

Priorities:	Performance Objectives:	Key Strategic Actions: (Inputs)	Progress Measures: (Outputs)	21-22	22-23	23-24	24-25	Long-Term Desired Outcomes: (Outcomes) (X to Y by Z)
1 Student Success	1.1 Student Safety and Well Being	<ul style="list-style-type: none"> ● Examine methods to annually increase the attendance rate. ● Continually review the classroom environment section of walkthrough data and use that data to improve professional development with regard to a positive classroom environment. ● Examine disciplinary systems in order to annually decrease the amount of serious student discipline offenses. ● Maintain consistency among staff in regard to classroom discipline practices ● Train additional teachers in CKH. 	Attendance Rate (W)	94.1% 92.7%	93% 93.5%	94% 93.7%	95%	By 2025 the number of students will say they feel safe at school when surveyed will rise from 65% to 100%
			Positive Classroom Environment Walkthrough Data (M)	95% 95%	96% 98%	97% 98%	97%	
			Drug/Alcohol incidents/1000 Students: (W)	18	12 19	16 25	16	
			Violent incidents/1000 Students: (W)	19	16 13	12 14	12	
			Survey Data: (details) (Y)	13/20 10/20	14/20 14/20	15/20 14/20	15/20	

	1.2 Student Engagement including Extracurricular and Co-curricular	<ul style="list-style-type: none"> Examine patterns and trends of absenteeism and put systems in place to decrease the absence rate. (i.e. calendar) 	<i>Chronic Absenteeism (W)</i>		14.6%	13%	12%	By 2025 the number of students participating in an extracurricular/co-curricular activity will rise to 75%
			Lone Star Cup (Q)	Top 20 25th	Top 20 22nd	Top 20 46th	Top 15	
			Percentage of students participating in extracurricular activities (Grade 3-12) (details) (Y)	60%	68% 62%	70% 63%	75%	
			Survey Data: (details)(Y)	9/13 9/13	9/13 14/14	14/14 13/14	14/14	
	1.3 Academic Achievement-Growth at all levels	<ul style="list-style-type: none"> Annually increase the percentage of students reading at or above grade level Increase professional development in all core subject areas to focus on depth of knowledge in planning, instructing and assessing. Continually review the classroom goal setting, classroom environment/procedures, instructional strategies, and student-led learning of the CWT data and use that data to improve professional development with regard to student engagement. 	<i>First Grade Reading EOY Composite Performance</i>		56%	65%	70%	By 2025 the number of Third Graders who are performing on grade level in reading will rise to 52% or above
			Third Grade students Meets or Masters expectations on Reading STAAR (Y)	34% 48%	52% 42%	48% 37%	52%	
			<i>Fifth Grade students Meets or Masters expectations on Science STAAR (Y)</i>		30%	38% 22%	42%	By 2025 the number of Eighth Graders who are performing on grade level in Math will rise to 58% or above
			Eighth Grade students Meets or Masters expectations on Math STAAR (Y)	51%	55% 50%	55% 49%	58%	
Survey Data: (details) (Y)			8/10 8/10	8/10 11/13	12/13 11/13	13/13		

	1.4 CCMR	<ul style="list-style-type: none"> Annually increase the number of students participating in CTSO activities Maintain the number of students enrolled in CTE courses Annually evaluate certifications offered to increase student participation in certification programs. 	Industry Based Certifications (S)	69	80 102	115 127	135	By 2025 the percentage of graduates who earn a CCMR credit will increase from 66% to 80%.
			College Readiness Indicator 47.7%	52% 48%	55% 66%	68% 77%	80%	
			Enrollment in Level 3 & 4 career tech – 709 (M)	650 709	660 689	700 718	720	
			Survey Data: (details) (Y)	2/3 1/3	2/3 2/3	3/3 2/3	3/3	
2 Staff Satisfaction and Engagement	2.1 Professional Learning and Quality Staff	<ul style="list-style-type: none"> Ensure that staff have opportunities to attend necessary training for professional growth Utilize instructional coaching to increase teacher capacity and walkthrough data to encourage achievement of professional learning goals. 	Achievement of T-Tess goals (Y)	100%	100% 93%	100% 87%	100%	By 2025 the percentage of staff achieving their professional learning goals will reach 100%
			Survey Data (details) (Y)	14/16 12/16	14/16 21/24	21/24 21/24	22/24	
	2.2 Staff Satisfaction	<ul style="list-style-type: none"> Host monthly activities that promote a positive culture and climate. Ensure that staff have access to necessary resources and materials. 	Retention Rate – Teachers (details) (Y)	87% 87%	87% 87%	88% 84%	88%	By 2025 the district teacher retention rate will rise from 86.7% to 88%
			Survey Data (details) (Y)	8/8 8/8	7/7	7/7 7/7	7/7	
	2.3 Staff Engagement	<ul style="list-style-type: none"> Examine patterns and trends of staff absences and put systems in place to decrease the absence rate. (i.e. calendar) Create opportunities and encourage all staff to become involved in campus activities 	Teacher Absenteeism (W)			8 10.1	8	By 2025 the percentage of staff participation in campus activities will rise to 75%
			Level of Participation in optional		70%	75%	77%	

		<ul style="list-style-type: none"> Promote high-functioning teams that rely on each other 	instructional service/activities (Y)		73%	77%		
			Survey Data: •9/9 (details) (Y)	9/9	9/9	9/9	6/6	
	2.4 Safety and Well-Being	<ul style="list-style-type: none"> Establish an awareness of campus and district measures for all staff Create an open communication network between staff and leaders regarding safety concerns Utilize district resources and assistance programs to support the mental well-being of all staff. 	Security personnel to student ratio •1:171 (W)	1:175	1:165	1:155	1:150	
			Drills/Exercises/Table tops •64 (M)		63	63	63	
			Survey Data: •2/2 (details) (Y)	2/2	2/2	2/2	2/2	
3 Community Engagement and Partnerships	3.1 Parent Engagement	<ul style="list-style-type: none"> District Newsletter with volunteer opportunities and activities Continue district level committees that include parent participation Host Parent Informational Events 	Parent Involvement Opportunities /year (M)	44	46	60	100	By 2025 the number of opportunities for parent involvement will increase from 44 to more than 65
			Survey Data •0/1 (details) (Y)	1/1	1/1	1/1	2/2	
	3.2 Community Partnerships	<ul style="list-style-type: none"> Designate a page on the website for community partnerships. Ensure businesses have an opportunity to participate in district-level activities 	Advisory Board Meetings (M)		6	8	10	By 2025 our percentage of students responding that they participate in Community Service is 70%
			Students Participating in Community Service (details) (Y)		64%	67%	70%	
			Survey Data (details) (Y)	0/1	1/1	1/1	1/1	
					7	9	4	
				59%	53%			
				1/1	1/1			

	3.3 Customer Satisfaction	<ul style="list-style-type: none"> Ensure all parents have input in the parent survey Track data related to parent involvement Ask parents/community how their experience was when they leave buildings/meetings/events 	Parent Survey Data (details) (Y)	6/9	7/9 9/9	8/9 9/9	9/9	By 2025 Parent satisfaction rates on the annual survey will remain at 100%
			Exit ticket data (W)			150 84	200 22	
4 Fiscal And Operational Systems	4.1 Internal Customer Satisfaction	<ul style="list-style-type: none"> Ensure appropriate staffing levels by maintaining competitive pay and benefits Ensure appropriate technology resources are available and staff have adequate training Use survey data to make internal improvements to retain staff 	Teacher Retention Rate - 86.7% (Y) (details)	87%	87%	88% 84%	88%	By 2025 Huffman ISD will increase its teacher retention rate from 86% to 88%
			Technology Work Orders (W)		5250	5600 5,476	5600 2438	
			Technology Survey Data (Y)			3/3 3/3	3/3	
	4.2 Well communicated and systematic financial management	<ul style="list-style-type: none"> Complete internal audit quarterly Ensure that financial data is posted to website timely for financial transparency 	Audit Results - No findings (Y)	None None	None None	None None	None	By 2025 Huffman ISD will maintain a TEA Financial Integrity Rating System of Texas (FIRST) Rating of Superior Achievement.
			FIRST Rating - Superior Achievement (Y)	Superior Superior	Superior Superior	Superior Above Standard	Superior	
			Survey Data (Y) (details)		1/2 1/1	1/1 1/1	1/1	By 2025, Huffman ISD will earn three out of five Comptroller Transparency Stars.
			Texas Comptroller Transparency Stars - (Y)	2 Stars 1 Stars	2 Stars 1 Star	2 Stars 2 stars	3 Stars	

	4.3 Strategic Allocation of Resources	<ul style="list-style-type: none"> Ensure staff have appropriate opportunities for budget input through department heads and team leads, etc. Ensure appropriate projections are being used for budgeted revenue/expenses by using updated software Monitor hiring of administrative staff by using student enrollment projections 	Survey Data •1/1 (Y)	1/1	1/1	1/1	1/1	By 2025 Huffman ISD will ensure campus and department budgets are being developed to support the Campus Improvement Plans (CIP), District Improvement Plans (DIP) and Balanced Scorecard (BSC)
					1/1	1/1		
			Payroll budget % (M)		76%	78-82%	78-82%	
			Administrative Cost Ratio 10.25% (Y)	10.25%	10.25%	11.51%	11.51%	
			10.37%	10.75%	10.77%	10.34%		
	4.4 Planning for Growth	<ul style="list-style-type: none"> Annual Citizen Advisory Committee meetings Contract with demographer to update demographic study on a predetermined schedule Update Strategic Plan related to growth annually 	Community Meetings: (M)		5	5	5	By 2025 Huffman ISD, will communicate demographic planning and/or bond strategic planning to the Citizen Advisory Committee regularly.
					8	7	0	
			Current Demographics Study: (M)		New Study Complete	Updated		
			Current Strategic Plan: (M)	Update	Update Updated	Update	Update	
	4.5 Well Maintained Facilities	<ul style="list-style-type: none"> Ensure a complete preventative maintenance plan is updated annually Ensure appropriate technology resources are available related to work orders and staff have appropriate training Ensure appropriate staffing levels to support well-maintained facilities 	Preventative Maintenance Schedule			Update	Update	By 2025 80% of Huffman ISD community members will rate the district's facilities as clean and well maintained.
Survey Data •1/1 (details) (Y)			1/1	1/1	1/1	1/1		
				1/1	1/1			

*HB3 Goal Setting and reporting requirements fulfilled through annual TAPR report and BSC

Color Key:

Goal Met	Goal Not Met/ Growth Shown/ Maint.	Goal Not Met	Not Enough Data to Set Accurate Goal	Goal Revised due to new information
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1.1 Student Safety and Well Being (10/20)

High School Student Survey

- H8 Most of my teachers do not let people give up when the work gets hard. – **45.4%**
- H10 Most students in this school treat adults with respect. – **28.03%**
- H11 Most adults in this school treat students with respect. – **43.56%**
- H12 Discipline in this school is fair. – **32.91%**
- H13 "Adults in my school respect people from different backgrounds.
(For example, people of different races, ethnicities, and genders.) " – **50.21%**
- H16 I feel safe at this school. – **45.00%**
- H17 Students are friendly to me at this school. – **57.67%**

Middle School Student Survey

- M1 I enjoy coming to Huffman Middle School most of the time. – **66.67%**
- M10 Most students in this school treat adults with respect. – **23.73%**
- M11 Most adults in this school treat students with respect. – **57.78%**
- M12 Discipline in this school is fair. – **37.85%**
- M13 "Adults in my school respect people from different backgrounds.
(For example, people of different races, ethnicities, and genders.) " – **62.63%**
- M16 I feel safe at this school. – **52.33%**
- M17 Students are friendly to me at this school. – **47.76%**

Elementary School Student Survey

- E5 Do the adults treat you and other students fairly and with respect? – **71.08%**
- E8 Do students treat teachers with respect in your school? – **41.88%**
- E12 Do you feel safe at your school? – **68.31%**

- E13 Are other students friendly to you at your school? – **38.02%**
- E14 Do you stay busy and not waste time at your school? – **59.74%**
- E15 Do you feel like you are part of a good community at this school? – **73.06%**

1.2 Students Participating in Extracurricular Activities

Percentage of students in grades 3-12 that answered ‘Yes’ to the following questions on the annual student survey

High School Student Survey

This year I participated in one or more Extra-curricular activities (Athletics, clubs or organizations, UIL competitions) – **73%**

Middle School Student Survey

This year I participated in one or more Extra-curricular activities (Athletics, clubs or organizations, UIL competitions) – **72%**

Elementary Student Survey

Did you attend any clubs or UIL this year? – **48%**

1.2 Student Engagement Including Extracurricular and Co-curricular (9/13)

High School Student Survey

- H1 I enjoy coming to Hargrave High School most of the time. – **47.71%**
- H2 My teachers' expectations at Hargrave High School make me want to do my best. – **43.98%**
- H4 The work that I do for my classes makes me really think. – **51.25%**
- H6 I take pride in my academic work. – **65%**
- H7 I take pride in my extracurricular work. – **67.22%**
- H15 I feel like I am part of a good community at this school. – **48.13%**

Middle School Student Survey

- M4 The work that I do for my classes makes me really think. – **63%**
- M6 I take pride in my academic work. - **71.86%**

M7 I take pride in my extracurricular work. – **72.82%**

M15 I feel like I am part of a good community at this school. – **55.6%**

Elementary School Student Survey

E2 Do you enjoy coming to your class? – **49.74%**

E6 Are you proud of your work? – **58.43%**

E9 Does the work you do in class make you really think? – **54.52%**

1.3 Universal Screener

Universal Screeners are used as another means of measuring mastery of grade level expectations. Due to changing state requirements around acceptable screeners longitudinal data is not yet available to be able to set goals from. We report the percentage of students meeting grade level expectations on their end of year screener.

1.3 Academic Achievement – Growth at all levels (8/10)

Community Survey

C1 Student learning is a high priority in Huffman ISD. – **79.17%**

High School Student Survey

H2 My teachers' expectations at Hargrave High School make me want to do my best. – **43.98%**

H3 I am receiving a high-quality education at Hargrave High School. – **45.64%**

H4 The work that I do for my classes makes me really think. – **51.25%**

H5 To receive a good grade, I must work hard in my classes. – **75.1%**

Middle School Student Survey

M3 I am receiving a high-quality education at Huffman Middle School. – **62.6%**

M4 The work that I do for my classes makes me really think. – **63%**

M5 To receive a good grade, I must work hard in my classes. – **84.04%**

M14 I feel prepared for high school. – **54.84%**

Elementary Student Survey

E10 Do you learn a lot in your class? – **87.6%**

1.4 FAFSA Completion

State law requires that 100% of graduating students complete the FAFSA, complete the TAFSA or be opted out of the requirement by their parents, We report the percentage of seniors who actually completed the FAFSA or TAFSA.

1.4 CCMR (1/3)

Community Survey

C2 Huffman ISD does a good job preparing all students for college, career, and/or military success. – **55.58%**

C3 Huffman ISD aligns student learning and opportunities to the needs of local employers and life in the real world. – **44.64%**

High School Student Survey

H14 Hargrave High School has prepared me for life after graduation. – **25.53%**

2.1 Professional Learning and Quality Staff (12/16)

Staff Survey

D1 I have the tools and resources I need to be successful. – **82.33%**

D7 I know how my work aligns with the overall goals of the district. – **86.27%**

D10 Employees know the Mission, Vision and Beliefs of my district. – **74.79%**

D11 I am offered the training I need to be successful. – **73.92%**

High School Student Survey

- H8 Most of my teachers do not let people give up when the work gets hard. – **45.41%**
- H9 Most of my teachers want us to use critical thinking skills, not just memorize things. – **46.02%**
- H11 Most adults in this school treat students with respect. – **43.56%**
- H13 "Adults in my school respect people from different backgrounds.
(For example, people of different races, ethnicities, and genders.) " – **50.21%**

Middle School Student Survey

- M2 My teachers' expectations at Huffman Middle School make me want to do my best. – **59.35%**
- M8 Most of my teachers do not let people give up when the work gets hard. – **67.03%**
- M9 Most of my teachers want us to use our thinking skills, not just memorize things. – **68.83%**
- M13 "Adults in my school respect people from different backgrounds.
(For example, people of different races, ethnicities, and genders.) " – **62.63%**

Elementary Student Survey

- E3 Does your teacher want you to do your best? – **98.2%**
- E4 Do you get a chance to explain your ideas? – **37.69%**
- E7 Do you get extra help if you need it? – **54.19%**
- E11 Does your teacher let you give up if the work gets hard? – **92.66%**

2.2 Retention Rate

Retention Rates are based on the teacher turnover rate published in the state provided TAPR report. Updated data is therefore not available until that report is published each winter.

2.2 Staff Satisfaction (7/7)

Staff Survey

- D3 My leaders treat me with respect. – **88.46%**
- D4 My leaders are transparent and communicate well. – **72.1%**
- D5 My direct supervisor respects me. – **90.64%**
- D8 I receive recognition for good work. – **69.53%**
- D9 I am proud to work for my district. – **83.83%**
- D11 I am offered the training I need to be successful. – **73.93%**
- D13 I believe my district has a good culture – **88.09%**

2.3 Staff Engagement (9/9)

Staff Survey

- D2 I would refer someone to work here. – **81.28%**
- D3 My leaders treat me with respect. – **88.46%**
- D4 My leaders are transparent and communicate well. – **72.1%**
- D5 My direct supervisor respects me. - **90.64%**
- D9 I am proud to work for my district. – **83.83%**
- D12 I enjoy my work. - **88.09%**
- D14 I feel valued at work. – **71.49%**
- D15 I am committed to helping my district achieve its goals. – **91.49%**
- D17 I believe in the strategic direction of my district. – **72.34%**

2.4 Safety and Well Being (2/2)

Staff Survey:

- D6 I feel comfortable providing feedback to supervisors. – **81.55%**

D16 Employees are treated fairly at my district. - **60.43%**

3.1 Parent Engagement (0/1)

Community Survey

C5 Huffman ISD seriously considers the concerns and opinions of community members. – **48.91%**

3.2 Community Service

Percentage of students in grades 3-12 who answered 'Yes' to one of the following questions when surveyed

Elementary Student Survey

I have helped others by bringing canned goods for the food pantry, coins for cancer or any other project that assisted others in my community or school. – **71.3%**

Middle School Student Survey

I have participated in at least one community service activity in the last year – **48%**

High School Student Survey

I have participated in at least one community service activity in the last year – **56%**

3.2 Community Partnerships (0/1)

Community Survey

C5 Huffman ISD seriously considers the concerns and opinions of community members. – **48.91%**

3.3 Customer Satisfaction (6/9)

Community Survey

C1 Student learning is a high priority in Huffman ISD. – **79.17%**

- C2 Huffman ISD does a good job preparing all students for college, career, and/or military success. – **55.58%**
- C3 Huffman ISD aligns student learning and opportunities to the needs of local employers and life in the real world. – **44.64%**
- C8 The district makes decisions that are in the best interest of the children and families of the district. – **52.19%**
- C9 I feel well informed about the issues impacting Huffman ISD. – **44.3%**
- C10 I am encouraged by the progress I see in Huffman ISD. – **46.51%**
- C11 I am satisfied with the quality of our schools. – **57.91%**
- C12 I would recommend Huffman ISD to parents and families. – **67.47%**
- C13 Huffman ISD is a source of pride in our community. – **72.93%**

4.2 Well Communicated and Systemic Financial Management (0/2)

Community Survey

- C6 Huffman ISD does a good job with our tax money. – **36.77%**
- C7 The district manages finances effectively. – **36.02%**

4.5 Well Maintained Facilities (1/1)

Community Survey

- C4 District buildings and grounds are clean and well maintained. – **74.84%**

Advisory Board Meetings - CTE, Ministerial Alliance? Realtors?

4.1 Survey Questions - ??????

4.3 Survey Questions - 2.1 D1