

District Improvement Plan 2026-2027

Needs Assessment:

For the Needs Assessment, the following data was discussed and considered:

Highland Park ISD is a high performing district located in Dallas County and serves about 6,200 students. Students in grades pre-school-4th grade are served at five elementary campuses: 1. Armstrong Elementary, 2. Boone Elementary, 3. Bradfield Elementary, 4. Hyer Elementary, 5. University Park Elementary. Students in 5th-8th grade are served on a single campus that is under two names: 1. 5th-6th grade - McCulloch Intermediate, 2. 7th-8th grade - Highland Park Middle School. Highland Park ISD is a single high school district. Students in 9th-12th grade attend: Highland Park High School.

Highland Park ISD's Board of Trustees worked during the Fall 2023 semester to establish a Balanced Scorecard that includes four priorities and multiple objectives. Additionally, District Frameworks have been written and adopted for ELAR, Math, Science, Social Studies, and Technology. The District has an opportunity to work towards sustainable implementation to ensure student success using the foundation and expectations set by these documents.

Data from the spring 2025 STAAR assessments shows good momentum in student growth and student achievement. Additional data from interim assessments during the 2025-2026 school year have been used to project end of year outcomes on Spring 2026 state assessments. 2026 Spring STAAR scores have been added and goals adjusted to ensure continuous improvement in student mastery. The district recognizes a need to continue improvement in the percent of students achieving at the highest level on the state assessment, "masters." The district will use the data provided along with the balanced scorecard and district frameworks to further this work.

Well-Educated and Well-Rounded Students

HPISD Balanced Scorecard:

1.1 Increase academic growth and mastery in all content areas;

1.2 Provide a well-rounded offering of arts and extracurricular activities that enhance the development of character and community;

1.3 Protect the physical and emotional well-being and safety of students

Goals and Key Action Steps	Progress Monitoring
<p>Student Growth Goal 1: <i>Improve math outcomes at all levels, such that by Spring 2027, the percentage of students scoring masters on Grade 4 Math STAAR grows from 58% to 64% and the percentage of students scoring masters on Algebra 1 EOC maintains at 70% or higher.</i></p> <ul style="list-style-type: none"> ● Explicit instruction of mathematical concepts following the Gradual Release Model (I Do, You Do, We Do) ● Standards-aligned, intentional practice opportunities for students: <ul style="list-style-type: none"> - during instruction - independent practice - homework assigned from the math resource ● Daily problem solving including application in real-world situations ● Student and teacher use of manipulatives to develop connections and deepen understanding as they move from concrete to pictorial to abstract thinking ● Provide professional learning centered around strategic actions to increase mastery for all students ● Implement a new math textbook ● Train teachers on new math resource 	<p>Progress Measures</p> <ul style="list-style-type: none"> ● Walkthroughs ● Curriculum documents ● Planning meetings ● Student work samples ● End of unit assessments ● STAAR performance ● Professional development <ul style="list-style-type: none"> ● Professional development feedback

Student Growth

Student Growth Goal 2: *Improve reading, writing, and grammar outcomes at all levels, such that by Spring 2027, the percentage of students scoring masters on English II EOC increases from 28% - 36%, the percentage of students scoring above 550 on the Standard English Conventions strand for PSAT 8 increases from 21% - 36%, and the percentage of students scoring above 550 on the Standard English Conventions strand for PSAT 10 increases from 30% to 39% (baseline: 29%), and the percentage of students achieving a 24 or greater on 4th grade WrAP increases from 29% to 31%, and a 24 or greater on the 7th grade WrAP increases from 28% to 31%, and a 25 or greater on the 11th grade WrAP increases from 48% to 50%.*

Progress Measures

- Implement WrAP assessment in 4th - 11th grades
- Explicit teaching of grammar standards
- Transfer of grammar skills into all student writing; include mechanics and content expectations on writing rubrics
- Opportunities for students to write daily in all content areas
- Continue to refine the literary works catalog
- Provide professional learning centered around strategic actions to increase mastery for all students

- District grammar assessments
- District process papers
- WrAP Assessment Data
- Walkthroughs
- Curriculum documents
- Planning meetings
- Student work samples
- STAAR/PSAT Performance
- Professional development

Student Growth Goal 3: *Improve science outcomes at all levels, such that by Spring 2027, the percentage of students scoring masters on Grade 5 Science STAAR increases from 28% to 41%, the percentage of students scoring masters on Grade 8 Science STAAR increases from 48% to 54%, the percentage of students scoring masters on Biology EOC is maintained at 64% or higher.*

Progress Measures

- Implement structured 5E lessons with fidelity
- Continue teacher training and support on district resource
- Center units around anchoring phenomena
- Embed and promote scientific discourse in all classrooms to deepen student understanding
- Provide professional learning centered around strategic actions to increase mastery for all students

- Walkthroughs
- Curriculum documents
- End of unit assessments
- Planning meetings
- Student science notebooks
- Student work samples
- STAAR performance
- Professional development
- Professional development feedback

Student Growth Goal 4: *Improve social studies outcomes at all levels, such that by Spring 2027, the percentage of students scoring masters on Grade 8 Social Studies STAAR increases from 47% to 59%, and the percentage of students scoring masters on US History EOC is increased from 83% to 85%.*

Progress Measures

- Explicit instruction that promotes critical thinking and problem solving through political, economic, geographic, and social impact
- Authentic writing opportunities that foster critical thinking, effective communication, and comprehension of historical texts
- Prepare for new social studies alignment
- Provide professional development and support for teachers on new TEKS and assessments
- Instruction provides opportunities for students to engage in civil discourse about social studies topics, including those with multiple perspectives

- Walkthroughs
- Curriculum documents
- Planning meetings
- Student work samples
- STAAR performance
- Professional development feedback

Technology	<ul style="list-style-type: none"> ● Provide professional learning centered around strategic actions to increase mastery for all students 	<ul style="list-style-type: none"> ● Professional development
	Technology Goal 1: <i>Increase teacher compliance with technology minutes in meaningful instruction.</i>	Progress Measures
	<ul style="list-style-type: none"> ● Uphold the Technology Triangle for technology usage in all grade levels 	<ul style="list-style-type: none"> ● Walkthrough data
	<ul style="list-style-type: none"> ● Uphold guidelines for technology minutes in each grade level 	<ul style="list-style-type: none"> ● Updated guidelines and Technology Framework
	<ul style="list-style-type: none"> ● Implement district-provided devices in grades 9-12 	<ul style="list-style-type: none"> ● School Experience Survey (27-28)
	<ul style="list-style-type: none"> ● Implement district-wide LMS, CMS and lockdown browser for grades 7-12 	<ul style="list-style-type: none"> ● Technology usage reports
	<ul style="list-style-type: none"> ● Train teachers on new LMS, CMS, and lockdown browser 	
	Technology Goal 2: <i>Uphold HB 1481 standards to ensure students do not use personal communication devices during the school day.</i>	Progress Measures
	<ul style="list-style-type: none"> ● Uphold policy on prohibiting the use of personal communication devices during the school day 	<ul style="list-style-type: none"> ● Walkthrough data
	<ul style="list-style-type: none"> ● Work with campus leadership to ensure consequences for non-compliance are written out, communicated, and enforced 	<ul style="list-style-type: none"> ● Communication artifacts
<ul style="list-style-type: none"> ● Provide Yondr pouches for cell phones and district-issued devices for all students 	<ul style="list-style-type: none"> ● School Experience Survey (27-28) 	
<ul style="list-style-type: none"> ● Communicate expectations and consequences for non-compliance at the District level 		
<ul style="list-style-type: none"> ● Train teachers and staff on expectations for compliance 		
<ul style="list-style-type: none"> ● Uphold the technology triangle to reflect a ban on personal communication devices during the school day 		
Well-Rounded	Well-Rounded Goal 1: <i>Improve student well-roundedness and overall well-being, such that by Spring 2028, the percentage of high school students who have forgone an activity or elective they were interested in because it would have hurt their GPA maintains at 25% or lower, and the percentage of high school students who agree or strongly agree that their extracurricular participation has had a positive impact on their personal growth and well-being is maintained at 90% or higher. (Results will be based on the 2027-2028 School Experience Survey.)</i>	Progress Measures
	<ul style="list-style-type: none"> ● Each program will hold promotional events for incoming freshmen to increase awareness and showcase the opportunities available to all students interested in participating in an extracurricular activity 	<ul style="list-style-type: none"> ● The program schedule of events for each program will reflect promotional activities for extracurricular activities offered in HPHS
	<ul style="list-style-type: none"> ● Implement the new extracurricular frameworks (athletics/fine arts) and uphold the expectatins of the code of conduct for students participating in extracurricular activities ● Each program will adopt a set of program standards that focus on building a culture of inclusivity and individual character development 	
	<ul style="list-style-type: none"> ● Assist and support in communicating new policy updates EIC(LOCAL) 	<ul style="list-style-type: none"> ● Extracurricular surveys will have at least an 80% participation rate

Physical & Emotional Safety	Physical Safety Goal 1: <i>Achieve 100% compliance with all safety drills.</i>	Progress Measures	
	• Train staff on expectations during drills and emergencies	• Training artifacts	• Drill completion
	• Complete all drills as required; complete door checks	• EOPT meeting artifacts	• Audit feedback
	• Review audit and address any opportunities for improvement	• Board reports on safety	
	Emotional Wellness Goal 1: <i>Increase efforts to support students and staff emotional well-being.</i>	Progress Measures	
	• Teachers will be trained by counseling staff before the first day of school	• Online resources	• Qualitative parent feedback
	• Continue partnership with Daybreak; continue partnership with The Center	• Training sessions and documents from sessions	• Counselor feedback
	• Incorporate mini-wellness sessions into regularly scheduled meetings for parents on topics suggested by SHAC (substance abuse, time management, stress, anxiety, etc.)	• Review data from counselors for address ongoing needs	• Teacher feedback
• Create a list of resources available to students, parents and staff that is accessible online and through the counselors	• DLC and SHAC to review list of mini-wellness programming offered to parents		

Exemplary & Committed Staff

HPISD Balanced Scorecard:
2.1 Improve the culture and retention of current staff while recruiting exemplary new hires;
2.2 Ensure competitive compensation and benefits for staff
2.3 Invest in staff development and continuous improvement

	Goals and Key Action Steps	Progress Monitoring
Culture & Retention	Staff Goal 1: <i>Improve staff retention aligned to HPISD expectations, such that by Spring 2027, the percentage of staff turnover due to poor work environment decreases from 15% to 12% and the percentage of teachers achieving a student achievement goal identified in their annual appraisal is established for the purpose of setting a 2028 goal.</i>	Progress Measures
	• Conduct Stay Interviews and Exit Interviews to analyze retention factors	• Thematic analysis summaries of feedback presented to leadership twice yearly. • Stay interview participation rate
	Staff Goal 2: <i>Human Resources department will conduct on-site check-in meetings at 100% of district campuses and departments to foster positive relationships, increase visibility, and gather feedback, with at least 80% of staff surveyed reporting a stronger connection with HR as a result of the visits.</i>	Progress Measures
	• By September 2026, create a calendar of HR on-site visits and communicate the purpose and schedule to campus and department leaders	• Completed by September 2026
	• Between October 2026 and April 2027, visit all campuses and departments to meet with staff, provide HR updates, answer questions, and gather feedback	• 100% completed by April 2026 • 50% completed by December
Competitive Compensation & Benefits	Staff Goal 3: <i>Annually review compensation and benefits for HPISD staff. Increase compensation and benefits where appropriate.</i>	Progress Measures
	• Staffing efficiencies review	• Updated Benefits & Compensation Package
	• Audit and review current benefits and options for new benefits	• Adherence to staffing guidelines

Staff Development

<p>Staff Goal 4: (Professional Development) Design and deliver a targeted professional development series aligned to the district's instructional frameworks, ensuring that 100% of teachers complete at least two professional development sessions, with at least 85% of participants reporting increased confidence in applying the instructional frameworks in their classrooms as measured by post-session surveys.</p>	<p style="text-align: center;">Progress Measures</p>
<ul style="list-style-type: none"> ● Plan and deliver high-quality professional learning opportunities aligned to: <ul style="list-style-type: none"> - TEKS/Standards - District frameworks - Research-based instructional strategies - Board goals 	<ul style="list-style-type: none"> ● At least 85% of teachers will report increased confidence in implementing the instructional frameworks on post-session surveys administered after each training
<p>Staff Goal 5: (Mentoring) Human Resources and Education Services will hold the INSPIRE Academy for all first-year and second-year teachers in HPISD, with 100% of eligible new teachers matched to a trained mentor, and at least 85% of participating teachers reporting increased confidence in instructional practices and classroom management on an end-of-year survey.</p>	<p style="text-align: center;">Progress Measures</p>
<ul style="list-style-type: none"> ● Create and deliver mentor training to all mentors 	<ul style="list-style-type: none"> ● 100% of mentors will complete the training by September 2026
<ul style="list-style-type: none"> ● Utilize feedback from principals and mentors to strengthen program 	
<ul style="list-style-type: none"> ● Mentors will complete and submit activity logs to track their ongoing support and interactions with mentees 	<ul style="list-style-type: none"> ● Surveys given to new and early-career teachers after each INSPIRE Academy session.
<ul style="list-style-type: none"> ● Offer quarterly professional learning opportunities targeting classroom management, instructional strategies, and work-life balance 	<ul style="list-style-type: none"> ● Activity logs from mentors ● Feedback from new teachers
<p>Staff Goal 6: (Appraisals/Walkthroughs) Principals/Appraisers will conduct at least three formal walkthroughs and one summative appraisal for 100% of teachers, and will establish baseline data on the percentage of teachers achieving their student achievement goal identified in their annual appraisal, in order to set a specific improvement target for Spring 2028.</p>	<p style="text-align: center;">Progress Measures</p>
<ul style="list-style-type: none"> ● Establish baseline data on teacher goal attainment in Student Achievement 	<ul style="list-style-type: none"> ● Collaborate with principals and appraisers to document the percentage of teachers meeting student achievement goals in the 2026-2027 appraisal cycle
<ul style="list-style-type: none"> ● Develop "pull-down" options for teacher goals to use during the 2026-2027 school year 	<ul style="list-style-type: none"> ● Develop a tracking system to report on this metric annually
<ul style="list-style-type: none"> ● Train appraisers by September 2026 to calibrate walkthrough observations and appraisal ratings 	<ul style="list-style-type: none"> ● 100% of appraisers complete calibration training by October 2026 ● Provide ongoing calibration sessions during ILT meetings
<ul style="list-style-type: none"> ● Provide ongoing calibration sessions throughout the 2026-2027 SY 	
<p>Staff Goal 7: (Growth Goal) All teachers will create a growth goal for the 2026-2027 school year and monitor it throughout the year with input from the principal.</p>	<p style="text-align: center;">Progress Measures</p>
<ul style="list-style-type: none"> ● Train principals on expectations for teacher growth goals 	<ul style="list-style-type: none"> ● Administrator training
<ul style="list-style-type: none"> ● Support the development of assessments to assist in tracking growth 	<ul style="list-style-type: none"> ● Data from teacher growth goals

- Create an appraisal goal pull-down menu for goal development

- Administrator feedback

Engaged Parents & Community

HPISD Balanced Scorecard:

3.1 Improve parent and community satisfaction;

3.2 Strategically leverage and engage with community partners

Goals and Key Action Steps		Progress Monitoring
School Experience Surveys	Parent/Community Goal 1: <i>Improve parent and community satisfaction with their child's school experience, such that by Spring 2027, the percentage of parents who rate the overall quality of the education of their child's school as good or excellent increases from 89% to 94%.</i>	Progress Measures
	• Full compliance with Technology Framework, including the Technology Triangle and minutes	<ul style="list-style-type: none"> • Walkthroughs • Student work • School Experience Survey (27-28) • Qualitative parent feedback
	• Routine practice of grammar standards	
	• Accountability of grammar standards across all contents	
	• Timely, actionable feedback on student work	
	• Routine practice of math	
Parent/Community Goal 2: <i>Improve parent and student satisfaction on the school experience survey in specific areas that relate to rigorous instruction.</i>	Progress Measures	
<ul style="list-style-type: none"> • Areas on the school experience survey to address: <ul style="list-style-type: none"> -Teachers give helpful feedback -Teachers utilize textbooks or named resources -Student support for individual needs -Students provided sufficient practice problems -Teachers regularly return graded quizzes and tests -Teachers provide reviews for quizzes and tests -Tests cover content taught in the classroom 	<ul style="list-style-type: none"> • Walkthrough data • School Experience Survey results (27-28) 	

Strategic Financial Stewardship

HPISD Balanced Scorecard:

4.1 Optimize annual operating resources to meet district priorities;

4.2 Implement a long term plan to strategically manage facilities and assets to support student experiences;

4.3 Facilitate strategic alignment and development of community raised funds to meet district priorities

Goals and Key Action Steps		Progress Monitoring
Operating	Annual Operating Goal 1: <i>Optimize budget, such that by Spring 2027, the percentage of teachers with their masters or national board certification being compensated in the top quartile in North Texas will be maintained at 100%.</i>	Progress Measures
	• The district will utilize the zero-based budgeting method to create the 2026-27 budget driven by the data of enrollment, attendance, property appraisal value, historical spending trends, and additional data metrics as identified	<ul style="list-style-type: none"> • Comparative study of compensation plans across North Texas. • Board budget updates
	• The district will effectively allocate resources and board goals to improve teacher and overall staff compensation, and other district priorities	
	• The district will review financial statements monthly to compare budgeted revenues and expenditures to actual revenues and expenditures ensuring allocation toward district priorities	

Annual Operating	<ul style="list-style-type: none"> District will review compensation and offer an annual raise to ensure teachers continue to be compensated in the top quartile in North Texas 	<ul style="list-style-type: none"> Approved annual raise
	Annual Operating Goal 2: <i>The district will complete the Annual Comprehensive Financial Report with no findings and an unmodified opinion, maintain a Superior FIRST Rating, and achieve the Excellence Award in financial reporting from GFOA and ASBO.</i>	Progress Measures
	<ul style="list-style-type: none"> The district will annually review financial controls and accounting processes to ensure funds are invested according to policy, expended appropriately, and managed to minimize the risk of loss or misappropriation 	<ul style="list-style-type: none"> Annual Comprehensive Financial Report
	<ul style="list-style-type: none"> The district will apply best practices identified by the Government Finance Officers Association (GFOA) in finance and business services to improve controls and processes The district will implement new Governmental Accounting Standards Board (GASB) pronouncements to ensure compliance with Federal and State regulations 	<ul style="list-style-type: none"> FIRST Rating
Long Term Planning	Long Term Planning Goal 1: <i>Ensure that 2024 maintenance and efficiency bond expenditures result in at least 3% annual savings to the maintenance and operations budget (without considering recapture).</i>	Progress Measures
	<ul style="list-style-type: none"> The district will develop and implement the long-term facility maintenance plan for life-cycle upgrades and replacements that is reviewed and updated annually to maximize efficiency 	<ul style="list-style-type: none"> Long-term Facility Maintenance Plan - Gantt Chart
	<ul style="list-style-type: none"> The district will complete high priority capital projects recommended by the 2024 Community Advisory Committee The district will review expenditures quarterly, including technology subscriptions, technology support personnel, and curricular resources to ensure alignment with the 2024 bond plan and district priorities 	<ul style="list-style-type: none"> Quarterly Bond Financial Report (Include with Quarterly Investment Report)
Strategic Alignment	Strategic Alignment Goal 1: <i>Develop robust mechanisms for tracking and analyzing the alignment of gifts to the balanced scorecard.</i>	Progress Measures
	<ul style="list-style-type: none"> Collaborate with donor groups, campuses, and departments to develop a framework for linking donations to the balanced scorecard objectives at the time the donation is proposed Create a School Finance 101 document Collaborate with the Finance Committee to develop a reporting tool and frequency Create an easy to find webpage with information about HPISD finances Continue to work on gifting/fundraising guidelines 	<ul style="list-style-type: none"> Create system for gathering input Implementation of reporting Implementation of tracking and reporting Evaluate implementation and determine next steps Guidelines for gifting/fundraising are developed and implemented
Additional Measures Required by BQ(LEGAL)		
	Goals and Key Action Steps	Progress Monitoring
	CCMR Goal 1: <i>The percentage of graduates that meet the criteria for CCMR will increase from 93% (Class of 2024) to 94% (Class of 2025).</i>	Progress Measures
	<ul style="list-style-type: none"> Support teachers and students participating in AP courses to increase the percentage of students earning a score of 3 or higher on the AP exam at the end of the year Provide teachers and students with SAT/ACT preparation resources to increase the percentage of students meeting college readiness benchmarks on SAT/ACT Reading and Math 	<ul style="list-style-type: none"> Participation in Advanced Placement courses Percentage of students earning a score of 3 or higher on Advanced Placement exam Number of students participating in SAT/ACT prep classes

	<ul style="list-style-type: none"> ● Identify students to participate in TSIA2 testing to meet alternative college readiness benchmarks ● Identify students in special education who need support to achieve an advanced degree plan through counselor training and advising ● Review dual credit offerings to support successful completion of college credit coursework for seniors 	<ul style="list-style-type: none"> ● Percentage of students meeting college readiness benchmarks on SAT/ACT Reading and Math ● Number of students taking TSIA2 ● Percentage of students meeting college readiness benchmarks on TSIA2 ● Percentage of students in special education on track to complete an advanced degree plan ● Number of students participating in dual credit courses
	<p>Dating Violence Goal: <i>Through coordination with Daybreak, the Center, and the Texas School Safety Center, Campus Counselors and current health curriculum, students and staff will know what dating violence is as well as their rights and requirements to report.</i></p> <ul style="list-style-type: none"> ● BOY planning for monthly topics, including Dating Violence for the final quarter of the year ● Receive training from the various supporting organizations ● Plan activities with the Student Council ● Provide training for teachers and staff ● Communication to the campus and community around dating violence and student rights 	<p style="text-align: center;">Progress Measures</p> <ul style="list-style-type: none"> ● Provide training on dating violence during November PD and campus meetings ● Student participation by opting in or opting out of Health courses
	<p>Sexual Abuse and Maltreatment of Children Goal: <i>100% of staff will know what sexual abuse and maltreatment of children is by completing the required trainings in Public School Works. Counselors will build their capacity through continued professional development</i></p> <ul style="list-style-type: none"> ● Receive training from the various supporting organizations ● Plan activities with the Student Council ● Provide training for teachers and staff ● All staff participates and completes the necessary compliance courses ● Posted information in highly visible spaces on the campus 	<p style="text-align: center;">Progress Measures</p> <ul style="list-style-type: none"> ● 100% completion of compliance trainings ● Student participation by opting in and opting out of Health courses