

Waxahachie ISD Balanced Scorecard 2022-2026

Vision: Our vision is to be a district where innovation thrives and growth is limitless.

Core Values:

- We value choices because they make us unique and are critical to learning.
- We value a collaborative culture that honors and supports all who positively impact the lives of our students.
- We value an environment of belonging that respects individual differences and ensures equality for all.
- We value relationships that broaden learning experiences and enrich our community.

Priorities:	Performance Objectives:	Key Strategic Actions: (Inputs)	Progress Measures: (Outputs)	Long Term Desired Outcomes: (Outcomes) (X to Y by Z)
<u>Priority 1:</u> <u>Student</u> <u>Growth</u>	1.1 Every student grows academically every year in English Language Arts and Reading, Math, Science, and Social Studies.	<p>1.1.A. Use multiple forms of data to measure/respond to student performance</p> <p>1.1.B. Ensure fidelity of written (TEKS Resource System), taught, assessed curriculum alignment in all subject areas to include English/Spanish language arts and reading, math, science, and social studies</p> <p>1.1.C. Ensure PLCs focus on the four guiding questions and respond to student performance</p> <p>1.1.D. Develop, implement, and sustain walkthrough protocols to ensure desired classroom environments and research based instructional practices are in alignment with T-TESS and district expectations</p>	<p>1.1.A</p> <ul style="list-style-type: none"> MAP State provided interim assessments Circle (pre-K) DRA/EDL Locally developed STAAR-like pre-post tests to be used at the secondary level in all other core content courses, including grade 6-12 social studies, grade 9-12 ELAR, grade 9-12 mathematics, and grade 9-12 science. <p>1.1.B.</p> <ul style="list-style-type: none"> Evaluation of District Collaborative Meeting Notes Lesson plan evaluation TRS usage reports <p>1.1.C.</p> <ul style="list-style-type: none"> Designate and dedicate time for collaborative team meetings with collective commitments and norms PLC Agendas including teacher attendance with protocols aligned to desired outcomes MAP Growth Reports Active guiding coalitions to facilitate and lead PLC process Multi-Tiered Systems of Support as documented in Branching Minds and designated meetings <p>1.1.D.</p> <ul style="list-style-type: none"> Create, develop, and implement classroom "look-fors" Teacher progression on T-TESS Rubric Numbers of completed walkthroughs in Eduphoria Utilize the coaching framework and walkthrough data with staff to encourage achievement of their professional learning goals 	<p>WISD will be an A district by 2025</p> <p>WISD will have a STAAR/EOC Growth Score of 85% by 2025</p> <p>WISD will meet or exceed the state cut point for Emergent Bilingual Growth on TELPAS annually</p> <p>WISD K-2 students will grow a year or more as evidenced by MAP Growth</p> <p>WISD will not exceed the state in percentage of identified Special Education students by 2026</p>

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	<p>1.2 Every student understands the expected standards of behavior in the district and feels that their safety and well-being are a priority of the district.</p>	<p>1.2.A. Consistently ensure implementation of a proactive campus-based system to encourage leadership, positive behavior, and student well-being.</p> <p>1.2.B. Consistently train and utilize safety protocols</p>	<p>1.2.A.</p> <ul style="list-style-type: none"> Review, analyze, and respond to student behavior data monthly Monitor campus counseling services (i.e. referrals) and appropriately respond to student needs Monitor referrals to mental health services Explore and implement programs/protocols to monitor mental health and the social emotional wellness of all students increasing positive student behavior <p>1.2.B.</p> <ul style="list-style-type: none"> Monitor the tips received via Tip 411/Student Safety Form and corresponding follow-up Review and respond appropriately to student survey data Provide required trainings for all students on campus, district, and state safety protocols District and Campus Level Threat Assessment Teams are established and trained Campus Emergency Drill Schedules and Standard Response Protocol Training 	<p>For 22-23 WISD will have an ADA of 96%</p> <p>WISD will reduce discretionary discipline placements by @ least 10% from 21-22</p> <p>Establish a partnership with a mental health care provider</p> <p>Increase awareness of available mental health services</p> <p>WISD will not be staged in the RDA system for Discipline</p> <p>All WISD Campuses will maintain a properly trained Threat Assessment Team</p> <p>90% of WISD Students report that they feel safe at school via Survey Data</p>
	<p>1.3 Every graduate is college, career, or military ready, and CCMR numbers increase year over year.</p>	<p>(College)</p> <p>1.3.A.1 Create, implement, and sustain a district-wide college readiness framework to inform staff, students, and parents of advanced academics opportunities</p> <p>1.3.A.2 Explore options for district academic acceleration opportunities</p> <p>(Career)</p> <p>1.3.B.1 Evaluate and refine the district-wide career readiness framework</p> <p>1.3.B.2 Increase community partnerships to enhance and broaden learning experiences</p> <p>(Military)</p>	<p>1.3.A.1</p> <ul style="list-style-type: none"> Conduct informational sessions across grade levels on Advanced Academic and College Pathways Publish District Wide College Readiness Framework Monitor enrollment in advanced, AP, & Dual Credit Courses Utilize data from AP Potential (College Board) to inform parents, teachers, and counselors as to student's readiness and potential to take advanced courses <p>1.3.A.2</p> <ul style="list-style-type: none"> Establish Elementary & Junior High accelerated math and science course sequence Establish criteria for selection for accelerated math and science courses at JH & Elementary schools Clarify course selections for college readiness alignment Expand participation to more closely reflect district demographics Increase participation and average score on <ul style="list-style-type: none"> ACT SAT TSI Increase AP Test achievement of a score of 3 or higher <p>1.3.B.1</p> <ul style="list-style-type: none"> Increase number of students completing coherent sequence aligned with Industry-Based Certifications Increase number of students participating in work-based learning courses Expand career awareness to elementary and junior high grade levels Increase students completing IEPs to earn code 54/55 <p>1.3.B.2</p> <ul style="list-style-type: none"> Industry Leadership Council reflect consistent attendance and participation by all members Increase student internships and placements in the community <p>1.3.C.1</p> <ul style="list-style-type: none"> Increase number of students taking the ASVAB each year 	<p>Increased opportunities for Parents to learn about advanced academic opportunities beginning in elementary school campuses</p> <p>Increase the % of students enrolled in advanced academics as a % of total enrollment</p> <p>WISD will improve enrollment in institutions of higher learning from 56% to 65% by 2025 (11% higher than the state's goal)</p> <p>Increase number of students obtaining CCMR indicator from 65% to 90 % by 2025</p> <p>Increase number of industry based certification exams passed from 15.2% to 30% 2025</p> <p>Increase number of students enrolling in post-secondary institutions and/or obtaining gainful employment</p>

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		1.3.C Increase exposure and awareness of Armed Forces post secondary opportunities	<ul style="list-style-type: none"> Ensure students have the opportunity to meet with recruiters of all military branches WISD will develop a strong relationship with its House of Representatives office related to Service Academy recruitment 	WISD will provide support for students to apply for and enroll in Service Academies
	1.4 Annually Increase student involvement in extracurricular, UIL, and co-curricular enrichment activities.	1.4.A Explore opportunities to provide additional enrichment activities. 1.4.B Collect and monitor engagement and success data of students in enrichment activities 1.4.C Recruit and retain staff to lead and engage student activities	1.4.A <ul style="list-style-type: none"> Complete student and parent surveys related to current programs and other programs of interest not currently available in WISD. 1.4.B <ul style="list-style-type: none"> Use student enrollment data to monitor/evaluate students participation in UIL/Enrichment/Extracurricular activities Monitor/Report Lone Star Cup standings (WHS) Increased Scholarships opportunities for students (WHS, Global, HSoC) 1.4.C <ul style="list-style-type: none"> Identify critical factors to recruit and retain staff to lead student activities Implement a district wide plan to recruit and retain staff to lead student activities 	Increase percentage of students engaged in activities Increase quartile/decile of Lone Star Cup standing (WHS) Establish a baseline amount of Annual Scholarship awards in Spring 2023 Increase in the amount of scholarship awards annually based on Class of 2023 baseline amount. All Extracurricular, UIL, and co-curricular activities have staff leadership
Priority 2: Honor and Support Staff	2.1 Honor staff contributions and achievements	2.1.A Establish and sustain a regular system of staff recognitions	2.1. <ul style="list-style-type: none"> Campus and department leaders routinely honor staff 	By 2026, WISD will have a secondary and/or elementary teacher chosen as a Region 10 TOTY.
	2.2 Annually increase faculty and staff satisfaction and engagement	2.2.A Creation and distribution of survey to staff 2.2.B Develop and implement listening and learning protocols and create action-oriented responses from staff survey results (fall 2022) 2.2.C Develop and implement connection and collaboration rounding (listening and learning) with staff to determine level of engagement and actionable follow-up (implemented 2023)	2.2.A. <ul style="list-style-type: none"> Survey completed, distributed, and baseline percent obtained DEIC takes survey as if they are voice of entire campus/department [fall - mid-year checkpoint] 2.2.B. <ul style="list-style-type: none"> Protocols are developed, implemented, and training is completed Focus group completion with Stop/Start/Continue chart as the product 2.2.C. <ul style="list-style-type: none"> Connection and collaboration rounding (CCR) is developed and implemented (2023) 	Increase faculty and staff participation in satisfaction surveys from 22.5% to 45% for the district by Spring 2023 WISD will have the lowest teacher turnover rate for Ellis County by 2026. WISD will maintain an overall staff satisfaction rate of 85% or higher. WISD will decrease the percentage of unfilled non-teaching positions annually through 2026.
	2.3 Promote a collaborative culture by engaging instructional staff in the practices of a Professional Learning Community	2.3.A Create a consistent PLC culture through dedicated time and commitment to team collaboration 2.3.B. Collaboratively identify and monitor the implementation of essential TEKS to ensure student learning 2.3.C Implement initiatives of the guiding coalition to support campus instructional design and delivery	2.3.A <ul style="list-style-type: none"> PLC agendas reflect collaborative discussions about the four guiding questions Campus master schedules reflect protected PLC time for teachers PLC agendas and minutes reflect consistent attendance and participation by all members Teachers are empowered to lead the team meetings 2.3.B <ul style="list-style-type: none"> Essential TEKS document is completed and incorporated into PLC collaborative team meetings and assessment practices Monitor lesson plans and classroom instruction for evidence of essential TEKS implementation 2.3.C <ul style="list-style-type: none"> Action steps from regular guiding coalition meetings Lesson plans reflect response and adjustment to student learning needs and assessment data 	All teaching staff will have dedicated PLC time by 2024. Campus leadership will attend 90% or 16 out of 18 of the PLC meetings each semester. WISD will have essential standards identified for all courses and student progress will be monitored by administrators and teachers to document and ensure student growth.

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	2.4 Invest in staff growth through professional learning/ specialized training	<p>2.4.A Collaboratively develop a professional learning system focused on the growth of staff</p> <p>2.4.B Establish and sustain a goal setting process for individualized professional learning</p> <p>2.4.C Incorporate PLC process to all departments/campus support staff</p>	<p>2.4.A</p> <ul style="list-style-type: none"> Teacher and administrator participation in professional learning that builds leadership capacity Creation of a professional learning team Creation of a video library of high-quality instruction models available to all instructional staff Establish, implement, and sustain a robust instructional coaching model Instructional paraprofessional learning through Master Teacher Online and appropriate in-district trainings Non-instructional staff professional learning through multiple platforms (Region 10, TASB, TASBO) <p>2.4.B</p> <ul style="list-style-type: none"> Goal setting for instructional staff using T-TESS or other evaluation instruments Department or individual goals for non-instructional staff <p>2.4.C</p> <ul style="list-style-type: none"> Every staff member actively participates as a PLC 	WISD will have the lowest teacher turnover rate in Ellis County
<u>Priority 3: Community and Stakeholder Relationships</u>	3.1 Annually increase satisfaction and engagement of students and families	<p>3.1.A Creation and distribution of survey to students and families</p> <p>3.1.B Develop and implement connection and collaboration rounding (listening and learning) with students to determine level of engagement (Fall 2023)</p>	<p>3.1.A</p> <ul style="list-style-type: none"> Survey completed, distributed, and baseline percent obtained (Spring 2023) Analyze and appropriately respond to student and family survey data (Summer 2023) <p>3.1.B</p> <ul style="list-style-type: none"> Superintendent's Student Advisory Board (diverse group of students) Hold town hall meeting for families (same event as community town hall) - once annually Regular Facebook live sessions with Dr. Hollingsworth and/or other district leaders 	<p>- Establish baseline student satisfaction and increase student satisfaction 2 percent annually by 2026</p> <p>-Establish baseline family engagement through survey and increase engagement 2 percent annually by 2026</p>
	3.2 Annually increase engagement of community and stakeholders	<p>3.2.A Creation and distribution of survey to community</p> <p>3.2.B Develop and implement connection and collaboration rounding (listening and learning) with community to determine level of engagement</p>	<p>3.2.A</p> <ul style="list-style-type: none"> Survey completed, distributed, and baseline percent obtained Analyze and appropriately respond to community survey data <p>3.2.B</p> <ul style="list-style-type: none"> Hold town hall meeting for community (same event as family town hall) - once annually Regular Facebook live sessions with Dr. Hollingsworth and/or other district leaders Dr. Hollingsworth and other district leaders regularly speak to community organizations (Rotary, Lions Club, Chamber, etc.) District and campus leaders will be involved in community organizations and support the various events held by those organizations <p>3.2.C</p> <ul style="list-style-type: none"> WISD will provide accurate and timely information related to legislative priorities and progress. WISD will continue to foster its relationships with governmental bodies such as City Council, County Commissioners, Planning and Zoning, and state and national representatives. 	<p>- Increase number of volunteer hours given to the district by 5 percent year over year</p> <p>-Establish baseline community engagement through survey and increased engagement by 2 percent annually by 2026</p> <p>- (We need to develop this long term desired outcome)</p>
<u>Priority 4: Financial Integrity</u>	4.1 Ensure financial stewardship and transparency	<p>4.1.A Create adopted budget to actual expenditures quarterly comparison</p> <p>4.1.B Enhance clarity and transparency regarding the</p>	<p>4.1.A Prepare quarterly budget to actual comparisons</p> <p>4.1.B Achieve Comptroller transparency status</p>	Campuses and departments will utilize at least 75% of allotted discretionary funds by the end of April annually,

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		<p>budget development process (revenue projections and expenditure projections)</p> <p>4.1.C Update and deploy annual budget development calendar</p> <p>4.1.D Develop and deploy 10 year expenditure projection plan</p>	<p>4.1.C Complete budget development calendar</p> <p>4.1.D Complete 10 year expenditure projection plan</p>	<p>District will achieve debt Transparency Star by the end of the 2022-2023 school year.</p> <p>Budget development calendar will be presented to the board in January or February meeting, annually.</p> <p>The EPP will be a live document by the end of the 2023-2024 school year.</p>
	4.2 Develop and deploy coherent facility management processes to address student growth	<p>4.2.A Develop and sustain long range planning committee (LRPC)</p> <p>4.2.B Develop and deploy long range (10+ year) plan for facilities</p> <p>4.2.C Develop and sustain bond oversight committee</p>	<p>4.2.A Committee is in place and operational</p> <p>4.2.B Increase frequency of demographic updates to semi-annual</p> <p>4.2.C Committee is in place and operational</p>	<p>LRPC will make recommendations to the board re: facility needs by February 2023.</p> <p>Demographic updates will increase from annual to quarterly by September 2022.</p> <p>Upon successful voter approval of bond propositions, a bond oversight committee will be established.</p>
	4.3 Ensure effective and efficient operations with transparency	<p>4.3.A Develop Key Work processes [Spring 2023]</p> <p>4.3.B Develop budget skills in all budget managers</p> <p>4.3.C Implement financial health systems check [Spring 2023]</p>	<p>4.3.A Internal customer satisfaction survey</p> <p>4.3.B Increase financial skills of budget managers</p> <p>4.3.C Complete financial health systems check</p>	<p>Will achieve 95% satisfaction rating from internal users by the end of 2024.</p> <p>Business office will develop and present basic governmental finance and budget training for staff by the end of 2022-2023 school year.</p> <p>Will complete financial health systems check by summer 2023.</p>