Donna Independent School District

Veterans Middle School

2022-2023 Campus Improvement Plan

Mission Statement

The mission of Donna ISD is to ensure academic excellence for all students through a rigorous and supportive learning environment that provides a quality education in accordance with state and national standards.

Veterans Middle School Mission Statement: The academic community at Veterans Middle School will provide the most effective instructional environment for our students. "UNITED WE SHALL ACHIEVE EXCELLENCE".

Vision

We envision being an exemplary school district staffed with highly qualified individuals working collaboratively to graduate college-ready students who will be a powerful force for positive change in our community.

Philosophy

The Donna Independent School District recognizes its function to be that of providing a school environment that is conducive to the best teaching-learning experiences that help our students meet the standards of educational excellence. We believe that the public schools are our best hope for individual attainment and for the attainment of national strength and welfare. We continue to strive for a student-centered, teacher-led program in which needs are considered primary. In fulfilling this endeavor, we commit ourselves in helping our students develop the ability to think logically, independently, and creatively, and to communicate effectively. We recognize that as individual abilities and goals vary so must the instructional program of the individual.

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Comprehensive Needs Assessment

Needs Assessment Overview

Needs Assessment Overview Summary

[STAAR RECOVERY DISTRICT GOALS:](#) This document maps out the STAAR goals for every grade level and subject that will enable the district to return to pre-covid STAAR performance by the end of the 23-24 school year.

Demographics

Demographics Summary

In 2021-2022, Veterans Middle School has 887 students enrolled. There are 294 6th graders, 283 7th graders, and 320 8th graders. Although enrollment is typical for our campus, it is slightly below compared to IDEA and Vanguard. All three grade levels have a high percentage of LEP and economically disadvantaged students.

Our campus overall demographics is as follows:

· 100% of our students are Hispanic

· 47.6% are female and 52.3% are male.

· 77% of our student population is LEP

· 97% are Economically Disadvantaged

· 89% are At Risk

· 11% participate in the Special Education program

· 4% are identified as Gifted and Talented

· 2% are Immigrant

· 3% are Migrant

· 97% of our students participate on free or reduced lunch

Veterans Middle School is under-represented in the Gifted and Talented program and over-represented in the LEP/ESL program. The over-representation in LEP is due to the large number of students whose first language and home language is Spanish. In the elementary setting, the majority of our student population are enrolled in a bilingual education program. If not exited out of the bilingual program in elementary, they are categorized as LEP and ESL in the middle school setting.

Demographics Strengths

Demographics Strengths:

· Veterans Middle School students have a great potential in becoming successful bilingual adults.

· VMS has experienced staff that have been trained to teach its large population of LEP students.

· VMS faculty and staff is committed in addressing students' needs in providing a safe learning environment where students' academic performance is being met.

Problem Statements Identifying Demographics Needs

Problem Statement 1: In returning from a yearlong of online instruction due to Covid-19, it was difficult to get students back to in person learning. **Root Cause:** Students and staff were not equipped with resources to ensure a smooth transition back to in person learning.

Problem Statement 2: VMS will need to continue working diligently to close the learning gap that was created during online instruction and ensure that our special populations are at par with or regular population. **Root Cause:** Close the learning gaps.

Problem Statement 3: VMS needs strategies and resources in order to maximize and recover loss of learning. **Root Cause:** Revisit new resources that assist with loss of learning and the gap in learning.

Student Learning

Student Learning Summary

Student Learning Data is data provided by the district in Eduphoria with the teachers, counselors and administrators input. To accomplish having a well-organized data format, first you'll want to create an organized system for record-keeping. Schools usually have a grading system in place for official grade reporting. Start by checking the features in this program to see if you can add categories to meet you and your students' specific needs. For example, there may be a place to add qualitative feedback, corrective instruction, notes and reminders, but if not, you can develop a spreadsheet to include all the student learning data you collect. Eduphoria has this capability once you select the edit button but NOT all teachers have this access and it would be nice if they all did. Next, you'll want to analyze the data and look for any trends that may emerge, providing insight into the best way to reach your students. School grading programs may include a statistical analysis of grades and include charts or graphs to display student progress. For example, you may see evidence on mastering a certain TEK(S) and may be allowed to move on to the next TEK. Finally, look for patterns in the errors made by students. Remember to look at the overall scores of the class to determine which lessons may need extra reinforcement. If you notice a particular topic leaves most students with a failing grade on the summative assessment, revisit your substance of feedback notes in the formative assessment to look for evidence of how you can present the information differently. This is where you would spend another day re-teaching the lesson or find a different method to catch their attention and they would be able to grasp the material.

Student Learning Strengths

Strengths:

1. Data is used to ensure that all students needs are being met and indicates where students are struggling.

2. Data is searched by teachers to target and teach specific needs or weaknesses and identify students that are in need of intervention/tutorials.

3. Data is collected by many forms such as standardized tests, check for understanding, teacher made test, campus/district made tests...etc.

Problem Statements Identifying Student Learning Needs

Problem Statement 1: Data is needed so we know what types of students we have: LEP, 504, SPED, McKinney Vento, RTI, Homebound, accommodations for instruction and/or testing. **Root Cause:** Teachers need more time and experience practicing and manipulating data.

Problem Statement 2: Data is needed to be accessed by every teacher even if they are not their own -able to follow/track every year by checking gains or losses. **Root Cause:** Teachers need more time and experience practicing and manipulating data.

Problem Statement 3: Data is needed to know who they are which is important to update their profile-phone numbers, addresses, parents, references, and much needed information. **Root Cause:** Teachers need more time and experience practicing and manipulating data.

School Processes & Programs

School Processes & Programs Summary

After completing the first post Covid-19 in-class school year, it gives us an opportunity to look at the many issues that developed because of this. The beginning of the year was very challenging because of the spread of the disease in the community. Many processes were affected by this. Specially affected was our teacher and student attendance. As the year progressed most everything came back to its normalcy. Having said that, it is undeniable that the disease had its effects on our community and our school. There are several strengths at Veterans Middle School. Among them, its experienced staff and leadership, its technology based instruction, and its organizational structure. Veterans Middle Schools count with a staff that on average has at least 10 years of experience or more. The school's retention rate stands at 98% with an attendance rate of 94.5%. In other words, the staff and its leadership are dedicated to work. Over the last two years Veterans Middle School has adopted many technologies, both software and hardware. We started the year with every student having a chromebook to keep throughout the year. We installed OneScreen large monitors that made teaching more dynamic than traditional projectors. Wi-Fi was optimized to meet the demands of the data traffic that all the software was going to bring. We continued and purchased software to make learning more enriching and easier to deliver. We continued with the use of all of Google's and Microsoft applications. We use other instructional software such as Quizizz, Edpuzzle, Schoology, Nearpod, Peardeck, etc. Our leadership adopted and continued structures for planning, communicating, and making decisions much efficiently and effectively. We met on a weekly basis through our Professional Learning Communities (PLC's) to analyze data, plan, and create the lessons that best fit our population. Leadership and staff me on a regular basis to communicate needs and progress. This year we expanded the use of Eduphoria as a tool to gauge if our students are mastering skills. This allowed us to plan properly and target those areas of need. We created reading and math intervention classes to close the learning gap created by online at-home learning. As far as weakness that we see is the need to get parents involved at home and school with their children. We need 100% parent involvement to secure student success. While we are trying to make sure that language is not a barrier, we probably need to work harder at it. We need to make sure that parents and teachers have the same goals in mind when it comes to a student's education. We need to bridge the gap between how we use our technology and how parents use it. Parents need to be able to understand and at times use the technology that we use on a daily basis. Better communication system needs to be in place for staff, teachers, parents, and leadership about campus issues, especially addressing students that struggle and potential discipline problems. Addressing these strengths and needs will help our campus grow academically every year.

Veterans Middle School is also in need of additonal adminstravtive staff due to campus size. Once additional campus admistration is obtained, administration will need to be T-TESS trained and certified.

School Processes & Programs Strengths

Strengths:

-Experienced staff and leadership: Veterans Middle Schools count with a staff that on average has at least 10 years of experience or more.

-Technology based instruction: Over the last two years Veterans Middle School has adopted many technologies, both software and hardware.

-Our leadership adopted and continued structures for planning, communicating, and making decisions much efficiently and effectively (PLC's).

-Expanded the use of Eduphoria as a tool to gauge if our students are mastering skills.

-Created reading and math intervention classes to close learning gaps.

Problem Statements Identifying School Processes & Programs Needs

Problem Statement 1: More involvement of parents as to what our goals are for their children. **Root Cause:** Lack of parental involvement.

Problem Statement 2: Better communication system needs to be in place for staff, teachers, parents, and leadership about campus issues. **Root Cause:** Communication flow chart needs to be revamped.

Problem Statement 3: Making sure language is not a barrier in communication between staff and parents. **Root Cause:** School notifications go out in both English and Spanish.

Problem Statement 4: Obtaining additional administrative staff and ensuring they are T-TESS certified. **Root Cause:** Campus size calls for additional administrators.

Perceptions

Perceptions Summary

Students, staff, and community members perceive Veterans MIddle School as a safe, supportive, and comfortable campus. To continue to ensure a safe environment for students and staff, more security guards are needed with a schedule rotation that allows for adequate coverage at all times. Also, to assist with decreasing the number of student referrals, it is essential to continue to implement PBIS and counseling support with restorative circles for students who exhibit noncompliant behavior. To prevent recurrence of offenses, the campus could reach out to community resources such as city police, behavioral units, juvenile facilities, and drug awareness programs for support in speaking to students. In addition,   Incentives in the form of Warrior Bucks, raffles, or a six weeks dance for the grade level with the fewest amount of referrals could also be useful. Moreover, incentives should be implemented to increase attendance levels to the post-COVID 19 pandemic goal of 98 % ADA. These incentives could be in the form of Warrior Bucks and/or raffles by six weeks' periods. Stressing to parents the importance of daily attendance would also be beneficial. Technology training for teachers should continue to ensure that teachers and students keep up with the increasing demands of implementing technology in the classroom. Students would also benefit from technology lessons. This is especially important since the state assessments (STAAR) will now be online. Programs such as Writable would prepare students to use an online platform to write in all content areas since STAAR tests will now include a writing component in all subjects. Access to technology is an important tool that would ensure that our students are prepared for the new challenges ahead.

Perceptions Strengths

1. The overall school climate is positive. Students and staff feel safe and supported, both socially and academically, at Veterans Middle School.

2. The campus has established traditional routines (The 3 Bs; Morning Affirmation) that contribute to promoting and maintaining a culture of support and mutual respect.

3. Evidence reveals that our students and staff are collectively aligned with the vision and mission of the school. Expectations are high for both students and staff, and opportunities for academic and professional growth are provided In a variety of ways. Students' achievements are also recognized throughout the year.

4. Participation in extracurricular activities contributes to motivating all populations of students to excel academically and creates a sense of community in our school.

5. Perceptions of the school's facilities are mostly positive. A survey revealed that both students and staff agree that the school's environment is welcoming.

6. Services are provided to students who exhibit behavioral problems. VMS implements PBIS schoolwide, provides services by academic counselors and a licensed professional counselor (LPC) , and partners with professional health agencies to refer students who may need additional professional help.

Problem Statements Identifying Perceptions Needs

Problem Statement 1: Increase in number of school referrals for all grade levels (6th, 7th, and 8th) indicate a rise in noncompliant student behavior. An adjustment to a return to face-to-face instruction after a year of online learning coupled with a large number of students in the classroom due to district zoning could be contributing factors to this problem. **Root Cause:** Blatant disregard for school and district rules, policies and procedures.

Problem Statement 2: Attendance rates have decreased this school year. This decline could be attributed to the lingering effects of the COVID 19 pandemic. **Root Cause:** Increase attendance incentives.

Problem Statement 3: Veterans Middle School staff feel that more technology training would be beneficial. Teachers want to continue implementing technology in their classrooms

and they want to be offered more professional learning opportunities in this area. **Root Cause:** Increase technology training and expectations.

Problem Statement 4: There's a need for more security guards on campus to ensure student and staff safety. At times, there's only one security guard available to take care of all three grade levels. **Root Cause:** Increase security guards on campus.

Priority Problem Statements

Goals

Goal 1: Focus On Student Success

Performance Objective 1: 1.1 Create and promote engaging learning opportunities that focus on student needs and high-risk populations so that we meet the following goals by August of 2023:

*8th grade students that meet or exceed grade level proficiency on STAAR Math will increase from 35% to (campus goal)
*8th grade students that meet or exceed grade level proficiency on STAAR Reading will increase from 36% to (campus goal)

HB3 Goal

Evaluation Data Sources: Instructional pulse checks, administration walkthroughs, state/local assessments

Strategy 1 Details		Reviews			
Strategy 1: Maximize instructional time to ensure that teachers complete a daily lesson cycle, which includes: a direct teach, guided practice, and an independent/applied practice (check for understanding).		**Formative**			**Summative**
		Sept	**Dec**	**Mar**	**June**
Strategy's Expected Result/Impact: To ensure that instructional time is safeguarded, 100% of instructional programs, resources, and partnerships will be evaluated using a Comprehensive Academic Program Evaluation Rubric by June 2022. Based on the findings, programs will be prioritized, modified, or discontinued. The percent of teachers completing a lesson cycle each day will increase from __% to 100% by September 30, 2022. **Staff Responsible for Monitoring:** Campus administration **TEA Priorities:** Build a foundation of reading and math, Improve low-performing schools - **ESF Levers:** Lever 2: Effective, Well-Supported Teachers, Lever 5: Effective Instruction - **Results Driven Accountability**					
Strategy 2 Details		Reviews			
Strategy 2: Increase the amount of explicit instruction in every classroom through the use of: visual stimuli, academic vocabulary, processing tools, total response signals, manipulatives, authentic texts, hands-on experiences, and quality questioning.		**Formative**			**Summative**
		Sept	**Dec**	**Mar**	**June**
Strategy's Expected Result/Impact: Increase teacher proficiency in academic vocabulary instruction from __% to __% ,the use of visual stimuli from __% to __% and utilization of processing tools from __% to __% by the end of the 2023 school year based on explicit instruction pulse checks (walkthrough tool) and other classroom observations. **Staff Responsible for Monitoring:** Campus administration **TEA Priorities:** Improve low-performing schools - **ESF Levers:** Lever 2: Effective, Well-Supported Teachers, Lever 4: High-Quality Curriculum, Lever 5: Effective Instruction - **Results Driven Accountability**					

Strategy 3 Details	Reviews			
Strategy 3: Refine the system of supports and instructional coaching provided to teachers by utilizing structured protocols for observations and direct feedback. **Strategy's Expected Result/Impact:** Increase observation and direct feedback protocol implementation from __ to __ by the end of the 2023 school year based on the observation tracker, weekly meeting notes and teacher BOY, MOY and EOY surveys. **TEA Priorities:** Improve low-performing schools - **ESF Levers:** Lever 1: Strong School Leadership and Planning, Lever 2: Effective, Well-Supported Teachers, Lever 5: Effective Instruction - **Results Driven Accountability**	**Formative**			**Summative**
	Sept	Dec	Mar	June

Strategy 4 Details	Reviews			
Strategy 4: Expand instructional leadership at the campus level that includes highly effective teachers who can provide an additional layer of instructional support. **Strategy's Expected Result/Impact:** Build capacity of Instructional Leadership Team (ILT) at the campus through the implementation of structured protocols for instructional rounds and direct feedback. ILts at the campus will go from 0% to 100% protocol implementation based on observation tracker and weekly meeting notes. **TEA Priorities:** Recruit, support, retain teachers and principals, Build a foundation of reading and math, Improve low-performing schools - **ESF Levers:** Lever 1: Strong School Leadership and Planning, Lever 2: Effective, Well-Supported Teachers, Lever 5: Effective Instruction - **Targeted Support Strategy - Additional Targeted Support Strategy - Results Driven Accountability**	**Formative**			**Summative**
	Sept	Dec	Mar	June

Strategy 5 Details	Reviews			
Strategy 5: Veterans Middle School will contract and work closely with a Professional Service Provider who will provide instructional support to the campus. **Strategy's Expected Result/Impact:** Increase student performance as measured by district and state assessments. **Staff Responsible for Monitoring:** Campus administation Campus secretary **TEA Priorities:** Improve low-performing schools	**Formative**			**Summative**
	Sept	Dec	Mar	June

0% No Progress	100% Accomplished	→ Continue/Modify	✕ Discontinue

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Goal 2: Focus on Family and Community Engagement

Performance Objective 1: Evaluate family engagement efforts and use evaluations for continuous improvement by increasing the digital communication usage and the number of returned surveys by 5% each year.

Evaluation Data Sources: * Digital Communication rubric - included in the handbook
(https://docs.google.com/document/d/1Mufds5BJ2mFJALq25TpLynXE6QfnGSDe3jx6ERKnXjI/edit?usp=sharing)
* Family and Community Engagement Survey Checklist
(https://docs.google.com/document/d/1HVVaI4g8_-yganT32qV--sTfJ6laXYwK9DrKbINSEx0/edit?usp=sharing)
* surveys

Strategy 1 Details			Reviews			
Strategy 1: Develop & train teams on guidelines for effective communication strategies. Provide clear guidance on expectations for communication.			**Formative**			**Summative**
Strategy's Expected Result/Impact: Increase and strengthen family engagement and improve relationships			**Sept**	**Dec**	**Mar**	**June**
Staff Responsible for Monitoring: Campus administrator, Parent and Family Engagement dept., Public Relations staff, District Administration						

Strategy 2 Details			Reviews			
Strategy 2: Develop data collection systems to monitor family engagement including engagement via digital platforms.			**Formative**			**Summative**
Strategy's Expected Result/Impact: Increase and strengthen family engagement and improve relationships			**Sept**	**Dec**	**Mar**	**June**
Staff Responsible for Monitoring: Campus administrator, Parent and Family Engagement dept., Public Relations staff, District Administration						

Strategy 3 Details			Reviews			
Strategy 3: Use data to ensure alignment between family engagement and learning goals			**Formative**			**Summative**
Strategy's Expected Result/Impact: Promote continuous family engagement to ensure student success			**Sept**	**Dec**	**Mar**	**June**
Staff Responsible for Monitoring: Campus administrator, Parent and Family Engagement dept., District Administration						

0% No Progress	100% Accomplished	→ Continue/Modify	✕ Discontinue	

Goal 2: Focus on Family and Community Engagement

Performance Objective 2: Develop staff skills with effective practices that support families in reinforcing their child's education by providing staff professional development once per semester.

Evaluation Data Sources: * training invitation
* training sign-in sheets
* training agendas

Strategy 1 Details		Reviews		
Strategy 1: Train educators how to respond to families that are in crisis (e.g. mental health first aid, training on available resources).		**Formative**		**Summative**
		Sept	Dec	Mar	June
Strategy's Expected Result/Impact: Create strong connections between our school system and our community **Staff Responsible for Monitoring:** Campus administrator, Parent and Family Engagement dept., Public Relations staff, District administration					
Strategy 2 Details		Reviews		
Strategy 2: Provide professional development focused on ethics as it relates to family engagement (e.g., boundaries, confidentiality, etc.)		**Formative**		**Summative**
		Sept	Dec	Mar	June
Strategy's Expected Result/Impact: Create strong connections between our school system and our community **Staff Responsible for Monitoring:** Campus administrator, Parent and Family Engagement dept., Public Relations staff, District administration					
Strategy 3 Details		Reviews		
Strategy 3: Provide professional development that develops skills in working with families (e.g., engaging fathers, customer service, understanding and responding to a child's behavior, etc.)		**Formative**		**Summative**
		Sept	Dec	Mar	June
Strategy's Expected Result/Impact: Create strong connections between our school system and our community **Staff Responsible for Monitoring:** Campus administrator, Parent and Family Engagement dept. , Public Relations staff, District administration					
0% No Progress	100% Accomplished	→ Continue/Modify	✕ Discontinue	

Goal 3: Focus On Operational Excellence

Performance Objective 1: 3.1 Veterans M.S. will, monitor campus facility and adhere to the districts five year strategic plan. Work orders for the necessary upgrades and/or upkeep of the facilities will be done consistently throughout the school year. Accomplishing this objective will provide safe, modern, flexible, and efficient facilities. The team will implement and monitor the long-term facilities plan on a quarterly basis and complete 100% of the plan's initiatives by July 2026.

Strategy 1 Details		Reviews			
Strategy 1: Veterans M. S. will monitor their facilities and send a survey to the staff to see input on the facilities' needs.		**Formative**			**Summative**
Strategy's Expected Result/Impact: Ensure the district's and campus 5 year plan is followed.		**Sept**	**Dec**	**Mar**	**June**
Staff Responsible for Monitoring: Campus administration.					

Strategy 2 Details		Reviews			
Strategy 2: Campus administration will review the campus' facilities survey results and monitor the work orders submitted at the campus to ensure areas of need are being addressed.		**Formative**			**Summative**
Strategy's Expected Result/Impact: Compare survey and work orders.		**Sept**	**Dec**	**Mar**	**June**
Staff Responsible for Monitoring: Campus administration.					

Strategy 3 Details		Reviews			
Strategy 3: Campus administration will prioritize campus facilities needs based on rubric and general maintenance budget.		**Formative**			**Summative**
Strategy's Expected Result/Impact: Prioritization of campus needs.		**Sept**	**Dec**	**Mar**	**June**
Staff Responsible for Monitoring: Campus administration.					

Strategy 4 Details		Reviews			
Strategy 4: Create a plan of action to address, improve, upgrade and/or request for building renovations based on rubric, needs and budget.		**Formative**			**Summative**
Strategy's Expected Result/Impact: A campus based 5 year plan and ensure campus administration monitors implementation of said plan.		**Sept**	**Dec**	**Mar**	**June**
Staff Responsible for Monitoring: Campus administration.					

Strategy 5 Details		Reviews			
Strategy 5: Veterans M.S. will ensure to adhere to all local and federal procurement regulations to secure required bids, board approvals etc.		**Formative**			**Summative**
Strategy's Expected Result/Impact: Ensuring of proper procedures for purchases, etc.		**Sept**	**Dec**	**Mar**	**June**
Staff Responsible for Monitoring: Campus administration					

Strategy 6 Details		Reviews			
Strategy 6: Veterans M.S. will meet with necessary personnel to have general funds allocated to complete campus prioritized projects. **Strategy's Expected Result/Impact:** Allocate funding appropriately to address facilities **Staff Responsible for Monitoring:** Campus Administration		**Formative**			**Summative**
		Sept	**Dec**	**Mar**	**June**

0% No Progress   100% Accomplished   → Continue/Modify   ✕ Discontinue

Goal 3: Focus On Operational Excellence

Performance Objective 2: Veterans M.S. will ensure to follow the comprehensive plan to ensure student and staff safety by maintaining an environment that will contribute to conducive learning spaces.

    Evaluation Data Sources: Work orders

Strategy 1 Details		Reviews			
Strategy 1: Veterans M.S. custodial department will secure janitorial supplies to clean and disinfect campus buildings and report any facilities needs to campus administration to provide safe learning environment.		**Formative**			**Summative**
		Sept	**Dec**	**Mar**	**June**
Strategy's Expected Result/Impact: Clean and safe campus **Staff Responsible for Monitoring:** Campus Administration					
Strategy 2 Details		**Reviews**			
Strategy 2: Veterans M.S. child nutrition staff will ensure to follow guidelines and regulations to provide healthy meals to students and ensure to have a clean/safe cafeteria for all students.		**Formative**			**Summative**
		Sept	**Dec**	**Mar**	**June**
Strategy's Expected Result/Impact: Appropriate meals in a clean and safe environment **Staff Responsible for Monitoring:** Campus administration and CNP staff					
Strategy 3 Details		**Reviews**			
Strategy 3: Veterans M.S. will ensure to secure campus work orders to the maintenance department as needed to ensure safe conducive learning spaces.		**Formative**			**Summative**
		Sept	**Dec**	**Mar**	**June**
Strategy's Expected Result/Impact: Facilities needs addressed **Staff Responsible for Monitoring:** Campus administration and campus custodial staff					
Strategy 4 Details		**Reviews**			
Strategy 4: Veterans M.S. will monitor all bus riders, referrals etc to ensure students follow bus rules in order for DISD to provide safe transportation of students in a conducive learning environment.		**Formative**			**Summative**
		Sept	**Dec**	**Mar**	**June**
Strategy's Expected Result/Impact: Safe transportation **Staff Responsible for Monitoring:** Campus Administration and transportation personnel					
0% No Progress 100% Accomplished → Continue/Modify ✕ Discontinue					

Goal 4: Focus On Employees And Organizational Excellence

Performance Objective 1: 4.1 Veterans M.S. will develop and provide to personnel, professional development that will lead to the implementation of safe, innovative, and customer service practices within their field of expertise.

> **Evaluation Data Sources:** District and Campus Professional Development, Surveys, Employee Handbook, District and Campus Initiatives, Organization Health Inventory, Monthly Gatherings/Meetings, Data Trackers

Strategy 1 Details	Reviews			
Strategy 1: Identify and offer professional development opportunities to campus staff that support our board goals and overall organizational health. **Strategy's Expected Result/Impact:** Professional development opportunities identified and delivered and a timeline for development delivery. **Staff Responsible for Monitoring:** Campus Administration **ESF Levers:** Lever 1: Strong School Leadership and Planning, Lever 2: Effective, Well-Supported Teachers, Lever 3: Positive School Culture	**Formative**			**Summative**
	Sept	**Dec**	**Mar**	**June**

Strategy 2 Details	Reviews			
Strategy 2: Implement opportunities to discover that relationships are at the core of performance, and that trust and respect are essential to any organization seeking to grow and improve. **Strategy's Expected Result/Impact:** Leaders learn and practice specific skills that make clear, candid communication possible. They learn to use these skills in their relationships and to model and apply them on the job. **Staff Responsible for Monitoring:** Campus Administration; Campus Leadership Team **ESF Levers:** Lever 3: Positive School Culture	**Formative**			**Summative**
	Sept	**Dec**	**Mar**	**June**

0% No Progress	100% Accomplished	→ Continue/Modify	✗ Discontinue

Goal 4: Focus On Employees And Organizational Excellence

Performance Objective 2: 4.2 Veterans M.S. will provide opportunities to build students' and staff's social and emotional capacity (4.2 Organizational / 4.2A Students / 4.2B Staff).

Evaluation Data Sources: District and Campus Professional Development, District and Campus Initiatives, District and Campus Surveys, Employee Handbook (Counselors/LPCs), Evaluation System, Monthly Gatherings/Meetings, Data Trackers

Strategy 1 Details	Reviews			

Strategy 1: Entire campus will participate in at least 2 district wide/community events (minimum 1 per semester) that support the physical, health, nutritional, and social well-being of students and staff.
 	
    Strategy's Expected Result/Impact: Support student and staff mental and physical health needs that focuses on health, nutritional, and social well-being.
 	
    ESF Levers: Lever 3: Positive School Culture
	Formative			**Summative**

	Sept	Dec	Mar	June

Strategy 2 Details	Reviews			
Strategy 2: Campus will work to maintain a balanced schedule by ensuring that a minimum of 80% of daily activities for Professional School Counselors are aligned with the four components (guidance curriculum, individual planning, responsive services, & system supports) of the Texas Model for Comprehensive School Counseling Programs by decreasing the amount of time being allocated to non-counseling activities by 10% each school year from 2023 to 2025. **Strategy's Expected Result/Impact:** Improve the effectiveness and efficiency of the school counseling program to increase professional school counselors' capacity to serve students directly.	**Formative**			**Summative**
	Sept	Dec	Mar	June

Strategy 3 Details	Reviews			

Strategy 3: Campus will provide prevention activities that help students live above the influence that support academic success, physical health, and social and emotional well-being of all students to decrease the overall campus drug related incidents/offenses/referrals by 10%.
 	
    Strategy's Expected Result/Impact: Increase students' awareness of negative influences and help them to focus on the positive influences in their lives by empowering them with tools to make smart decisions for themselves and rise above the influence of negative pressures and influences (drugs and alcohol, bullying, suicide prevention, conflict resolution, and violence prevention).
 	
    ESF Levers: Lever 1: Strong School Leadership and Planning, Lever 3: Positive School Culture
	Formative			**Summative**

	Sept	Dec	Mar	June

Strategy 4 Details	Reviews			
Strategy 4: Campus will work with the SEL Department to provide teachers and campus staff Social Emotional Learning (SEL) education on responsive and instructional classroom practices to increase the overall teacher campus climate by 10% on district surveys.	**Formative**			**Summative**
	Sept	**Dec**	**Mar**	**June**
Strategy's Expected Result/Impact: Increase support for teachers and campus staff in helping build students' social and emotional competence in the school setting to foster resilience and well-being for students, for educator as they work with their students, and for school leaders as they work to build trust and well-being in their school communities that reinforce the teacher and staff perception of staff-student relationship building, skills, and mindsets.				

Strategy 5 Details	Reviews			
Strategy 5: Campus will provide Social Emotional Learning (SEL) guidance lessons to all students to decrease the overall campus student discipline referrals by 10%	**Formative**			**Summative**
	Sept	**Dec**	**Mar**	**June**
Strategy's Expected Result/Impact: Increase support for students' social and emotional knowledge, skills, and attitudes to thrive personally and academically, develop and maintain positive relationships, becoming lifelong learners, and navigate the world more effectively. **ESF Levers:** Lever 1: Strong School Leadership and Planning, Lever 3: Positive School Culture				

Strategy 6 Details	Reviews			
Strategy 6: Campus will provide parents Social Emotional Learning (SEL) education on tools, practices, strategies, and resources to support students at home to increase parental involvement and satisfaction by 10% on district surveys.	**Formative**			**Summative**
	Sept	**Dec**	**Mar**	**June**
Strategy's Expected Result/Impact: Increase support for parents in helping build students' social and emotional competence at home to foster a strong home-school connection and partnership that reinforce social and emotional skills at home, school, and their communities. **ESF Levers:** Lever 3: Positive School Culture				

0% No Progress	100% Accomplished	→ Continue/Modify	✕ Discontinue

Goal 4: Focus On Employees And Organizational Excellence

Performance Objective 3: 4.3 Veterans M.S. will obtain additional admistrative staff to assist with the large campus size. New campus administration will need to attend T-TESS training and obtain T-TESS Certification.

    High Priority

    Evaluation Data Sources: Campus Reports and Professional Development.

Strategy 1 Details	Reviews			
Strategy 1: New campus adminstation will be T-TESS trained and certified by Region One.	**Formative**			**Summative**
Strategy's Expected Result/Impact: Campus administration will conduct campus walk-throughs and observations on teachers and classrooms.	**Sept**	**Dec**	**Mar**	**June**
Staff Responsible for Monitoring: Campus Principal Campus Adminisration **TEA Priorities:** Recruit, support, retain teachers and principals				

            0% No Progress   100% Accomplished   → Continue/Modify   ✕ Discontinue

Goal 5: Focus On Financial Stewardship

Performance Objective 1: 5.1 Create a comprehensive needs assessment in order to prioritize resources equitably based for Veterans M.S. based on the 5-year Strategic Plan.

    Evaluation Data Sources: C. N. A.

Strategy 1 Details			Reviews		

Strategy 1: Ensure that we maintain a committee for goals 1-4 to prioritize budgetary needs for each of those indicators identified in those 4 goals.
    Strategy's Expected Result/Impact: Committee members will track needs assessment for various areas and monitor improvement strategies along with budgetary needs.
    Staff Responsible for Monitoring: Campus Administration
		Formative			**Summative**

		Sept	**Dec**	**Mar**	**June**
0% No Progress	100% Accomplished	→ Continue/Modify	✕ Discontinue		

Goal 5: Focus On Financial Stewardship

Performance Objective 2: Veterans M.S. will ensure fiscal responsibility by attending annual business symposium and ensuring to follow the purchasing guidelines as dictated by the district.

Strategy 1 Details		Reviews			

Strategy 1: Veterans M.S. will plan their campus budget accordingly in order to address the campus C.N.A. to order materials and resources as needed.
    Strategy's Expected Result/Impact: Campus budget planned to limit if any budget changes/amendments
    Staff Responsible for Monitoring: Campus Administration
		Formative			**Summative**

		Sept	Dec	Mar	June
Strategy 2 Details		**Reviews**			

Strategy 2: Veterans M.S. will use their campus budget appropriately by expending 10-15% of their budget on a monthly basis to meet the needs of the students to improve student achievement of the current year's students.
    Strategy's Expected Result/Impact: Orders, Requisitions, etc.
    Staff Responsible for Monitoring: Campus Administration
		Formative			**Summative**

		Sept	Dec	Mar	June
0% No Progress	100% Accomplished	→ Continue/Modify	✕ Discontinue		