CROWLEY INDEPENDENT SCHOOL DISTRICT
STRATEGIC PLAN 2014 - 2019

Mission Statement:
Crowley ISD provides our students with excellence in education so that all students achieve their full potential.

Vision Statement:
Crowley ISD will provide all students with a world-class, high-quality education where students are inspired to succeed in the global community.

District Values:
• *We value high academic achievement.*
• *All students can learn through a variety of instructional methods and opportunities that meet their individual needs.*
• *Learning is enhanced through social interaction in a diverse setting.*
• *We value a safe and secure learning environment.*
• *We value a positive workplace in which each employee is appreciated and is provided opportunities for professional growth.*
• *We respect and value the opinions of all students, employees and community members.*
• *We encourage open, effective and timely communication with district stakeholders.*
• *We support effective stewardship of public resources.*

Strategic Objectives	Strategic Measures & Evidence of Progress	Key Strategies
GOAL 1: IMPROVE STUDENT ACHIEVEMENT FOR ALL		

1.1. Provide an aligned, relevant and rigorous curriculum and courses of study in order to prepare students to meet or exceed expected educational standards.
 1.2. Graduate college and workforce ready students who demonstrate the skills necessary for post-secondary success in a global community.
 1.3. Increase the integration of technology resources and systems in order to produce 21st Century learners.
	1.1. Improved local student performance on state testing.
	 1.2.
	   a. Increased percentage of Advanced Placement students passing the AP exam.
	   b. Increased percentage of CISD graduating students having completed one or more courses in high school eligible for college credit including dual credit/concurrent credit and Advanced Placement courses, as well as CTE courses leading to post-secondary.
	   c. Improved local 4-year graduation rates.
	   d. Increased percentage of students graduating on the "Distinguished" high school plan.
	   e. Improved local college and career readiness rates.
	 1.3.
	   a. Increased percentage of student accessibility to relevant and reliable technology.
	   b. Increased technology staff development.
		1.1.
		   a. Monitor curriculum delivery and student learning utilizing both formative and summative assessment data, as well as classroom and teacher observations.
		   b. Address the diverse instructional needs of students through a variety of innovative, engaging, and rigorous instructional strategies.
		 1.2.
		   a. Provide opportunities for students to earn college credit, industry certification and licensures in high demand career areas while in high school with a variety of advanced academic opportunities.
		   b. Provide annual course planning and review for all secondary students and families to ensure students are enrolled in courses that meet state "Distinguished" graduation requirements, as well as their personal college and career aspirations.
		 1.3. Identify and implement current and emerging technology skills appropriately into the curriculum.

GOAL 2: PROVIDE SAFE, SECURE, AND NURTURING SCHOOLS		

2.1. Provide a safe, secure and nurturing learning environment for all students and staff.
 2.2. Provide effective communication for all stakeholders regarding safety/security.
	2.1.
	   a. Increased school safety as measured by composite scores derived from data.
	   b. Compliance with all safety standards.
	   c. Improved student attendance rates.
	   d. Improved dropout rates.
	   e. Increased student participation in extra-curricular activities and co-curricular.
	   f. Reduced number of students missing instructional time due to disciplinary reasons.
	 2.2.
	   a. Increased knowledge of safety and security procedures and processes for all stakeholders.
	   b. Improved staff and secondary students' satisfaction with safety and security as measured in surveys
		2.1.
		   a. Monitor, support, provide, and maintain safety and security districtwide.
		   b. Conduct comprehensive audits, safety drills and training.
		   c. Monitor Positive Behavior Intervention and Support (PBIS) and anti-bullying programs.
		   d. Implement Social and Emotional Learning (SEL) and Restorative Justice programs.
		   e. Encourage and promote student participation in extra-curricular activities.
		   f. Support wellness programs for students and staff.
		   g. Monitor student engagement utilizing teacher observations and classroom visits.
		   h. Monitor dropout prevention and intervention programs.
		 2.2.
		   a. Provide, evaluate, communicate and update safety and security equipment, procedures, and programs.
		   b. Conduct safety satisfaction surveys.

GOAL 3: SUPPORT PARENT AND COMMUNITY PARTNERSHIPS		
3.1. Provide continuous opportunities for parents and community members to partner with community schools. 3.2. Ensure channels for frequent communication and open dialogue continue between schools, parents and community members. 3.3. Collect feedback and input from parents and community members on a regular basis.	3.1. Increased number of parent and family volunteers in schools and school activities. 3.2. Increased number of outside individuals and organizations having direct involvement with the schools 3.3. Improved stakeholder satisfaction by analyzing and evaluating surveys.	3.1. Offer targeted events, programs, meetings, committees and volunteer opportunities at all levels. 3.2. Utilize changing technology to increase communication. 3.3. Conduct comprehensive surveys of parents, community members, staff and students.
GOAL 4: PROVIDE A QUALITY WORKFORCE IN A POSITIVE WORK ENVIRONMENT		

4.1. Recruit, employ, develop and retain a quality teaching, administrative and support staff to attain excellence in student performance.
 4.2. Provide high-quality, job embedded professional development
	4.1. 100% of teaching staff meet Highly Qualified status.
	 4.2. Improved employee satisfaction.
		4.1.
		   a. Ensure all instructional staff are Highly Qualified and fully certified according to state and federal guidelines.
		   b. Monitor customer service standards.
		   c. Monitor employee satisfaction survey data.
		 4.2.
		   a. Provide quality and relevant staff development aligned to district needs.
		   b. Develop emerging leaders for future positions within the district.

GOAL 5: ENSURE EFFECTIVE AND EFFICIENT USE OF RESOURCES		

5.1. Continue excellence in financial planning, management, and stewardship.
 5.2. Effectively utilize available funds to maintain or upgrade existing facilities and equipment and/or construct new facilities.
	5.1. Maintain high ratings on the Financial Integrity Rating System of Texas (FIRST) and demonstrate appropriate management of taxpayer resources on the District's Comprehensive Annual Financial Report (CAFR).
	 5.2. Updated and maintained Capital Facilities Priorities Report.
		5.1.
		   a. Maintain high ratings on all finance related assessment reports, including an unmodified opinion from our external auditors.
		   b. Maintain financial integrity and continue utilization of transparent financial systems to ensure effective stewardship of taxpayer funds.
		 5.2.
		   a. Develop preventative maintenance and long-term replacement schedules for all infrastructures and equipment.
		   b. Ensure all required infrastructures are in place timely to meet district growth.
		   c. Actively work through the District's prioritized capital project list, as funds are available.