

Hooks Independent School District

District Improvement Plan

2017/2018



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Vision Statement

Our vision in Hooks ISD is to be a dynamic learning community vigorously pursuing student success; challenging all to achieve excellence in our ever- changing global society.

Mission Statement

Our Mission is to graduate responsible and productive citizens prepared for success by delivering appropriate and individualized educational experiences.

Belief Statements

- We believe empowering student passion for learning is essential to their future.
- We believe the lifelong process of adult learning is crucial to student success.
- We believe active leadership cultivates purpose driven leaders at every level.
- We believe change is inevitable; growth is the result.
- We believe acknowledging diversity strengthens learning.
- We believe collaboration and inclusion are cornerstones of a unified learning community.
- We believe that accepting individual responsibility results in shared accountability.

Hooks ISD Board of Trustees

| | |
|----------------|----------------|
| President | Jeff Whitten |
| Vice President | Nancy Reiter |
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Hooks Independent School District Improvement Committee

2017-2018

| | |
|---|------------------|
| Superintendent | Shane Krueger |
| Director of Curriculum/Special Programs | Tracy Cook |
| Business Manager | Penny Morphew |
| Technology Director | Keith Minter |
| ACE Director | Sarah Scharnberg |
| High School Principal | Danny Garrett |
| Junior High Principal | Craig Mahar |
| Elementary Principal | Kenny Turner |
| High School Counselor | Beverly Shannon |
| Junior High Counselor | Debbie Ritchie |
| Elementary Counselor | Shannon Diamond |
| Community Outreach/Liaison | Cara Craig |
| High School Teacher/Special Education | Callie Morphew |
| Junior High Teacher | Kelley Owens |
| Elementary Paraprofessional | Helenna Sipes |
| Parent Representative | Sheila Mahar |
| Community Representative | Jimmy Cochran |
| Business Representative | Myra Jenkins |

Strategic Priorities

Priority 1. Recruit, support, and retain teachers and principals

Priority 2. Build a foundation of reading and math

Priority 3. Connect high school to career and college

Priority 4. Improving low-performing schools



School Profile

The Hooks Independent School District (HISD) is located in the quiet East Texas town of Hooks, Texas. Hooks is a small community located in the northeast corner of Bowie County, just a few miles west of the city of Texarkana.

Hooks ISD has three campuses: Hooks Elementary is for grades Pre-k through 4, Hooks Junior High campus is for grades 5-8 and Hooks High School is for grades 9-12.

Each Campus offers a challenging curriculum that meets or exceeds the requirements of the Texas Education Agency. The elementary school has an active Gifted/Talented (G/T) program, Robotics, Hopping Hornets program, Service Learning Program, academic UIL participation, the After School Centers for Education (ACE) program, and many other activities.

The junior high campus also has an active G/T program along with boys and girls' athletic programs, art classes, Robotics, UIL academic competitions, a number of academic clubs, a band program, and the After School Centers for Education (ACE) program.

The high school Graduation/Foundation Plan requires the students to choose an endorsement, a personal pathway of study. Much as a student would pick a major in college, the new option for an endorsement provides a targeted area of study. All students entering the 9th grade in 2014 and thereafter will be required to select an endorsement pathway. The endorsements offered at Hooks High School are STEM, Business and Industry, Arts and Humanities, Public Services, and Multidisciplinary. Hooks High School offers a variety of vocational studies, as well as, athletics; band; UIL academic opportunities; and the After School Centers for Education (ACE) program. In addition, students have the opportunity to earn college credits through concurrent enrollment in dual credit classes.

The adequate, well-kept facilities and classrooms are fully sufficient for educational excellence. Public Support for education in HISD is evident both in the community and through the parent volunteer programs. The administrative and instructional staff is motivated to produce confident, qualified leaders as they graduate and leave Hooks ISD.

Hooks ISD Enrollment as of September 21, 2017

| Enrollment by Ethnicity: | | |
|---------------------------|-----|-------|
| Hispanic | 95 | 10.1% |
| American Indian/Alaskan | 5 | 0.5% |
| Asian | 1 | 0.1% |
| African American | 115 | 12.3% |
| Hawaiian/Pacific Islander | 0 | 0% |
| White | 640 | 68.4% |
| Two or More | 81 | 8.6% |
| Total District Enrollment | 937 | 100% |

Student Achievement

Fundamental academic skills are essential for student success and high standards should be held for academic achievement in all subject areas. It is the belief of Hooks ISD that we must challenge and motivate each student to achieve at the highest level possible. All children are capable of learning; therefore, Hooks ISD will employ various teaching methods and materials to match the learning abilities of all students. Student achievement data comes from reports in the Academic Performance Report, PEIMS, PBMAS, and State Accountability. We disaggregate our data (with the help of DMAC) by passing rates in subject, grade, and ethnicity and by advanced rates in the same categories. Each of our campuses received a *Met Standard* rating from the Texas Education Agency (TEA) for the 2016-2017 school year. Hooks High School received distinctions for Academic Achievement in Mathematics, Academic Achievement in Social Studies, Top 25 Percent Student Progress and Top 25 Closing Performance Gaps. Hooks Elementary School received distinctions for Academic Achievement in ELA/Reading, Academic Achievement in Mathematics, Top 25 Percent Student Progress, Top 25 Percent Closing Performance Gaps and Postsecondary Readiness – every distinction they were eligible to earn. We will be working toward earning distinctions at Hooks Junior High this year. The achievement gap between our White and African American population is decreasing. Economically disadvantaged students are also moving closer in achievement ratings to the All Student group. While our state assessment scores are good, we do have concerns that we are scoring slightly below state average in 8th grade science and social studies. One of our biggest areas in need of improvement is our students not making the progress they will need in order to perform at the final recommended phase in level over the next few years. Intervention programs are in place, but continued research and innovation are needed to eliminate achievement gaps and to make sure progress is made toward the final phase in level.

**2017 STAAR/EOC
FINAL PERCENTAGES FOR ACCOUNTABILITY**

| | |
|--------------------------------|-----|
| 3 rd Reading | 77% |
| 3 rd Math | 78% |
| 4 th Reading | 84% |
| 4 th Math | 90% |
| 4 th Writing | 83% |
| 5 th Reading | 85% |
| 5 th Math | 81% |
| 5 th Science | 72% |
| 6 th Reading | 65% |
| 6 th Math | 72% |
| 7 th Reading | 77% |
| 7 th Math | 71% |
| 7 th Writing | 78% |
| 8 th Reading | 91% |
| 8 th Math | 79% |
| 8 th Science | 70% |
| 8 th Social Studies | 67% |
| English I | 63% |
| English II | 66% |
| Algebra I | 89% |
| Biology | 94% |
| U.S. History | 96% |

TEXAS EDUCATION AGENCY
DEPARTMENT OF PERFORMANCE REPORTING
PRELIMINARY 2017 ACCOUNTABILITY RATINGS AS OF August 15, 2017

HOOKS ISD

| District/Campus Name | District/ Campus Number | 2017 Accountability Rating | <u>Indexes</u> | | | | <u>Distinctions</u> | | | | | | | Num Met of Num Eval |
|---------------------------|-------------------------------|-------------------------------|----------------|---|---|---|---------------------|------|---------|-------------------|---------------------|-----|-------------------|------------------------|
| | | | 1 | 2 | 3 | 4 | Read/ ELA | Math | Science | Social Studies | Student Progress | Gap | Post Secondary | |
| HOOKS ISD | 019902 | Met Standard | Y | Y | Y | Y | | | | | | | o | 0 of 1 |
| HOOKS H S | 002 | Met Standard | Y | Y | Y | Y | o | • | o | • | • | • | o | 4 of 7 |
| HOOKS J H | 041 | Met Standard | Y | Y | Y | Y | o | o | o | o | o | o | o | 0 of 7 |
| HOOKS EL | 102 | Met Standard | Y | Y | Y | Y | • | • | | | • | • | • | 5 of 5 |

Curriculum, Instruction, Assessment

The Curriculum Director of Hooks Independent School District is responsible for supporting development and implementation of the Texas Essential Knowledge and Skills (TEKS) in the district curriculum. Hooks ISD utilizes the TEKS Resource System (TRS) as the district curriculum. The curriculum department provides district leadership in the following areas: development and delivery of instruction, interventions for students, professional development, assessment, instructional technology, and instructional resources. The needs assessment for curriculum and instruction includes review of the district curriculum, methods of delivery as well as monitoring efforts to determine effective implementation.

At Hooks ISD we share common goals and concerns for and commitment to the welfare of all children. The goal of the Pre-K–12 curriculum is to ensure that all students will learn the same core of significant content at a specific instructional level, from teacher to teacher, and school to school. Although the curricular objectives are aligned with national content standards, Texas Essential Knowledge and Skills, and state-mandated tests, the overriding goal is to design a curriculum that is academically rich, holistic, student-centered, and culturally diverse, honoring input and contributions from all Hooks ISD stakeholders. Hooks ISD is committed to the development of an exemplary system-wide curriculum that promotes high expectations for its teachers and students that result in meaningful student learning. The system-wide curriculum can best be described as a thinking curriculum, one that integrates content, process, and product; typifying real world situations. The decisions, strategies, and practices supporting the alignment of the *written, taught, and tested* curriculum will be rooted in internal and external research critical to providing optimum learning opportunities for all students.

Hooks ISD has made a commitment to providing professional development for all teachers who are lifelong learners and who want to pass that learning on to our students. To provide teachers with opportunities for instructional planning, the district of innovation team developed an instructional calendar that included twelve professional development days placed strategically throughout the school year. Hooks ISD data continues to show a need in the areas of critical thinking, mathematics, and short-answer writing responses. For the 2017-2018 school year, the district will place a focus on continuing to deepen teachers' knowledge of a variety of delivery modes while beginning to strengthen and deepen levels of content expertise. We will also be focusing on successful RtI programs at each campus. It is our belief at Hooks ISD that we continue to provide our teachers with quality planning time to produce high impact lessons for all students, which in turn, will result in increased student achievement.

Staff Quality, Recruitment, and Retention

We believe at Hooks ISD that our overall district climate helps contribute to our high retention rate of teachers and staff. We believe the high retention rate has also contributed to the rise in test scores and student achievement that we have seen in the past few years. We will continue to train and hold accountable all Hooks ISD staff to ensure the fulfillment of the Hooks ISD's vision and mission. We are committed to hiring staff that are certified for the subjects they teach and for the 2017-2018 school year 99% of our staff meet that standard. Hooks ISD will participate in various job fairs in the spring of 2018 with the hopes of attracting more highly qualified teachers to our district. Our goal is to be 100% highly qualified so we understand we need to make a more concentrated effort in recruiting and retaining teachers who are highly qualified for their subject area.

School Culture

Hooks ISD continues to promote awareness, respect, appreciation, and understanding of all. Family and community surveys show that 98% believe our district staff respects cultural diversity and 100% of the community believes Hooks ISD provides a quality learning environment for students. Surveys show that 97% believe that all students are treated fairly. This percentage is up from 89% last year and 73% two years ago, which shows the district has addressed this issue and family and community members are pleased with the progress that has been made. The student population and their families are highly involved in school and extracurricular activities. Additionally, surveys indicate that 96% feel the district maintains a good relationship with community members. Hooks ISD enjoys a tremendous level of parental and community support and involvement. The attendance rate is very high, which is a reflection of student, parent, and community commitment to the learning process. Over the past few years, a much more consistent approach toward student attendance procedures has evolved. We have made significant steps toward increasing parent involvement and communication between the school and families. Last year we hired a community liaison to communicate with families and news stations. This year we will be adding the Skyward Skylert System to quickly communicate important information directly to parents.

Staff surveys indicate that most personnel feel that their campus is a safe environment in which to work. The survey shows that 99% of parents feel that their students are safe while at school. Campus drill protocols have been developed and drills are routinely conducted. District safety audits are done each year and discussed with campus administrators. Campus safety procedures have improved over the years. Public access to all campuses is limited to the front entrance of each campus. Bullying, which has become a prevalent topic throughout the nation, is one that is referenced by students and parents. The district has made significant strides in the reporting and intervention for bullying. Students and teachers continue to receive information regarding kindness and sensitivity toward others.

Organizational Structure and Processes

Central office staff accommodates the overall staffing and financial needs of the campuses as funds are available. Instructional supports, classroom facilities, materials, and technology are in place. Schedules are designed around student need and include small class sizes. Additional instructional periods are offered for low-performing students. Professional Learning Communities (PLC's) will continue to be in place so teachers have the opportunity to meet at least three times a year to work on vertical alignment and resource calibration as well as developing assessments that will drive classroom instruction. Teachers serve on decision-making committees, and the district central office has an open door policy concerning ideas and opinions. Our number of transfers from other districts speaks of the confidence in our school in our area. A climate of high expectations, including the belief that all students can learn, is reinforced at all levels.

Family and Community Involvement

Parental and community involvement are areas of focus for Hooks ISD. Parental involvement continues to grow throughout the district as parents/guardians are invited to attend many events. Involvement has increased at the campus and district level in parent organizations, site-based decision making, and family night activities. Many parents and guardians attend Meet the Teacher Night in the fall and Open House in the spring. Additionally, there are Senior Parent Nights for college and career preparation, the STEAM Expo, Science Fairs, Grandparents Day and many other family activities offered at each campus. The Veterans Day program is well-attended by local veterans, families and community members. The School Health Advisory Committee is active and plans relevant programs for students and community. Family Skyward access has proved to be a useful tool for parents to monitor grades, absences and discipline. According to a recent parent survey, parents and guardians agree that Hooks ISD is continuing to improve in the area of family and community involvement. The survey also shows that the community agrees that community members are welcome to attend school events, the communication between the district and community is good, and the district maintains a good relationship with all community members. The survey shows that 97% of parents and guardians believe Hooks ISD is a high quality district with good schools; 95% believe the district sets high standards for students; 96% state they trust the district leadership, and 97% believe the district employees are committed to student success. These numbers show an increase since last year, which shows the district is making great efforts in improving our schools at each level. At Hooks ISD, our parents and community have an overall belief that our school is safe and effective. The District has a strong commitment to the community, supporting many community based functions. The District continues to show its leadership within Hooks and responds to the input gathered from area stakeholders.

Technology

As educational demands continue to evolve, Hooks Independent School District strives to ensure that students and staff have access to relevant technology. We will integrate technology, including student mobile wireless computing devices, into every aspect of the student academic experience to accomplish the Hooks ISD vision and mission. Hooks ISD will maintain an accurate and effective technology inventory system, which will guide budgeting proposals. This system will help determine annual needs. We will continue to maintain a sound and secure technology infrastructure, which will continue to supplement classroom instruction and support business operations. Hooks ISD is currently working with multiple E-rate consultants along with Housley Communications to upgrade the existing network infrastructure. Hooks ISD is in the process to upgrade our internet bandwidth from 50Mb to 10 GB for the 2017-18 school year.

WORKSHEET FOR CAMPUS IMPROVEMENT PLANS 2017-2018

| <u>COST</u> | <u>FTE'S</u> | <u>HIGH SCHOOL</u> | <u>FTE'S</u> | <u>JUNIOR HIGH</u> | <u>FTE'S</u> | <u>ELEMENTARY</u> | <u>FTE'S</u> | <u>DISTRICT</u> |
|--------------------------|--------------|--------------------|--------------|--------------------|--------------|-------------------|--------------|-----------------|
| PIC 30 | | | | | | | | |
| Teacher Salaries | 1 | \$ 53,000 | 2.125 | \$ 99,000 | 0 | \$ 2,300 | 3.125 | \$ 154,300 |
| Aide Salaries | 1 | \$ 18,000 | 1 | \$ 25,000 | 0.83 | \$ 17,300 | 2.83 | \$ 60,300 |
| Supplies Software | | \$ 5,000 | | \$ 12,000 | | \$ 12,100 | | \$ 29,100 |
| Supplies General | | | | \$ 1,500 | | \$ 3,000 | | \$ 4,500 |
| Other (Travel) | | \$ 500 | | \$ 400 | | \$ 250 | | \$ 1,150 |
| Total PIC 30 | | \$ 76,500 | | \$ 137,900 | | \$ 34,950 | | \$ 249,350 |
| PIC 24 | | | | | | | | |
| Teacher Salaries | 0.875 | \$ 39,000 | | | | | 0.875 | \$ 39,000 |
| PIC 28 | | | | | | | | |
| Other Alternative School | | \$ 25,500 | | \$ 8,000 | | \$ 500 | | \$ 34,000 |
| PIC 34 | | | | | | | | |
| Teacher Salaries Pre-k | | | | | 0.5 | \$ 19,500 | 0.5 | \$ 19,500 |
| Aides Salaries Pre-k | | | | | 1.31 | \$ 24,500 | 1.31 | \$ 24,500 |
| Other (Travel) | | | | | | \$ - | | \$ - |
| Total PIC 34 | | | | | | \$ 44,000 | | \$ 44,000 |
| Grand Total | | \$ 141,000 | | \$ 145,900 | | \$ 79,450 | | \$ 366,350 |

Hooks ISD

Federal, State and Local Funding Sources

Federal funding sources will be integrated and coordinated with State and Local funds to meet the needs of all students.

This school wide program will consolidate funds in the following way:

_____ Full Consolidation of Funds _____ Consolidation of Federal Funds Only X Title I, Part A Only

| Federal Program/Funding Source | |
|--|-----------|
| <i>Title I, Part A</i> | \$172,917 |
| <i>Title II, Part A</i> | \$26,090 |
| <i>Title IV, Part A</i> | \$10,000 |
| <i>RLIS</i> | \$14,652 |
| <i>Title IV, Part B 21st Century Community Learning Centers</i> | \$594,593 |
| <i>National School Lunch and Breakfast Program</i> | \$292,888 |
| <i>Child and Adult Care Food Program (Supper)</i> | \$69,365 |
| <i>Apprenticeship Grant Dislocated Workers</i> | \$14,144 |
| <i>National School Lunch Program Equipment Assistance Grant</i> | \$41,962 |
| State Program/Funding Source | |
| <i>State Compensatory Education</i> | \$702,745 |
| <i>Career & Technology</i> | \$702,233 |
| <i>Gifted/Talented</i> | \$33,969 |
| <i>Special Education</i> | \$741,998 |
| <i>Bilingual/ESL</i> | \$18,251 |
| <i>High School Allotment</i> | \$90,837 |
| <i>Textbook Fund</i> | \$47,043 |
| <i>Internet Connectivity Grant</i> | \$40,528 |
| <i>Apprenticeship Grant</i> | \$28,750 |

Hooks Independent School District

Goal 1. Hooks ISD will provide a culture of servant leadership.

Objective 1. The district will provide all staff with the necessary time, resources, and professional development needed in order to become active leaders of learners.

| Activity/Strategy | Person(s) Responsible | Timeline | Resources | Evaluation |
|--|--|---------------------------|--|--|
| 1. The campus and district administrators will meet each Monday to discuss campus operations, business and personnel matters, technology, curriculum & instruction, athletics, band, and ACE. (Title I SW: 1) (Target Group: All) (Strategic Priorities: 1) (CSFs: 3) | Superintendent(s) | Weekly | (S)Local Funds | Sign-in sheets, minutes, and meeting agendas will be used in the district's comprehensive needs assessment process. |
| 2. The district will foster collaboration of all stakeholders by utilizing surveys for input, comments, and suggestions from parents, staff, and students. (Title I SW: 6) (Target Group: All) (Strategic Priorities: 4) (CSFs: 2,5) | Director of Curriculum and Special Programs, Principal(s), Superintendent(s) | 1 per semester | (L)Google Doc Software, (L)Survey Monkey | Survey results will be analyzed to evaluate district programs. |
| 3. The district will analyze campus instructional leadership surveys for growth areas, and provide campus leaders with professional development focused on individual needs. (Title I SW: 1) (Strategic Priorities: 1) (CSFs: 3) | Director of Curriculum and Special Programs, Superintendent(s) | Spring Semester | (S)Local Funds | Survey results and professional development records of leadership training attended will be used to evaluate professional development provided. |
| 4. The campus and district administrators will promote positive attitudes and present positive role models for students and the district. The district will maintain positive school and community relations. (CSFs: 6) | Director of Curriculum and Special Programs, Principal(s), Superintendent(s) | Daily | (L)Google Doc Software, (L)Survey Monkey | School and community survey results will be analyzed. |
| 5. The district will continue to provide staff development for teachers and administrators that will include information regarding Skyward, DMAC, Response to Intervention, Gifted and Talented, STAAR/EOC, Special Education, formative and summative assessments, differentiation, cooperative learning, implementation of technology in the classroom, and other cutting edge best practices to meet the identified needs of all student populations. (Title I SW: 4) (Strategic Priorities: 2,4) (CSFs: 1,2,7) | Director of Curriculum and Special Programs, Principal(s) | August, January, February | (S)State Compensatory - \$1,150 | Documentation will be provided to show evidence of ongoing data driven professional development as it connects to curriculum, instruction, assessment, and campus planning in the form of sign-in sheets, professional development certificates, and training evaluations. |

Hooks Independent School District

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| Activity/Strategy | Person(s) Responsible | Timeline | Resources | Evaluation |
|--|--|---------------------------|----------------|--|
| 6. The district will utilize EduHero to assist in meeting required professional development components including Mental Health, Suicide Prevention and Awareness, Child Abuse Reporting and Bullying. (Title I SW: 4) (CSFs: 3,7) | Director of Curriculum and Special Programs, Principal(s) | August, January, February | (L)EduHero | EduHero reports and completion certificates will be utilized to show evidence of professional development as it relates to meeting compliance and campus planning. |
| 7. All administrators will attend professional development sessions designed to keep them informed with up-to-date information regarding STAAR/EOC testing content, analysis, and state requirements. Administrators will incorporate information into staff development for their campus staff. (Title I SW: 4) (Strategic Priorities: 1) (CSFs: 2,3) | Director of Curriculum and Special Programs, Principal(s) | August, January, February | (S)Local Funds | Sign-in sheets and agendas from staff development sessions will be used. Professional development will be evaluated locally by surveys to determine the effectiveness of the training. |
| 8. The district will continue to have District Improvement Committee meetings to help improve the district plan as well as identify district needs. (Target Group: All) (CSFs: 2,5,6) | Director of Curriculum and Special Programs, Superintendent(s) | October, January, May | (S)Local Funds | Committee will meet and revise the DIP and copies will be provided to each committee member. A copy will also be available on the district website. |

Hooks Independent School District

Goal 2. Hooks ISD will provide academic programs which will ensure all students will have the necessary skills to continue their education.

Objective 1. The district will continue to improve student achievement at all levels by providing all students with an academic curriculum that is deeply aligned to the state standards and delivered by highly qualified teachers.

| Activity/Strategy | Person(s) Responsible | Timeline | Resources | Evaluation |
|--|--|------------------------------|---|--|
| 1. The district will actively recruit, hire and retain highly qualified teachers and paraprofessionals for all classrooms to meet the TEA and ESSA certification requirements. (Title I SW: 3) (Strategic Priorities: 1) (CSFs: 7) | Principal(s) | May, June, July | (F)Title I, (S)State Compensatory - \$214,600 | Teachers and paraprofessionals will be evaluated by the Highly Qualified Report submitted to the Texas Education Agency. |
| 2. We will continually train and hold accountable all Hooks ISD staff to ensure the fulfillment of the Hooks ISD's vision and mission. (Target Group: All) (Strategic Priorities: 2) | Department Heads, Director of Curriculum and Special Programs, Principal(s), Superintendent(s) | Daily | (S)Local Funds | Walk-Through Data T-TESS Data |
| 3. In maintaining high expectations for all students, Hooks ISD will create structures at ALL levels that maximize the potential of all students through rigorous curriculum and instruction and having appropriate assessments that will drive instruction. (Target Group: All) (Strategic Priorities: 2,4) (CSFs: 1,4) | All Staff | Daily | (S)Local Funds | Student performance in the classroom, on district assessments, and state assessments. |
| 4. The district will assist campuses in disaggregating state assessment data and other assessment data in all core subject areas to locate areas in the curriculum that need improvement and assist campuses in developing intervention strategies and/or classes to address those specific needs. (Title I SW: 2,9) (Target Group: All) (Strategic Priorities: 2,4) (CSFs: 2) | Director of Curriculum and Special Programs, Principal(s), Teacher(s) | January, April, June, August | (S)State Compensatory - \$39,000 | Disaggregation results and instructional plans will be used to determine the program's effectiveness. |

Hooks Independent School District

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Objective 1. The district will continue to improve student achievement at all levels by providing all students with an academic curriculum that is deeply aligned to the state standards and delivered by highly qualified teachers.

| Activity/Strategy | Person(s) Responsible | Timeline | Resources | Evaluation |
|---|--|----------------------|----------------------------------|--|
| 5. The district will continue to refine the instructional planning process on all campuses to align curriculum, instruction, and assessment to prepare for EOC and STAAR testing. This will be done by scheduling meetings for professional learning communities and district and campus vertical alignment meetings. (Title I SW: 7) (Target Group: All) (Strategic Priorities: 2,3) (CSFs: 1) | Director of Curriculum and Special Programs, Principal(s), Teacher(s) | 2 times per semester | (S)State Compensatory - \$33,600 | Minutes and data from meetings and sign in sheets will be used. Index 3 (Closing the Achievement Gap)of the district accountability summary will also be used. |
| 6. The district will conduct a new employee orientation. Training will include new core subject area teachers in the components and use of the district curriculum (TEKS Resource System), Skyward Student Access, DMAC and T-TESS Evaluations. (Title I SW: 10) (Target Group: All) (Strategic Priorities: 1) (CSFs: 2,7) | Department Heads, Director of Curriculum and Special Programs, Principal(s) | August | (S)Local Funds | Sign-in sheets and documentation of student progress in core subject areas will be used. |
| 7. The district will continue mentoring programs for first year teachers. Mentors will be trained each year and provided a handbook for reference. (Title I SW: 5) (Target Group: All) (Strategic Priorities: 1) (CSFs: 6,7) | Director of Curriculum and Special Programs, Principal(s) | Daily | (S)Local Funds | Documentation will be provided to analyze the effectiveness of the mentoring program. |
| 8. The district will continue monitoring campus and district level data from walk-throughs to ensure improved instructional delivery and student performance. (Title I SW: 1) (Target Group: All) (Strategic Priorities: 4) (CSFs: 2,7) | Assistant Principal(s), Director of Curriculum and Special Programs, Principal(s), Superintendent(s) | Daily | (S)Local Funds | Walk-Through reports and data analysis from those reports will be used to evaluate instructional delivery. |
| 9. The district will provide support to new teachers by providing the teacher(s)with data from weekly walk-throughs. This data will be used to support the teacher(s)with instructional planning, vertical alignment, research-based instructional strategies, and classroom management. (Title I SW: 1) (Target Group: All) (Strategic Priorities: 4) (CSFs: 2,7) | Assistant Principal(s), Director of Curriculum and Special Programs, Principal(s) | Weekly | (S)Local Funds | Walk-through reports and data analysis from those reports will be used. |

Hooks Independent School District

Goal 2. Hooks ISD will provide academic programs which will ensure all students will have the necessary skills to continue their education.

Objective 1. The district will continue to improve student achievement at all levels by providing all students with an academic curriculum that is deeply aligned to the state standards and delivered by highly qualified teachers.

| Activity/Strategy | Person(s) Responsible | Timeline | Resources | Evaluation |
|---|--|--------------------|----------------|---|
| 10. The district will identify and monitor business and industry educational opportunities that are available to Career and Technology Education (CTE) students and implement strategies that will prepare students for those opportunities. (Title I SW: 10) (Target Group: CTE) (Strategic Priorities: 3) (CSFs: 1) | Counselor(s), CTE Coordinator, CTE Instructors, Dean of Students , Director of Curriculum and Special Programs | Per semester | (S)Local Funds | Documentation of opportunities provided to students and data analysis will be used to ensure the coordination of programs. |
| 11. The district will continue to provide professional development for K-12 math teachers in successful implementation of the math TEKS. (Title I SW: 4) (Target Group: All) (Strategic Priorities: 2) (CSFs: 1) | Director of Curriculum and Special Programs, Math Coach, Principal(s) | Once per six weeks | (S)Local Funds | Student performance on district and state math assessments will be used. |
| 12. The district will continue its partnership with Texarkana College and TC at Tex Americas to develop and offer dual credit courses to our students. (Strategic Priorities: 3) (CSFs: 1) | Counselor(s), Dean of Students , Director of Curriculum and Special Programs | August and January | (S)Local Funds | Student course grades and the number of students earning college credit will help to evaluate the effectiveness of the partnership. |
| 13. Curriculum, instruction, and student performance will reflect college and career readiness standards. (Target Group: All) (Strategic Priorities: 3) (CSFs: 1) | Department Heads, Director of Curriculum and Special Programs, Principal(s) | Daily | (S)Local Funds | Index 4 Report for each campus from the TEA's Accountability Summary. |

Hooks Independent School District

Goal 2. Hooks ISD will provide academic programs which will ensure all students will have the necessary skills to continue their education.

Objective 2. The district will commit to addressing the diverse needs and learning styles of all students.

| Activity/Strategy | Person(s) Responsible | Timeline | Resources | Evaluation |
|---|---|----------|----------------|---|
| 1. The district will use "The Texas State Plan for the Education of Gifted/Talented Students" as a guidance in meeting the requirements for the education of our gifted and talented students at all levels to ensure the district meets the unique needs of these students. (Target Group: GT) (Strategic Priorities: 3) (CSFs: 1,4) | Director of Curriculum and Special Programs, Principal(s), Teacher(s) | Daily | (S)Local Funds | GT lesson plans and walk-through data will be used to determine if requirements are being met. |
| 2. The district will implement the use of portfolios and flash drives as a way for GT students to document there projects and work from year to year. (Target Group: GT) (Strategic Priorities: 3) (CSFs: 4) | Director of Curriculum and Special Programs, GT Committee, Principal(s), Teacher(s) | Daily | (S)Local Funds | Portfolios will be checked to monitor effectiveness of GT Program. |
| 3. The district will continue to provide services to special education students through Western Bowie County Special Education Cooperative Services. (Target Group: SPED) (Strategic Priorities: 4) (CSFs: 1) | Director of Curriculum and Special Programs, Superintendent(s) | Daily | (S)Local Funds | The signed contract between Western Bowie County Special Education Cooperative Services and Hooks ISD. |
| 4. The district will improve the use of allowable accommodations in order to have the greatest likelihood to improve the achievement of participating students to meet the states achievement standards. (Title I SW: 8) (Target Group: AtRisk) (Strategic Priorities: 4) (CSFs: 1) | 504 Committee, Counselor(s), Director of Curriculum and Special Programs, District Testing Coordinator, Special Ed Teachers, Teacher(s) | November | (S)Local Funds | Evidence of teacher professional development in the areas of assessment and effective instruments will be provided. |
| 5. The district will continue to provide professional development for administrators, teachers, and other ARD committee staff members concerning the selection of appropriate state testing options for students. (Target Group: AtRisk) (Strategic Priorities: 4) (CSFs: 1) | Director of Curriculum and Special Programs | August | (S)Local Funds | Professional development certificates of completion and STAAR/EOC results will be used. |

Hooks Independent School District

Goal 2. Hooks ISD will provide academic programs which will ensure all students will have the necessary skills to continue their education.

Objective 2. The district will commit to addressing the diverse needs and learning styles of all students.

| Activity/Strategy | Person(s) Responsible | Timeline | Resources | Evaluation |
|--|---|---------------------------------|--|--|
| 6. The district will continue to implement a targeted improvement plan for the special education program in order to satisfy ESSA-SPED requirements. (Target Group: AtRisk) (Strategic Priorities: 4) (CSFs: 1) | Counselor(s), Diagnostician, Director of Curriculum and Special Programs, Principal(s), Superintendent(s), Teacher(s) | November, February, April, June | (S)Local Funds | The PBMAS Performance Level Summary district report will be used to determine if improvement plan is working in obtaining district goals as well as agendas, sign-in sheets, and minutes. |
| 7. The district will continue to support and improve dyslexia intervention services at all campuses through certified dyslexia teachers. The students will receive instruction and support through the Take Flight Dyslexia Program. Students will also receive a 504 Plan when educationally needed. (Title I SW: 3) (Target Group: Dys) (Strategic Priorities: 2) (CSFs: 1) | Director of Curriculum and Special Programs, Dyslexia Specialist, Principal(s), Teacher(s) | Daily | (F)Title I | Certification records and CALT assessment scores will be kept in employees' personnel file. |
| 8. The district will continue to monitor progress for all English Language Learners (ELL) and provide follow-up training as needed for teachers working with this diverse group of students. Each campus will have teachers certified as ESL teachers who provide instructional support to these students. Each campus will also have teachers who have been trained in Sheltered Instruction, which will allow additional support for these students as needed. (Title I SW: 3) (Target Group: LEP) | Director of Curriculum and Special Programs, ELL Coordinator, Principal(s), Teacher(s) | Every 3 weeks | (F)Title I | Students will be evaluated for progress by the following means: Teacher training sign-in sheets, student progress reports, report cards, Renaissance progress monitoring reports, walk-through observations, and TELPAS results, |
| 9. The district will strengthen the academic program by supporting the enrichment and fine arts opportunities at each campus during the instructional school day and also through the After School Centers on Education (ACE) program. (Strategic Priorities: 3,4) (CSFs: 1,4) | ACE Director, ACE Staff, Director of Curriculum and Special Programs, Principal(s) | Monthly | (F)After School Centers on Education Grant, (S)Local Funds | Documentation of administrators' meetings including sign-in sheets, minutes, and agendas. |

Hooks Independent School District

Goal 2. Hooks ISD will provide academic programs which will ensure all students will have the necessary skills to continue their education.

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| Activity/Strategy | Person(s) Responsible | Timeline | Resources | Evaluation |
|---|--|----------------------|----------------------------------|---|
| 10. The district will continue to offer a Prekindergarten program for eligible children that is focused on raising the academic achievement of those children once they reach school age and will aide in their transition to Kindergarten. (Title I SW: 7) (Target Group: PRE K) (Strategic Priorities: 2,4) (CSFs: 1,4) | Director of Curriculum and Special Programs, Principal(s), Superintendent(s) | | (S)State Compensatory - \$44,000 | Provide evidence of monitoring and documentation of the transition process. |
| 11. All core content teachers will be involved in PLC groups that meet regularly to plan for student engagement/differentiation and be accountable for the PLC's learning and planning. (Target Group: All) (Strategic Priorities: 4) (CSFs: 6,7) | Director of Curriculum and Special Programs, Principal(s) | 2 times per semester | (S)Local Funds | Sign-in sheets Agendas Minutes from meetings |
| 12. The district will provide ARD and 504 Meeting training on how to correctly conduct meetings to principals on a yearly basis. (Target Group: SPED, 504) (Strategic Priorities: 1) (CSFs: 3) | Director of Curriculum and Special Programs, Superintendent(s) | | (S)Local Funds | Sign in sheets will be used to document training. |

Hooks Independent School District

Goal 3. Hooks ISD will strengthen the instruction in the district by broadening the integration of technology into the teaching and learning taking place in the district classrooms.

Objective 1. The district will educate all staff in the use of technology to effectively enhance and strengthen the instructional process.

| Activity/Strategy | Person(s) Responsible | Timeline | Resources | Evaluation |
|--|---|---------------------|----------------|---|
| 1. Hooks ISD will invest in staff by providing professional development to enable teachers to facilitate student use of the latest technology. (Target Group: All) (Strategic Priorities: 4) (CSFs: 7) | Director of Curriculum and Special Programs, Director of Technology, Principal(s) | Weekly | (S)Local Funds | Evaluation will include district sign-in sheets and training evaluations will document the effectiveness of the training. |
| 2. Hooks ISD staff will design learning experiences which seamlessly integrate technology into the curriculum. (Target Group: All) (Strategic Priorities: 4) (CSFs: 1) | Director of Curriculum and Special Programs, Principal(s), Teacher(s) | Daily | (S)Local Funds | Lesson Plans and Student Artifacts |
| 3. Hooks ISD will structure student-driven learning that integrates technology to provide students with competencies to be successful in a global society. (Target Group: All) (Strategic Priorities: 4) (CSFs: 1) | Director of Curriculum and Special Programs, Principal(s), Teacher(s) | Daily | (S)Local Funds | Student Surveys Student Artifacts |
| 4. The district will continue to provide a wide variety of technology products for use in classrooms and labs. (Target Group: All) (Strategic Priorities: 4) | Director of Technology, Instructional Technology Specialist | June, July, August | (S)Local Funds | Technology survey will be used to determine the technology needs. |
| 5. The district will continue to keep the campus computer labs up-to-date in order for students to have access to online courses for the recapture of high school credits, remediation, and enrichment activities. (Target Group: All) | Director of Technology, Principal(s), Technology Support Team | Daily | (S)Local Funds | Support system documentation will be used to determine the needs of the computer labs at the campuses. |
| 6. The district will continue to renew contract service agreements in order to have repairs and maintenance done on various technology and copiers. (Strategic Priorities: 4) | Director of Technology | Monthly | (S)Local Funds | The contract service agreement will be documentation used to determine the technology and copier repairs. |
| 7. The district will add a fiber optic cable that extends to the Junior High Campus. This fiber will boost the internal network speed making it possible to allow more devices to be added to the junior high network and also make it possible to have a BYOD network at the junior high. (Target Group: All) (Strategic Priorities: 4) (CSFs: 6,7) | Director of Technology, Superintendent(s) | Spring, Summer 2017 | (S)Local Funds | Completion of cable and improved connectivity at the junior high campus. |

Hooks Independent School District

Goal 4. Hooks ISD will meet the safety and security needs of students and staff including the teaching and encouraging of positive school wide behavior.

Objective 1. The district will implement guidelines and procedures to ensure the safety of all students and staff.

| Activity/Strategy | Person(s) Responsible | Timeline | Resources | Evaluation |
|---|---|----------------|----------------------------------|--|
| 1. The district will update its Emergency Operations Plan and provide training to district personnel on the updated procedures outlined. (Target Group: All) | Superintendent(s) | March 2017 | (S)Local Funds | Sign-in sheets and training materials will be used to determine the effectiveness of the emergency training. |
| 2. The district will continue to provide Crisis Prevention Intervention (CPI) and the ALICE training on each campus. (CSFs: 6) | Director of Curriculum and Special Programs, Principal(s), SRO Officer | January | (S)Local Funds | Training will be documented through sign-in sheets and training evaluations. |
| 3. The district will continue to provide Bully Prevention training, CPR, Blood Borne Pathogens, At-Risk Prevention, Sexual Abuse Prevention, Child Abuse Reporting, and any other trainings that relate to student and staff safety and security needs. (Target Group: All) | Counselor(s), Director of Curriculum and Special Programs, Principal(s), School Nurse | Fall semester | (L)EduHero, (S)Local Funds | Training will be documented through sign-in sheets and training evaluations. |
| 4. The district will provide training to all staff in how to monitor student behaviors and how to develop appropriate interventions to target specific behaviors. | Director of Curriculum and Special Programs, Region VIII ESC | August | (L)EduHero, (S)Local Funds | Training will be documented through sign-in sheets and training evaluations. |
| 5. The district will provide a Disciplinary Alternative Education Program (DAEP) for students who violate the Student Code of Conduct. | Principal(s) | Monthly | (S)State Compensatory - \$34,000 | PEIMS report documenting students placed in DAEP. |
| 6. The district employs a School Resource Officer (SRO) who is used district wide to monitor potential adverse situations and to ensure a safe learning environment for all students and staff. | SRO Officer, Superintendent(s) | | (S)Local Funds | SRO will provide documentation of incidents that take place within Hooks ISD. |
| 7. The district will continue random drug testing of eligible students and staff. | Principal(s), SRO Officer | Each six weeks | (S)Local Funds | Reports provided by Lab Cor. |
| 8. The district will provide security cameras, buzzer systems, and Raptor check in/check out system. | Director of Technology, Maintenance Director | Yearly | (S)Local Funds | Documentation will be provided by maintenance tickets and recorded records of security cameras. |

Hooks Independent School District

Goal 5. Hooks ISD will facilitate family and community involvement in the growth and success of all students.

Objective 1. Hooks ISD will increase community/parent involvement and support through multiple measures.

| Activity/Strategy | Person(s) Responsible | Timeline | Resources | Evaluation |
|--|--|-----------------|--|--|
| 1. The district will maintain regular communication with all district stakeholders through Skyward Family Access, campus newsletters, media releases, web page posting, social media formats and Skylert Notifications. (Title I SW: 6) (Target Group: All) (CSFs: 5) | District Personnel | Daily | (S)Local Funds | Reports will be generated through Skyward, school web site visits, and social media records. |
| 2. The district will continue to conduct parent/community surveys to determine concerns, needs, and interests. (Title I SW: 6) (Target Group: All) (CSFs: 5) | Director of Curriculum and Special Programs | Fall and Spring | (L)Google Doc Software | Survey results will used to determine the concerns, needs, and interests of the district. |
| 3. The district will conduct meet the teacher nights, open house, Veteran's Day program, a monthly Senior Luncheon, Grandparents Day, College & Career Senior Nights, and other events for all parents and community members. (Title I SW: 6) (Strategic Priorities: 4) (CSFs: 5) | All Staff | Fall and Spring | (S)Local Funds | Sign-in sheets at each event will be used to document participation. |
| 4. The district will continue to increase parental involvement through the continuation of the After School Centers on Education (ACE) Family Engagement Specialist. (Target Group: All) (CSFs: 5) | ACE Director, ACE Staff | Monday-Thursday | (F)After School Centers on Education Grant | ACE documentation will be reviewed to determine the program's effectiveness. |
| 5. The district will continue to promote FFA, Band, and Athletic Parent Booster Clubs at the junior and high school campuses along with the Parent Booster Club at the elementary campus (Title I SW: 6) (Target Group: All) (CSFs: 5) | All Staff, Parent Booster Club Board and Officers, Principal(s), Superintendent(s) | Monthly. | (S)Local Funds | Evaluation will be documented through sign-in sheets, agendas, and minutes. |
| 6. The district and each campus will provide a Title I informational meeting to communicate the Title I requirements to parents and community stakeholders. Campuses will review and update Parent Compacts and Parental Involvement Policies as a part of each meeting. (Title I SW: 6) (Strategic Priorities: 4) (CSFs: 5) | Director of Curriculum and Special Programs | June | (S)Local Funds | Training will be documented through participation and attendance logs. |

Hooks Independent School District

Goal 6. Hooks ISD will develop strategies to improve attendance and eliminate dropouts.

Objective 1. All students will graduate from high school

| Activity/Strategy | Person(s) Responsible | Timeline | Resources | Evaluation |
|--|---|-----------------|--|--|
| 1. The district will ensure campus attendance clerks work with the district PEIMS coordinator to prevent/recover dropouts and record detailed information about all leavers. (Target Group: All) (Strategic Priorities: 4) (CSFs: 4) | Principal(s), Superintendent(s) | Weekly | (S)Local Funds | Skyward attendance report is used to view the attendance rate at each campus. |
| 2. The district will support in developing, implementing, and evaluating Individual Graduation Plans for At-Risk students in grades 6-8 and all students in grades 9-12. (Strategic Priorities: 4) (CSFs: 1) | Counselor(s), Director of Curriculum and Special Programs | September | (S)Local Funds | Documentation will be the students' Individual Graduation Plans. |
| 3. The district will continue to support the use of the TxVSN to students desiring coursework not available on campus. (Strategic Priorities: 4) | Counselor(s), Director of Technology, Principal(s) | Daily | (S)Local Funds | Class schedules/rosters, Skyward reports, and Texas Virtual School Network (TxVSN) reports will be used to view student achievement and completion. |
| 4. The district will continue to support programs to help at-risk students with credit recovery and/or acceleration programs for students at-risk for failure/dropout. (Title I SW: 9) (Target Group: All) (CSFs: 1) | Counselor(s), Principal(s) | Fall and Spring | (S)Local Funds | Documentation of all students who received additional assistance will be recorded as well as program reports that will provide student achievement results. |
| 5. The district will continue to offer college and career readiness components through the After School Centers for Education (ACE) Program. (Title I SW: 10) (Target Group: All) (Strategic Priorities: 3) (CSFs: 1) | ACE Director, ACE Staff, Principal(s) | Daily | (F)After School Centers on Education Grant | The district will utilize the contracted independent ACE program evaluator reports, ACE surveys, and ACE semester reports to determine the effectiveness of the ACE program. |

Hooks Independent School District

Goal 7. Hooks ISD will maintain equitable and adequate financing of education for all students.

Objective 1. The district will manage all district funds to maximize benefits that flow to students and accommodate student growth.

| Activity/Strategy | Person(s) Responsible | Timeline | Resources | Evaluation |
|--|---|----------|--|--|
| 1. The district will examine and align the responsibilities of employees and school system processes to improve efficiency of operations. Staff will utilize Skyward Employee Access to streamline and consolidate district processes. | Business Manager, Human Resource Director, Superintendent(s) | Yearly | (S)Local Funds | Yearly audit report will document any findings of the school system processes. |
| 2. The district will continue to recruit and retain staff through a competitive compensation structure. | Business Manager, Human Resource Director, School Board, Superintendent(s) | Spring | (S)Local Funds | The district will have a sign-in sheet at the Region 8 Job Fair and the number of employees hired as a result of attending the job fair. |
| 3. The district administrators will regularly and accurately track spending and other financial transactions. | Business Manager, Director of Curriculum and Special Programs, Superintendent(s) | Daily | (S)Local Funds | District budget records will track spending and financial transactions. |
| 4. The district will continue to exhibit excellence in financial audit outcomes. | District Personnel | October | (S)Local Funds | Yearly audit report presented to the school board will document the financial audit outcome. |
| 5. The district will continue to monitor and adjust the 5-year facility plan. | Principal(s), School Board, Superintendent(s) | Yearly | (S)Local Funds | The campus and district reports presented to the school board. |
| 6. The district will utilize grant and local funding sources to supplement and support the goals and needs of the district. (Title I SW: 10) (Target Group: All) (Strategic Priorities: 4) | Business Manager, Director of Curriculum and Special Programs, Human Resource Director, School Board, Superintendent(s) | Yearly | (F)After School Centers on Education Grant, (F)Title I, (F)Title IIA Principal and Teacher Improvement, (F)Title IV Safe and Drug Free, (S)CATE Monies, (S)Local Funds | Yearly audit report and financial reports show evidence of the support and allocation of funds. |