



ACTION PLAN

STRATEGY 2

STRATEGY: We will attract, retain, develop, and evaluate high quality personnel to ensure all staff are held accountable and receive the support necessary to achieve our mission and objectives.		
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ACTION PLAN

STRATEGY NUMBER: 2
PLAN NUMBER: 1
DATE: 5/19/09

STRATEGY: We will attract, retain, develop, and evaluate high quality personnel to ensure all staff are held accountable and receive the support necessary to achieve our mission and objectives.

SPECIFIC RESULT: Select and utilize a district-wide interview instrument modeled on behavior-based questioning.

#	ACTION STEPS 2.1	Assigned To:	Starting Date:	Due Date:	Completed Date:
1.	Integrate key ideas from the strategic plan’s beliefs, mission, objectives, and strategies in the interview process.				
2.	Create a master set of questions for each specific opening based on teacher effectiveness – knowledge, skills, and dispositions.				
3.	Set up a standard scale for the answers such as Unacceptable, Acceptable, Target or use a numeric scale.				
4.	Create an “information rich” interview process where information about the position and district expectations is shared with the candidates; where information rich is a job description posted in print and electronically.				

Responsible:

COST BENEFIT ANALYSIS

STRATEGY NUMBER: 2
PLAN NUMBER: 1
DATE: 5/19/09

STRATEGY: We will attract, retain, develop, and evaluate high quality personnel to ensure all staff are held accountable and receive the support necessary to achieve our mission and objectives.

SPECIFIC RESULT Select and utilize a district-wide interview instrument modeled on behavior-based questioning.

COSTS

BENEFITS

<p>Tangible:</p>	<p>Tangible:</p> <ul style="list-style-type: none"> Recruit a better fit for available positions A standard rating for candidates Clarity/transparency for the interview process
<p>Intangible:</p> <ul style="list-style-type: none"> Time to review and selection of instrument Time to train for the use of the instrument 	<p>Intangible:</p> <ul style="list-style-type: none"> Clear and specific expectations are discussed from both sides (interviewer & candidate)

ACTION PLAN

STRATEGY NUMBER: 2
PLAN NUMBER: 2
DATE: 5/19/09

STRATEGY: We will attract, retain, develop, and evaluate high quality personnel to ensure all staff are held accountable and receive the support necessary to achieve our mission and objectives.

SPECIFIC RESULT: Expand Teacher Advancement Program (TAP) concepts to campuses that are not implementing it, and seek more funds for program.

#	ACTION STEPS 2.2	Assigned To:	Starting Date:	Due Date:	Completed Date:
1.	Meet with the Texas TAP Project Coordinator to express LISD’s desire to add additional campuses to the local TAP Project over a 5 year period.				
2.	Seek funding or creative ways to maintain and expand the program.				
3.	Identify Master Teachers at LES, PRE, LMS, LHS.				
4.	Train Master Teacher in TAP theory and practices.				
5.	Implement TAP practices at LES, PRE, LMS, and LHS.				
6.	Evaluate effectiveness – compare student performance from prior year to current year.				

Responsible:

COST BENEFIT ANALYSIS

STRATEGY NUMBER: 2
PLAN NUMBER: 2
DATE: 5/19/09

STRATEGY: We will attract, retain, develop, and evaluate high quality personnel to ensure all staff are held accountable and receive the support necessary to achieve our mission and objectives.

SPECIFIC RESULT: Expand Teacher Advancement Program (TAP) concepts to campuses that are not implementing it, and seek more funds for program.

COSTS

BENEFITS

<p>Tangible: Master & Mentor Teacher stipends Stipends are per teacher (proposed) Master - \$10,000 – 2 Master Teachers per campus Mentor - \$5,000 – 5 Mentor Teachers per campus \$45,000 minimum per campus \$180,000 minimum for 4 campuses</p>	<p>Tangible: It equals teacher growth and student academic success</p>
<p>Intangible: Time to research implementation Time for training of Master teachers Time for implementation Teachers see as additional work</p>	<p>Intangible: Teacher buy-in Improved teacher instruction Improved students achievement</p>

ACTION PLAN

STRATEGY NUMBER: 2
PLAN NUMBER: 3
DATE: 5/19/09

STRATEGY: We will attract, retain, develop, and evaluate high quality personnel to ensure all staff are held accountable and receive the support necessary to achieve our mission and objectives.

SPECIFIC RESULT: Implement a “Future Teacher’s Club” for high school students to familiarize them with the educational field by exposing them to opportunities to participate in educational activities.

#	ACTION STEPS 2.3	Assigned To:	Starting Date:	Due Date:	Completed Date:
1.	Assign a sponsor to create a “Future Teacher’s Club” at the high school.				
2.	Allow high school students to sign up for a mentor/internship program that allows them to spend a portion of the school day working in other LISD schools.				
3.	Assign students a mentor teacher who teaches in their area of interest.				
4.	Provide information regarding education degree programs to students in the “Future Teacher’s Club”.				
5.	Develop incentives for LISD students to return to LISD as staff members.				

Responsible:

COST BENEFIT ANALYSIS

STRATEGY NUMBER: 2
PLAN NUMBER: 3
DATE: 5/19/09

STRATEGY: We will attract, retain, develop, and evaluate high quality personnel to ensure all staff are held accountable and receive the support necessary to achieve our mission and objectives.

SPECIFIC RESULT: Implement a “Future Teacher’s Club” for high school students to familiarize them with the educational field by exposing them to opportunities to participate in educational activities.

COSTS

BENEFITS

<p>Tangible:</p> <p>Stipends for mentors/sponsor</p>	<p>Tangible:</p> <p>Free tutors/workers in LISD schools</p> <p>Increased acceptance for LISD graduates into college teaching programs</p> <p>Real-world work experience for students</p>
<p>Intangible:</p> <p>Organizing and management of the project</p> <p>Increased workload for students’ mentors</p> <p>Time to organize incentive program</p>	<p>Intangible:</p> <p>Increased loyalty from alumni</p> <p>Greater sense of involvement for students</p> <p>Positive role models for younger students</p>

ACTION PLAN

STRATEGY NUMBER: 2
PLAN NUMBER: 4
DATE: 5/19/09

STRATEGY: We will attract, retain, develop, and evaluate high quality personnel to ensure all staff are held accountable and receive the support necessary to achieve our mission and objectives.

SPECIFIC RESULT: Create a system to keep in touch with Lancaster ISD graduates and give them opportunities to work for the district.

#	ACTION STEPS 2.4	Assigned To:	Starting Date:	Due Date:	Completed Date:
1.	Create a database of graduating seniors to stay in contact with them.				
2.	Utilize electronic notification systems to periodically notify graduates and alumni of job opportunities.				
3.	Create a link on the district website for alumni.				
4.	Graduating students will make a class webpage on a social networking site with a link to the district website.				
5.	Pursue internship opportunities for students during the summer to intern for summer school, administration, etc.				
6.	Implement an annual or semi-annual student panel for graduates.				

Responsible:

COST BENEFIT ANALYSIS

STRATEGY NUMBER: 2
PLAN NUMBER: 4
DATE: 5/19/09

STRATEGY: We will attract, retain, develop, and evaluate high quality personnel to ensure all staff are held accountable and receive the support necessary to achieve our mission and objectives.

SPECIFIC RESULT: Create a system to keeping in touch with Lancaster ISD graduates and give them opportunities to work for the district.

COSTS

BENEFITS

<p>Tangible:</p> <p>Printing and mailing of newsletters</p> <p>Events for graduates and mentors</p>	<p>Tangible:</p> <p>Staying in contact with graduates</p>
<p>Intangible:</p> <p>Time to create and manage the database</p> <p>Time to organize the summer internship opportunities</p> <p>Time to create newsletter / electronic notifications</p> <p>Time to organize annual / semi-annual event</p>	<p>Intangible:</p> <p>Building and maintaining relationships with graduates</p> <p>Creating opportunities for graduates</p>

ACTION PLAN

STRATEGY NUMBER: 2
PLAN NUMBER: 5
DATE: 5/19/09

STRATEGY: We will attract, retain, develop, and evaluate high quality personnel to ensure all staff are held accountable and receive the support necessary to achieve our mission and objectives.

SPECIFIC RESULT: Establish a Faculty Advisory Council (FAC) on each campus to address faculty issues and concerns relative to district policies, processes, and procedures.

#	ACTION STEPS 2.5	Assigned To:	Starting Date:	Due Date:	Completed Date:
1.	Determine district-wide criteria for composition of councils-min/max number of members, years of service, conflicts, schedule of meetings.				
2.	Task campuses to select members, issue invitations, and provide resources.				
3.	Establish schedule for Faculty Advisory Council (FAC) to meet with the principal throughout the year.				
4.	Select, from each council, one representative to meet quarterly with superintendent to convey Faculty Advisory Council (FAC) shared concerns and solve problems.				
5.	Publish minutes of meetings. Incorporate Faculty Advisory Council (FAC) concerns into Campus Improvement Plans.				
6.	Evaluate the effectiveness of the Faculty Advisory Council (FAC) in addressing issues and concerns.				

Responsible:

COST BENEFIT ANALYSIS

STRATEGY NUMBER: 2
PLAN NUMBER: 5
DATE: 5/19/09

STRATEGY: We will attract, retain, develop, and evaluate high quality personnel to ensure all staff are held accountable and receive the support necessary to achieve our mission and objectives.

SPECIFIC RESULT: Establish a Faculty Advisory Council (FAC) on each campus to address faculty issues and concerns relative to district policies, processes, and procedures.

COSTS

BENEFITS

<p>Tangible:</p> <p>No additional cost</p> <p>Meeting materials - printing</p>	<p>Tangible:</p>
<p>Intangible:</p> <p>Organization of the FAC</p> <p>Management of the meetings and responsibilities of the FAC</p>	<p>Intangible:</p> <p>Higher morale</p> <p>Increased communication between district personnel</p>

ACTION PLAN

STRATEGY NUMBER: 2
PLAN NUMBER: 6
DATE: 5/19/09

STRATEGY We will attract, retain, develop, and evaluate high quality personnel to ensure all staff are held accountable and receive the support necessary to achieve our mission and objectives.

SPECIFIC RESULT: Redesign personnel pay schedule to value experience.

#	ACTION STEPS 2.6	Assigned To:	Starting Date:	Due Date:	Completed Date:
1.	Review current personnel pay schedule.				
2.	Review personnel pay schedule of other school districts in the metroplex with like populations.				
3.	Revise personnel pay schedule to value experience.				
4.	Implement revised pay schedule.				

Responsible:

COST BENEFIT ANALYSIS

STRATEGY NUMBER: 2
PLAN NUMBER: 6
DATE: 5/19/09

STRATEGY: We will attract, retain, develop, and evaluate high quality personnel to ensure all staff are held accountable and receive the support necessary to achieve our mission and objectives.

SPECIFIC RESULT: Redesign teacher pay schedule to value experience.

COSTS

BENEFITS

<p>Tangible:</p> <p>Establish salary schedule for all personnel</p>	<p>Tangible:</p> <p>Retention of experienced teachers</p> <p>Increased student achievement</p> <p>Continuity of instructional strategy</p>
<p>Intangible:</p> <p>Feeling of not being appreciated by those teachers not impacted</p> <p>Time to research other school district salary schedules</p>	<p>Intangible:</p> <p>Greater teacher satisfaction and appreciation</p> <p>Retention increase</p>

ACTION PLAN

STRATEGY NUMBER: 2
PLAN NUMBER: 7
DATE: 5/19/09

STRATEGY: We will attract, retain, develop, and evaluate high quality personnel to ensure all staff are held accountable and receive the support necessary to achieve our mission and objectives.

SPECIFIC RESULT: Offer innovative incentives to attract quality staff and stipends for critical need areas.

#	ACTION STEPS 2.7	Assigned To:	Starting Date:	Due Date:	Completed Date:
1.	Identify critical need areas.				
2.	Locate funding for incentives and stipends.				
3.	Identify funding stipulations.				
4.	Announce bonus and stipend incentives opportunities to district personnel.				
5.	Implement bonus and stipend incentives.				
6.	Explore opportunities to provide childcare for staff.				

Responsible:

COST BENEFIT ANALYSIS

STRATEGY NUMBER: 2
PLAN NUMBER: 7
DATE: 5/19/09

STRATEGY: We will attract, retain, develop, and evaluate high quality personnel to ensure all staff are held accountable and receive the support necessary to achieve our mission and objectives.

SPECIFIC RESULT: Offer innovative incentives to attract quality staff and stipends for critical need areas.

COSTS

BENEFITS

<p>Tangible:</p> <p>Propose up to \$3,000 per subject level (math, science, Spanish secondary only)</p> <ul style="list-style-type: none"> 20 Math 20 Science 11 Lang. Other Than English = \$178(k) via stimulus or High School allotment 	<p>Tangible:</p> <ul style="list-style-type: none"> Retention of experienced teachers Increased student achievement Continuity of instructional strategy
<p>Intangible:</p> <ul style="list-style-type: none"> Time to locate funding resources Feeling of not being appreciated by those teachers not impacted 	<p>Intangible:</p> <ul style="list-style-type: none"> Greater teacher satisfaction and appreciation Retention increase

ACTION PLAN

STRATEGY NUMBER: 2
PLAN NUMBER: 8
DATE: 5/19/09

STRATEGY: We will attract, retain, develop, and evaluate high quality personnel to ensure all staff are held accountable and receive the support necessary to achieve our mission and objectives.

SPECIFIC RESULT: Publicize criteria for a district-wide program to recognize employees' outstanding achievements, performances, and special milestones.

#	ACTION STEPS 2.8	Assigned To:	Starting Date:	Due Date:	Completed Date:
1.	Set targets for staff to accomplish based on their accountability to our mission.				
2.	Personalize staff contributions and reward system.				
3.	Provide opportunities for staff to be recognized for their outstanding achievements.				
4.	Utilize the same criteria for milestone goals district-wide.				

Responsible:

COST BENEFIT ANALYSIS

STRATEGY NUMBER: 2
PLAN NUMBER: 8
DATE: 5/19/09

STRATEGY: We will attract, retain, develop, and evaluate high quality personnel to ensure all staff are held accountable and receive the support necessary to achieve our mission and objectives.

SPECIFIC RESULT: Establish criteria for a district-wide program to recognize employees’ outstanding achievements, performances, and special milestones.

COSTS

BENEFITS

<p>Tangible:</p> <p>Human Resources Department – create targets and criteria for pay scale</p>	<p>Tangible:</p> <p>Help to have staff strive to improve their work ethic and stay within the district</p> <p>Staff may strive to achieve certain goals and years to reach new pay scale level</p>
<p>Intangible:</p> <p>Time to develop criteria</p> <p>Time to organize and manage recognition opportunities</p>	<p>Intangible:</p> <p>Teacher of the Month, parking space</p> <p>Newsletters, Lancaster Today emails, on marquee board</p> <p>Award academic achievement- end of year awards</p> <p>Improvement of TAKS scores, reading levels progress, benchmark improvements</p>

ACTION PLAN

STRATEGY NUMBER: 2
PLAN NUMBER: 9
DATE: 5/19/09

STRATEGY: We will attract, retain, develop, and evaluate high quality personnel to ensure all staff are held accountable and receive the support necessary to achieve our mission and objectives.

SPECIFIC RESULT: Extend the district’s new teacher mentoring program

#	ACTION STEPS 2.9	Assigned To:	Starting Date:	Due Date:	Completed Date:
1.	Review the New Teacher Cadre program and make modifications as necessary.				
2.	Consider ways to expand mentoring programs to teachers new to the district, beyond teachers new to the profession. Cross Reference - 1.2				
3.	Link mentoring provisions to each campus. Cross Reference - 1.2 Cross Reference - 2.2				

Responsible:

COST BENEFIT ANALYSIS

STRATEGY NUMBER: 2
PLAN NUMBER: 9
DATE: 5/19/09

STRATEGY: We will attract, retain, develop, and evaluate high quality personnel to ensure all staff are held accountable and receive the support necessary to achieve our mission and objectives.

SPECIFIC RESULT: Extend the district’s new teacher mentoring program

COSTS	BENEFITS
<p>Tangible:</p> <p>Stipend for new teacher mentors - \$300 per mentor (proposed)</p> <p>Reduced costs in recruiting new teachers and costs associated with background checks</p>	<p>Tangible:</p> <p>Reduced teacher turn-over rates</p> <p>One-to-one mentor and mentee</p>
<p>Intangible:</p> <p>Time to develop New Teacher Cadre</p> <p>Time to develop ways to expand program</p>	<p>Intangible:</p> <p>Maintain teacher continuity in the district</p> <p>Reduce need to train teachers on district programs</p>

ACTION PLAN

STRATEGY NUMBER: 2
PLAN NUMBER: 10
DATE: 5/19/09

STRATEGY: We will attract, retain, develop, and evaluate high quality personnel to ensure all staff are held accountable and receive the support necessary to achieve our mission and objectives.

SPECIFIC RESULT: Implement a program that gives employees opportunities to further their education by providing tuition assistance or reimbursement.

#	ACTION STEPS 2.10	Assigned To:	Starting Date:	Due Date:	Completed Date:
1.	Locate and approve funding for employee tuition assistance and reimbursement plan.				
2.	Establish employee eligibility requirements for tuition assistance and reimbursement plan.				
3.	Set limits for tuition assistance and reimbursement.				
4.	Identify areas of study that will be covered by the program.				
5.	Establish an application process for tuition assistance and reimbursement program.				
6.	Create contract for employees to sign promising to remain in the district for a set amount of time in exchange for tuition assistance/reimbursement.				

Responsible:

COST BENEFIT ANALYSIS

STRATEGY NUMBER: 2
PLAN NUMBER: 10
DATE: 5/19/09

STRATEGY: We will attract, retain, develop, and evaluate high quality personnel to ensure all staff are held accountable and receive the support necessary to achieve our mission and objectives.

SPECIFIC RESULT: Implement a program that gives employees opportunities to further their education by providing tuition assistance or reimbursement.

COSTS

BENEFITS

<p>Tangible:</p> <p>Funds for: Employee Tuition (amount dependent upon limits set by district)</p> <p> Staff to facilitate program</p>	<p>Tangible:</p> <p>Highly Qualified Staff</p> <p>Retention of Quality Employees</p>
<p>Intangible:</p> <p>Competition & envy between employees to qualify</p> <p>Divided attention of employees as they try to balance their job with school</p> <p>Frustration of employees who have signed agreement not to leave district</p> <p>Time to secure funding</p> <p>Time to establish criteria</p> <p>Time to organize and manage the program</p>	<p>Intangible:</p> <p>Improved Employee Morale</p> <p>Increase in Employee Loyalty</p> <p>Improved public image for LISD</p> <p>Increased learning</p>

ACTION PLAN

STRATEGY NUMBER: 2
PLAN NUMBER: 11
DATE: 5/19/09

STRATEGY: We will attract, retain, develop, and evaluate high quality personnel to ensure all staff are held accountable and receive the support necessary to achieve our mission and objectives.

SPECIFIC RESULT: Develop a 360 Degree feedback model for professional growth and supervision of all LISD staff.

#	ACTION STEPS 2.11	Assigned To:	Starting Date:	Due Date:	Completed Date:
1.	Identify a 360 Degree feedback model that has been successfully used for professional growth and supervision of all staff.				
2.	Train appropriate personnel on implementing the model.				
3.	Present feedback model to the individual.				
4.	Complete 360 Degree feedback process of staff.				
5.	Individual will use feedback to identify professional growth.				
6.	Evaluate effectiveness of staff performance feedback and modify as necessary.				

Responsible:

COST BENEFIT ANALYSIS

STRATEGY NUMBER: 2
PLAN NUMBER: 11
DATE: 5/19/09

STRATEGY: We will attract, retain, develop, and evaluate high quality personnel to ensure all staff are held accountable and receive the support necessary to achieve our mission and objectives.

SPECIFIC RESULT: Develop a 360 Degree feedback model for professional growth and supervision of all LISD staff.

COSTS

BENEFITS

<p>Tangible:</p> <p>Staff to develop model</p>	<p>Tangible:</p>
<p>Intangible:</p> <p>Challenge to existing practices</p> <p>Time to research and develop tool</p> <p>Time to present information to staff</p> <p>Time to work with feedback to staff</p>	<p>Intangible:</p> <p>More effective evaluation tool</p>

ACTION PLAN

STRATEGY NUMBER: 2
PLAN NUMBER: 12
DATE: 5/19/09

STRATEGY: We will attract, retain, develop, and evaluate high quality personnel to ensure all staff are held accountable and receive the support necessary to achieve our mission and objectives.

SPECIFIC RESULT: Ensure administrative evaluation is tied directly to their performance in implementing of the strategic and/or campus improvement plans.

#	ACTION STEPS 2.12	Assigned To:	Starting Date:	Due Date:	Completed Date:
1.					

Note: Action steps will be developed by designated district staff when the specific result is identified for implementation.

Responsible:

COST BENEFIT ANALYSIS

STRATEGY NUMBER: 2
PLAN NUMBER: 12
DATE: 5/19/09

STRATEGY: We will attract, retain, develop, and evaluate high quality personnel to ensure all staff are held accountable and receive the support necessary to achieve our mission and objectives.

SPECIFIC RESULT: Ensure administrative evaluation is tied directly to their performance in implementing of the strategic and/or campus improvement plans.

COSTS

BENEFITS

Tangible:	Tangible:
Intangible:	Intangible:

ACTION PLAN

STRATEGY NUMBER: 2
PLAN NUMBER: 13
DATE: 5/19/09

STRATEGY: We will attract, retain, develop, and evaluate high quality personnel to ensure all staff are held accountable and receive the support necessary to achieve our mission and objectives.

SPECIFIC RESULT: Investigate the feasibility of expanding the Teacher Advancement Program (TAP) evaluation model throughout the district.

#	ACTION STEPS 2.13	Assigned To:	Starting Date:	Due Date:	Completed Date:
1.	Identify the components of the Teacher Advancement Program (TAP instructional rubric that will be utilized to evaluate district teachers.				
2.	Train district and campus administrators on Teacher Advancement Program (TAP) instructional rubric using videos, scripting lessons, and writing mock post conference frameworks.				
3.	Train teachers on Teacher Advancement Program (TAP) instructional rubric.				
4.	Conduct teacher evaluations using the Teacher Advancement Program (TAP) instructional rubric.				
5.	Evaluate effectiveness of the Teacher Advancement Program (TAP) evaluation rubric.				

Responsible:

COST BENEFIT ANALYSIS

STRATEGY NUMBER: 2
PLAN NUMBER: 13
DATE: 5/19/09

STRATEGY: We will attract, retain, develop, and evaluate high quality personnel to ensure all staff are held accountable and receive the support necessary to achieve our mission and objectives.

SPECIFIC RESULT: Investigate the feasibility of expanding the Teacher Advancement Program (TAP) evaluation model throughout the district.

COSTS

BENEFITS

Tangible:	Tangible:
Intangible: Challenge to existing practices Time to identify components to use Time to train district and campus administration on the use of the tool Time to train teachers	Intangible: More effective evaluation tool Increase teacher effectiveness