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AUTHOR Ligon, Glynn; Wicker, Maria L. R.
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ABSTRACT

The Austin Independent School District Superintendent of Schools required a process for monitoring district activities. The Office of Research and Evaluation developed LOOP (Linking Outcomes to Organizational Planning). LOOP is a management information system through which progress in a number of activities within the school system may be monitored. This report describes LOOP and its successful use in observing progress toward addressing the 25 school board priorities established for the 1984-85 school year. LOOP was found to be an efficient management system for tracking progress in key areas. Recommendations were made that LOOP continue to be used to monitor progress; that periodic status reports continue to be published for administrative use; and that quarterly reports on the school board priorities be used by the superintendent to monitor task completion. Each priority is listed with its ultimate objective and committee and with its action/decision and key activities. (DWH)

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Research and Evaluation

LOOP
Linking Outcomes to Organizational Planning

First Quarterly Report:
25 School Board Priorities

Austin Independent School District

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Office of Research and Evaluation
Austin Independent School District

LOOP
Linking Outcomes to Organizational Planning

First Quarterly Report:
25 School Board Priorities

Glynn Ligon, Ph.D.
Director

Maria L.R. Wicker
Evaluation Associate

Martha Russell
Secretary

Publication No. 84.28

AUSTIN INDEPENDENT SCHOOL DISTRICT
Office of Research and Evaluation

LOOP
Linking Outcomes to Organizational Planning

First Quarterly Report: 25 School Board Priorities

EXECUTIVE SUMMARY

The Office of Research and Evaluation was assigned two tasks--each dealing with management of and monitoring of activities related to priority areas as defined by the School Board, research and evaluation findings, and administrative goal setting.

1. To develop a management system with which on-going activities could be monitored to assess progress within priority areas.

2. To monitor the District's progress in addressing the 25 priorities established by the School Board in the fall of 1984.

This report summarizes progress to date on both tasks. The primary client for each is the Superintendent of Schools, who needs a straightforward process for monitoring activities. In turn, the Superintendent may use the findings to inform the School Board of actions taken in response to their priorities.

Part 1. LOOP: Linking Outcomes to Organizational Planning

LOOP is a management information system through which progress can be monitored in a number of activities within the school system. This report describes LOOP and answers the following key questions.

1. Why have past efforts to monitor and ensure follow-up on priorities and evaluation findings failed?
2. What is required to make LOOP a success?
3. How is LOOP integrated into existing planning and decision making?

Part 2. First Quarterly Report: 25 School Board Priorities

LOOP has been used successfully to monitor progress toward addressing the 25 School Board priorities established for the 1984-85 school year. Each priority has been assigned to a key staff person, committees have been appointed wherever appropriate, timelines have been established, and progress to date has been documented.

Findings

1. LOOP appears to fill the need for an efficient management system for monitoring progress in key areas. Anticipated benefits are evident in that key staff members are accountable for their planning and tasks, and they appear to be conscientious in pursuing target dates without complaining about the burden of writing out formal progress reports.

2. Clear progress toward addressing the 25 priorities set by the School Board is evident in the monthly and quarterly reports. Each area has been assigned to a key staff member, most have appointed committees, and all have established timelines with target dates for major activities. Those priorities that are ahead of or behind their target dates are evident in the quarterly report.

Recommendations

1. That LOOP continue to be used to monitor progress toward meeting the District's priority goals.

2. That monthly and quarterly status reports continue to be printed for administrative use.

3. That quarterly reports on the 25 School Board priorities be used by the Superintendent to recognize tasks completed on time and to follow-up on the progress of tasks that are behind established target dates.

PART 1

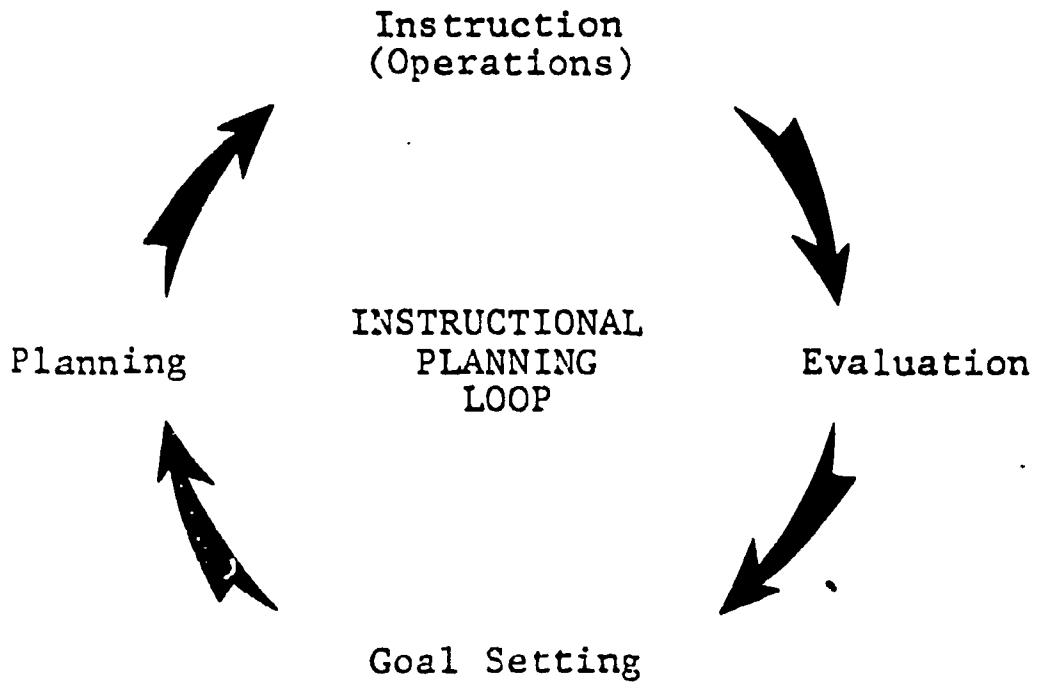
LOOP:

Linking Outcomes to Organizational Planning

Linking Outcomes to Organizational Planning

The purpose of LOOP is to ensure that evaluation, research, and less formal findings become a part of the instructional planning loop within the Austin Independent School District.

AISD PLANNING LOOP



WHY HAVE PAST EFFORTS FAILED?

AISD has tried before to formalize responses to evaluation findings. Past efforts were ineffective for several reasons.

- The mandate to respond to evaluation findings was too general, too weak.
- Follow-up on progress was haphazard.
- No <u>one</u> person took charge.
- A separate procedure was added on top of goal setting and planning procedures already established.
- All findings requiring action came from ORE reports. Other sources were excluded.
- Most findings targeted for attention were negative.
- Reports by staff members on progress were often exaggerated.

WHAT IS LOOP?

LOOP is a nine-step process for integrating research, evaluation, and less formal findings into the planning and instructional cycle.

The summer is a logical starting point for LOOP; however, because the planning and instructional cycle is in reality many loops beginning and repeating, each with a unique timetable of events, LOOP must allow for findings to arise and be targeted for action at any time during a school year and to extend over more than a single school year if appropriate.

WHAT IS REQUIRED TO MAKE LOOP A SUCCESS?

- A clear and specific mandate by the Superintendent
- Designation of a key person to follow-up on the progress of activities
- Integration of LOOP into established procedures
- Specific check-points and follow-up procedures
- Findings for action from sources in addition to ORE reports

WHAT ARE THE NINE STEPS?

1. A finding with implications for improving instruction is identified.

2. A goal is established for improvement.

3. A key staff member is assigned the responsibility of managing progress toward reaching the goal.

4. The key staff member works with other appropriate staff, advisory groups, and community groups to identify activities related to the goal.

5. A Goal/Activity Planning Sheet is completed and provided by the key staff member to the Superintendent.

6. The Office of Research and Evaluation receives copies of each Goal/Activity Planning Sheet and monitors progress continually.

7. ORE reports progress to the Superintendent in two ways:

   - A monthly status report on all goals.
   - A continually updated computer status file accessible by the Superintendent at any time through the Wang Word/Data Processing System.

8. The Superintendent and Cabinet monitor progress toward each goal and make necessary recommendations and decisions.

9. The Superintendent and Cabinet declare a goal met or no longer requiring close monitoring.

HOW IS LOOP INTEGRATED INTO EXISTING PLANNING AND DECISION MAKING?

The Austin Independent School District already has established procedures for decision making and planning. LOOP is intended to work within these procedures rather than stacking additional ones on top.

Both the specification of activities on the Goal/Activity Planning Sheet and the monitoring of the progress made in implementing those activities emphasize and focus on established procedures such as those identified below.

- Cabinet and Board Agenda items should reflect goals in the "Background" section.
- Preliminary Budget pages should reflect LOOP goals in the "Statistical Data (Research/Evaluation Findings and Goals for Improvement)" section.
- Applications for external funding should reflect goals in the "Needs Assessment" section.
- Appropriate Cabinet goals should be designated for monitoring with LOOP.

HOW ARE GOALS SET?

- Cabinet goals are set each August and are updated periodically.

- The "Findings Requiring Action" sections of ORE final evaluation reports suggest goals. The most critical of these findings should be assigned to key staff members to be converted into goals. This may best be done at the time the Cabinet reviews each final evaluation report.

- As issues arise, the Superintendent or Cabinet should assign a key staff member to set a goal related to each identified need.

- The Board of Trustees set priorities for the District as appropriate.

PART 2

FIRST QUARTERLY REPORT:

25 SCHOOL BOARD PRIORITIES

AUSTIN INDEPENDENT SCHOOL DISTRICT
Office of Research and Evaluation

TWENTY-FIVE SCHOOL BOARD PRIORITIES
QUARTERLY STATUS REPORT

December 12, 1984

Introduction: This first quarterly report is divided into two parts.

Part 1: Summary of Committees (Includes ultimate objective for each priority.)
Part 2: Summary of Key Activities (Includes Board/Cabinet actions and decisions.)

Part 1. Summary of Committees and Priority Objectives

Board Priorities (Key Staff Priorities)	Committee (Members)
1. Administrative Structure (Ruben Olivarez) Ultimate Objective: Make recommendations to Superintendent on reorganization of administrative structure.	**Administrative Reorganization Task Force:** Ruben Olivarez, Gloria Williams, Perry Jackson, Frank Partee, Eleanor Dugger, Vicki Baldwin, Robert Mettlen. **Administrative Citizens Advisory Committee:** Robert Mettlen, Pete Suarez, Enrique Gaona, Tom Agnor, Robert Kline, Terry Childers, Emma Barrientos, Judith Loredo, Rodney Brown, Thomas Horn, Jim Smith, Exalton Delco, Robena Jackson, Reuben McDaniel, Francis Martinez, Vicki Baldwin, Vivian Richards, Tirso Gomez. **School Management Team:** Vicki Baldwin, Bob Enos, Jose Flores, Dorothy Orebo, Fortunato Vera, Ray Evans, Karen Simpson.
2. Administrative and Professional Salary Structure (Dane Adkinson) Ultimate Objective: Make recommendations to Superintendent on administrative and professional salary plans.	Appointments pending.
3. Classified Pay Structure (Dane Adkinson) Ultimate Objective: Make recommendations to Superintendent on classified salary plan.	Appointments pending.
4. Teacher and Administrator Evaluation Systems (Dane Adkinson) Ultimate Objective: Modification of teacher and administrator evaluation systems in line with new legislation.	None.
5. Professional Personnel Office (Mike Lehr) Ultimate Objective: Implement efficient personnel office procedures.	**Personnel Advisory Committee:** Clarence Priestly, J. P. Kirksey, Pat Oakes, Joe Culver, Alan Carsrud. (The Personnel Department will also utilize the District's Affirmative Action Advisory Committee.)
6. Budget Office (John Ellis) Ultimate Objective: Hire budget officer.	None.
7. Dropout Prevention Program (Billie Franke) Ultimate Objective: Implement specific recommendations from [illegible] power study committee (i.e., alternative education center).	**Dropout Prevention Council:** Members identified--approval in process. **Campus Contact Group:** Appointments pending.

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Board Priorities (Key Staff Persons)	Committee (Members)
8. Forming the Future (Yolanda Leo) Ultimate Objective: Implement as many "Forming the Future" recommendations as possible.	Forming the Future Task Force: Anita Coy, Ana Salinas, Michael Hydak, Diane Harris, Jonathan Curtis, Jose Flores, Carmen Gamboa, John Combs, Jon Reyes, Leila Dumas, Rosemary Morrow, Sarah Anderson, Rita Gibbs, Frances Nesmith, Elizabeth Polk, Norma Rodriguez, Graciela Zapata, Doris Ploeger, Maria Elena Martinez, Lynda McAtee, Cecil Wright Ann McWherter, Wayne Schade, Louis Igo, Rodger Wiley, Peggy Dyer, Margaret Lindsay, Lester Mays, Sandy Kern, Jim Lynn, Marcos Perez.
9. Improvement of Test Results (Ruth MacAllister and Freda Holley) Ultimate Objective: Obtain higher achievement test averages in 1984-85.	ACESS. Elementary Parent Advisory Committee.
10. Legislative Assistance (Lee Laws) Ultimate Objective: Influence passage of laws favorable to AISD.	Legislative Committee:. Terry Bishop, Glynn Ligon, David Duty, Joan Burnham, Ambrosio Melendrez.
11. Supervising Principal Role (Ruth MacAllister) Ultimate Objective: Implement the new supervising principal role effectively.	None.
12. Career Ladder Implementation (Dane Adkinson) Ultimate Objective: Implement an equitable career ladder for teachers.	Career Ladder Committee: Jackie McGee, Darlene Westbrook, Dane Adkinson, Jack Porter, Celia Martinez.
13. HB 246/HB 72 (Ruth MacAllister and Freda Holley) Ultimate Objective: Implement HB 246 and HB 72.	ACESS. Elementary Parent Advisory Committee.
14. Science Academy (John Friedrick) Ultimate Objective: Operate a model Science Academy.	Science Academy Advisory Board: Gray Bryant, Robena Jackson, Pat Gordon, G. A. Garza, George More, Robert K. Moeser, Jerry Briney, Larry Jenkins, Bob Rutishauser, Jim Folzmann, Gary Johnson, Don M. Carlton, Matt Blanton, Bob Dunbar, Bob Brader, Ron Shelly, Russell E. Painton, Bob Mettlen.
15. Building Program (Benny Hawkins) Ultimate Objective: Complete construction approved in bond package.	Building Program Committee: Jack Taylor, Hugo Kuehne, Dick Maddern, Dan Robertson, Susan Stone.
16. Boundary Changes (Terry Bishop) Ultimate Objective: Assign students to campuses to maximize building use, minimize busing, and maximize integration.	Planning Committee: Terry Bishop, Dan Robertson, James Gandy. Planning Task Force: Appointments pending.

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Board Priorities (Key Staff Persons)	Committee (Members)
17. New Bond Issue Plan (Terry Bishop) **Ultimate Objective**: Voters approve funds for new construction.	**Planning Committee:** Terry Bishop, Dan Robertson, James Gandy. **Planning Task Force:** Appointments pending.
18. Affirmative Action Program (Charles Akins) **Ultimate Objective**: (1) Achieve the recruitment goals for professionals and administrators, (2) Develop the new Classified Affirmative Action Plan.	**Affirmative Action Advisory Committee:** Tom Agnor, Dianna Castanedo, Johnny Cavanaugh, Sam Guzman, Amelia Rodriguez-Mendoza, Pat Oakes, Arthur McDonald.
19. Computer Initiative (Glynn Ligon) **Ultimate Objective**: Develop a long-range plan for the Computer Initiative.	**Computer Initiative Directions Committee:** Terry Bishop Katherine Wms. Carter, Leslie Cohen, Ida Courtney, Lyndon Deborue, Leila Dumas, Lupe Gier, Myrtle Johnson, Glynn Ligon, Wayne Schade, Elgin Schilhab, Wini Wood.
20. Administration Building Alternative (Mike Perez) **Ultimate Objective**: Recommend to Superintendent a site to construct or renovate an administration building annex.	Appointments pending.
21. Management Information System (Terry Bishop) **Ultimate Objective**: Administration and Board have timely/ accurate information.	**Management Information System Task Force:** Appointments pending.
22. Implement Project BEST (Ruth MacAllister) **Ultimate Objective**: (1) Improve instructional leadership skills of campus administrators, (2) Improve and reinforce good teaching based on research.	**Administrative Leadership Committee:** Glenda Adkinson, Marlene Anglin, Ron Beauford, Mary Lou Clayton, John Comus, Eleanor Dugger, Ray Evans, Ella Harden Yolanda Leo, Bertha Means, Miguel Perez, Roberto Perez, Mike Pool, Jack Porter, Mary Robinson, LaVonne Rogers, Luisa Sandoval, Verginia Stevens, Paul Turner, Elena Vela, Gloria Williams, Carol Wilson, Ruth MacAllister.
23. Improve the Bilingual Program (Maria Elena Martinez) **Ultimate Objective**: Strengthen bilingual program in areas of instruction, staff development, and central office support.	**Committee of 23:** Norma Rodriguez, Ana Salinas, Carmen Gamboa, Jonathan Curtis, Maria Elena Martinez, Maria Ramirez, Graciela Zapata. (Others to be identified: waiting for secondary recommendations.)
24. Adopt-A-School (Charles Akins) **Ultimate Objective**: Adopt all elementary and secondary schools.	**Adopt-A-School Steering Committee:** Dan Bullock, Lee Posey, Ruth Ann Rushing, Christine Ruiz, Juanita Tejerina, Charles Akins, Jetta Todaro, Sherilyn Howze, Kris Taylor, Ruben Olivarez, Bobbie Collins, Karen Cook, (Ex officio: Karen McLinder, Robena Jackson).
25. Administrative Handbook (Kris Taylor) **Ultimate Objective**: Print and distribute an administrative handbook with board policies and administrative regulations.	None.

Part 2. Summary of Key Activities and Board/Cabinet Actions and Decisions

Board Priorities (Key Staff Persons)		Key Activities (Target Dates; Status)
1. Administrative Structure (Ruben Olivarez) Action/Decision: Recommendations to Superintendent (December 1984); Superintendent's recommendations (Jan. 1985; pending); Board budget decisions (March-August 1985)	1.1	Implement task-related activities by Task Force (Sept. to Dec. 1984; on target)
	1.2	Install stage one of decentralization process (Jan. 1985; pending)
2. Administrative and Professional Salary Structure (Dane Adkinson) Action/Decision: Adopt salary plans (March 1985; pending)	2.1	Hold a joint session with reorganization committees (Nov. 1984; completed)
	2.2	Review compensation literature and job classification systems (Nov. 1984; completed)
	2.3	Obtain ERS and TASB salary study results (Jan.1985; pending)
	2.4	Write concept paper to be approved by Board of Trustees (Feb. 1985; pending)
	2.5	Develop salary structure and compensation rates in accordance with concept paper (March 1985; pending)
	2.6	Modify evaluation process and instrument (May 1985; pending)
3. Classified Pay Structure (Dane Adkinson) Action/Decision: Adopt salary plan (March 1985; pending)	3.1	Establish validity for revised procedures/schedules (Nov. 1984; pending)
	3.2	Write position paper on classified "merit" pay to be approved by Board of Trustees (Feb. 1985; pending)
	3.3	Publish new classified salary handbook including procedures/schedules (May 1985; pending)
	3.4	Modify evaluation process and instrument (May 1985; pending)
4. Teacher and Administrator Evaluation Systems (Dane Adkinson) Action/Decision: Adopt modified systems (March 1985; pending)	4.1	Report to Cabinet on 1984-85 Career Ladder appraisals (Nov. 1984; completed)
	4.2	Obtain TEA and SBOE interpretations of law (Jan. 1985; pending)
	4.3	Modify current systems to meet new law (Feb. 1985; pending)
	4.4	Conduct briefings regarding changed procedures (Nov./Dec. 1984; completed) (Jan. 1985; pending)
	4.5	Conduct training sessions in appraisal procedures and methods (Nov. 1984; completed) (Jan./Feb. 1985; pending)
5. Professional Personnel Office (Mike Lehr) Action/Decision: Numerous as recommendations made	5.1	Evaluate recruiting procedures and formulate recommendation for revisions (Oct. 1984 to June 1985; on target)
	5.2	Validate pre-employment data (Nov. 1984 to May 1985; (pending)
	5.3	Reorganize professional/administrative personnel (Jan. 1985; pending)
	5.4	Review professional/administrative application forms (Feb. 1985; pending)
	5.5	Review procedures for selecting, employing, and placing professional personnel (March 1985; pending)
	5.6	Evaluate Assessment Centers (expenditures vs. effectiveness) (Oct. 1984 to June 1985; pending)
	5.7	Develop a Computerized Manning Table for professional, administrative, and classified personnel (April 1985; pending)
	5.8	Develop efficient staffing procedures for new schools (Jan. 1986; pending)
6. Budget Office (John Ellis) Action/Decision: Approve budget officer (Dec. 1984; pending)	6.1	Write job description (Oct. 1984; completed)
	6.2	Post position availability (Oct. 1984; completed)
	6.3	Screen/interview applicants (Oct.-Nov. 1984; on target)
	6.4	Hire budget officer (Dec. 1984; pending)

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Board Priorities (Key Staff Persons)	Key Activities (Target Dates; Status)
7. Dropout Prevention Program (Billie Franke) Action/Decision: Approve alternative center and administrator (Nov. 1984; completed)	7.1 Review holding power plan with elementary and secondary principals (Nov. 1984; completed) 7.2 Gloria Williams: Present alternative center plans to Board for approval (Nov. 1984; completed) 7.3 Personnel: Name (with Board's approval) administrator for alternative education center (Nov. 1984; completed) 7.4 Implement alternative education center (Jan. 1985; on target)
8. Forming the Future (Yolanda Leo) Action/Decision: Review each individual recommendation and progress made to determine any budgetary and policy impact (pending)	8.1 Review work of committees and summarize (Nov. 1984; on target) 8.2 Prepare a status report videotape presentation (Jan. 1985; on target) 8.3 Determine next steps (Feb. 1985; on target)
9. Improvement of Test Results (Ruth MacAllister and Freda Holley) Action/Decision: Approve graduation minimum competency requirements with EXIT LEVEL (May 1985; pending)	9.1 Change graduation requirements to TABS (May 1984; completed 9.2 Add ninth-grade reading requirement for those below 40th percentile on TABS (May 1984; completed) 9.3 Improve reading instruction in content areas (Aug. 1984; on target) 9.4 Principals' meeting--each school urged to develop own strategies for improving TABS standing (Sept./Oct. 1984; completed) 9.5 Implement Project Achieve (Fall 1984; on target) 9.6 Set school goals related to accreditation goals, RUSE report, and TABS math goal (Fall 1984; completed) 9.7 Begin scheduling 60 minutes per day of mathematics instruction (Fall; completed) 9.8 Implement activities related to school goals (Fall 1984/Spring 1985; on target) 9.9 Cable 8 program: TABS results and prepare students for 1985 TABS mathematics (Nov. 1984; completed) 9.10 Elgin Schilhab: meet with math teachers to address strategies for improvement (Fall 1984; on target) 9.11 Change graduation requirement to state EXIT LEVEL test (May 1985; pending)
10. Legislative Assistance (Lee Laws) Action/Decision: Numerous as legislation is drafted	10.1 Formulate plan(s) to meet AISD needs (ongoing; on target) 10.2 Provide regular input to Travis County delegation re Austin needs (ongoing; on target) 10.3 Develop coalitions to garner legislative support for Austin's needs (ongoing; on target) 10.4 Monitor progress through legislative sessions (ongoing; on target) 10.5 Offer/support modifications during legislative sessions (ongoing; on target) 10.6 Apprise Superintendent and School Board (ongoing; on target)
11. Supervising Principal (Ruth MacAllister) Action/Decision: Approve supervising principals in the 1985-86 budget (July 1985; pending)	11.1 Asst. Supt. of Elem. Ed.: confer with supervising principals (weekly; on target) 11.2 Supervising principals: observe principals on campus (weekly; on target) 11.3 Supervising principals: monitor activities designated by Asst. Supt. (weekly; on target) 11.4 Supervising principals: provide written feedback to principals with copies to Asst. Superintendent (weekly; on target) 11.5 Supervising principals: Spend 90% of their time on campuses (weekly; on target) 11.6 Complete evaluations of principals (Feb./March 1985; pending) 11.7 Plan staff development for principals (ongoing; on target)

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Board Priorities (Key Staff Persons)	Key Activities (Target Dates; Status)	
12. Career Ladder Implementation (Dane Adkinson) Action/Decision: Select two teachers for committee (Nov. 1984; completed); Publish directive regarding evaluation procedures (Nov. 1984; pending)	12.1	Appoint Career Ladder Committee (Oct. 1984; completed)
	12.2	Publish directive regarding evaluation procedures to follow this year (Nov. 1984; pending)
	12.3	Collect self-appraisal eligibility information
	12.4	Reallocate administrative and classified personnel to work on career ladder eligibility analysis (Jan. 1985; pending)
	12.5	Establish procedure prior to major recruiting campaign (Jan. 1985; pending)
13. HB 246/HB 72 (Ruth MacAllister and Freda Holley) Action/Decision: Adopt New Board Policies (ongoing, on target): Graduation Requirements (May 1984; completed), Absences/Attendance Policy (Aug. 1984; completed), Absences/Attendance Policy Revision (Oct. 1984; completed), Loss of Class Time (Oct. 1984; completed), Awarding Credit/Partial Credit (Nov. 1984; pending TEA changes), Awarding Credit to Suspended Students (Nov. 1984; pending TEA changes), Extracurricular Activities Policy (Nov. 1984; on target), Final Exam Policy (Nov. 1984; completed), Grade Requirement for Advancement or Course Credit/Elementary (Nov. 1984; on target), Junior High Curriculum (Nov. 1984; pending), Removal of Incorrigible Students/ Policy (Nov. 1984; completed), Tutorials (Dec. 1984; completed), Promotion, Retention, Placement Policy/Secondary (Dec. 1984; completed), Informing Students and Parents About Curriculum/Policy (Jan. 1985; pending), Summer School/1985 Plan (Feb. 1985; on target), 1985-86 Accreditation Plan (Feb. 1985; on target), Graduation Requirements Revision (Feb. 1985; on target), Uniform School Calendar (Feb. 1985; on target), Promotion, Retention Placement Policy/Elementary (Spring 1985; on target), Budget Review to Include New Programs Planning (Spring 1985; on target), Technology Education Programs (April 1985; on target), Competency Testing (June 1985; on target), Career Ladder/Part A - Revision of Contracts (July 1985; on target), Performance Reports (Sept. 1985; on target).	13.1	Address items one by one (Oct. 1984; completed)
	13.2	Develop implementation plan for HB 246/HB 72 (Oct. 1984; completed)
	13.3	Present implementation plan to School Board (Oct. 1984; completed)
	13.4	Draft new policies (ongoing; on target)

Board Priorities (Key Staff Persons)		Key Activities (Target Dates; Status)
14. Science Academy (John Friedrick) Action/Decision: Hire curriculum coordinator (Nov. 1984; completed)	14.1	Plan and implement recruiting activities: eleven sub-activities (Oct.-Dec. 1984; on target)
	14.2	Plan and implement curriculum development activities: sixteen sub-activities (ongoing, Oct. 1984-March 1985; on target)
	14.3	Establish liaisons to Science Academy Advisory Board, University, community, media, other organizations: thirty-four sub-activities (ongoing, Oct. 1984-Jan. 1985; some on target, others pending)
	14.4	Gather/organize Science Academy information and record development history: ten sub-activities (ongoing, Sept. 1985; on target)
	14.5	Establish teacher selection criteria/procedure: sixteen sub-activities (Oct. 1984, Feb.-May 1985; on target)
	14.6	Select curriculum coordinator: four sub-activities (Aug., Oct. 1984; completed)
	14.7	Develop philosophy of Science Academy: twenty-four elements included (Dec. 1984; pending)
	14.8	Establish/consider criteria for student selection: thirteen criteria (Oct. 1984; completed)
	14.9	Obtain space at LBJ High School: five sub-activities (ongoing, Sept., Oct. 1984, March 1985; on target)
	14.10	Coordinate/establish scheduling at LBJ High School: ten sub-activities (ongoing, Oct. 1984, Feb. 1985, unset dates; on target)
	14.11	Develop teaching approaches/innovations: twenty sub-activities (ongoing; on target)
	14.12	Establish library requirements: five sub-activities (ongoing, Feb., March 1985; pending)
	14.13	Prepare reports to administration/Advisory Board: three sub-activities (ongoing; on target)
15. Building Program (Benny Hawkins) Action/Decision: Approve architects, plans, contractors (ongoing; on target)	15.1	Construct Southwest Elementary at West Creek (Fall 1986; on target)
	15.2	Construct Pleasant Hills Elementary (Spring 1986; on target)
	15.3	Construct Southeast Elementary at Palo Blanco (Fall 1986; on target)
	15.4	Construct Southeast at Yarabee (Fall 1986; on target)
	15.5	Construct Southwest Elementary at Castlewood (Fall 1986; on target)
	15.6	Construct Northwest Elementary at Millwood (Fall 1986; on target)
	15.7	Construct Southwest Elementary at Woodstone (Fall 1986; pending)
	15.8	Construct Southwest Junior High at Bannock Burn (Fall 1986; on target)
	15.9	Construct Kealing Junior High (Fall 1986; pending)
	15.10	Construct Southeast Junior High at Palo Blanco (Fall 1987; pending)
	15.11	Construct South High School (Fall 1988; pending)
	15.12	Construct Southwest Central Elementary (Fall 1988; pending)
	15.13	Construct Southeast Central Elementary (Fall 1988; pending)
16. Boundary Changes (Terry Bishop) Action/Decision: Approve boundary changes for 1985-86 (May 1985; pending)	16.1	Determine enrollment and update planning models (Oct. 1984; completed)
	16.2	Develop alternatives for grade configuration and boundary changes (Nov. 1984; on target)
	16.3	Write preliminary report (Dec. 1984/Jan. 1985; pending) (report pending)

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Board Priorities (Key Staff Persons)		Key Activities (Target Dates; Status)	
17.	New Bond Issue Plan (Terry Bishop) Action/Decision: Adopt bond proposal	17.1	Have alternative plans for #16 and Preliminary Report (Dec. 1984/Jan. 1985; pending)
		17.2	Make decisions on grade configuration and major boundary changes needed for work to proceed (Jan. 1985/Feb. 1985; pending)
		17.3	Write Preliminary Report (March 1985; pending) (report pending)
18.	Affirmative Action Program (Charles Akins) Action/Decision: Adopt new Classified AAP (May 1985; pending)	18.1	Hold reception for new minority teachers (Nov. 1984; completed)
		18.2	Develop a Classified AAP; review by committee (Nov. 1984; completed)
		18.3	Present Classified AAP to School Board (May 1985; pending)
		18.4	Meet to review hiring/recruiting reports (ongoing; on target)
		18.5	Finish annual F/S recruitment report (March 1985; pending)
19.	Computer Initiative (Glynn Ligon) Action/Decision: Approve plan for Computer Initiative (July 1985; pending)	19.1	Meet (Oct. 1984; completed)
		19.2	Review evaluation data/literature on computer literacy (Nov. 1984; on target)
		19.3	Complete evaluation of current status (Jan. 1985; pending)
		19.4	Explore possible next steps (Jan./Feb. 1985; pending)
		19.5	Draft possible next steps and present to Cabinet (March 1985; pending)
20.	Administration Building Alternative (Mike Perez) Action/Decision: Hire consultant (Nov. 1984; completed); Approve selected plans for (March 1985; pending)	20.1	Generate space-functional analysis of Carruth annex and warehouse and Twin Towers (Nov. 1984; completed)
		20.2	Generate itemized list of ancillary buildings, cost to District, and square footage (Dec. 1984; on target)
		20.3	Generate itemized list of space used in AISD by classified personnel as part of the administrative building (Dec. 1984; on target)
		20.4	Generate space-functional analysis of Carruth building, Old Austin High and Carruth Annex (Jan.-Feb. 1985; on target)
21.	Management Information System (Terry Bishop) Action/Decision:	21.1	Restructure organization of system for systemwide/school menus (Oct. 1984; completed)
		21.2	Enter school rank order lists by characteristic (Nov. 1984; completed)
		21.3	Finalize school profile enrollment screens (Nov. 1984; pending)
		21.4	Develop facility screens and personnel screens (Nov./Dec. 1984; pending)
22.	Project BEST (Ruth MacAllister) Action/Decision: Schedule for BEST training in 1985-86 (May 1985, pending)	22.1	Train instructional administrators/teachers in lesson design (Aug./Sept. 1984; completed)
		22.2	Hunter Institute (Sept., Oct. 1984; completed)
		22.3	Train instructional administrators/teachers in Motivation Theory (Oct. 1984; completed)
		22.4	Model and provide feedback conferences (Nov. 1984-May 1985)
		22.5	Field test materials (Spring 1985; pending)
		22.6	Plan timeline for 1985-86 (Spring 1985; pending)
		22.7	Broadcast "reruns" of Hunter tapes, provide additional information through Developments (on-going; on target)
		22.8	Model both frameworks in principal/faculty meetings (on-going; on target)
		22.9	Develop a coaching manual for principals (Spring 1985; pending)

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Board Priorities (Key Staff Persons)		Key Activities (Target Dates; Status)
23. Bilingual Program (Maria Elena Martinez) Action/Decision: None at this time	23.1	Distribute Spanish writing guides for grades K-3 (Aug. 1984; completed)
	23.2	Distribute Earth Science Units for grades 4 and 5 in Spanish and English (Fall 1984; completed)
	23.3	Meet to initiate plan of action for staff development, curriculum development, evaluation of program (Nov. 1984; completed)
	23.4	Offer optional inservice sessions for bilingual teachers (Nov./Dec./Jan. 1984; on target)
	23.5	Print Earth Science Unit for Grade 6 in Spanish and English (Dec. 1984; on target)
	23.6	Distribute Earth Science Unit for Grade 6 in Spanish and English (Dec. 1984; on target)
	23.7	Translate Spanish writing guides for grade 4 (Feb. 1985; on target)
	23.8	Translate Spanish writing guides for grades 5 and 6 (Fall 1985; pending)
	23.9	Translate Health and Social Studies instructional materials for grades K-6 (pending)
24. Adopt-A-School (Charles Akins) Action/Decision: None	24.1	Update list of adoptions (on-going; on target)
	24.2	Birthday celebration at School Board meeting, status report (Oct. 1984; completed)
	24.3	Workshop for principals of unadopted schools (Jan. 1985; pending)
	24.4	Reception for agencies that adopted schools (Nov. (Nov. 1984; completed)
	24.5	Recruiting sessions (on-going; on target)
	24.6	Steering Committee meetings (on-going; on target)
	24.7	Banquet - Salute to Education (May 1985; pending)
25. Administrative Handbook (Kris Taylor) Action/Decision: Adopt handbook (Dec. 1984; completed)	25.1	Prepare AAT consultation items for inclusion in handbook (Nov. 1984; completed)
	25.2	Discuss Cabinet/Board handbook review and adoption with Superintendent (Oct. 1984; completed)
	25.3	Present handbook to Board (Dec. 1984; completed)
	25.4	Handbook printed/distributed (Jan. 1985; pending)
	25.5	Offer inservice training for administrators (Feb. 1985; pending)

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