

## Summary of Improvements in Greenville ISD 2008-2017

In the past eight and one-half years, the administrative team, with School Board support, has facilitated a number of improvements in Greenville ISD. The improvements are due to a number of important changes.

**First**, we have established a school improvement system that is centered around a School Board approved vision statement, mission statement, set of broad goals for the district, and a long-term strategic plan.

**Second**, we have implemented a systemic school improvement process designed around the research based Seven Correlates of Effective Schools.

**Third**, we implemented a data collection and analysis process centered around quality principles and focused on the continuous improvement of student performance. We created campus data analysts (stipend based) positions and one district data analyst. Their primary function is to analyze formative and summative student data on a frequent basis so the principals and teachers can make adjustments in the instructional delivery models. This process is similar to the Six Sigma model DMAIC. We define, measure, analyze, improve, and control the instructional delivery system.

**Fourth**, we have made significant investments in our people. We have made significant improvements in our personnel selection and professional development programs. We conduct extensive personnel searches across the state and host our own teacher job fair. Our employees, especially our teachers and administrators, are selected through a multi-level vetting process. This extensive vetting process has helped us hire some outstanding teachers and administrators. Our professional development program has a significant amount of teacher support, appreciation, and acceptance. In addition, we have a strong internal accountability process that helps us identify and sift out weak teachers and other employees.

**Fifth**, we have in place a district-wide set of curricula that is aligned to the state standards. Teachers are heavily involved in the continuous development and refinement of our curricula documents.

**Sixth**, we have implemented a set of student discipline and reward programs that have improved the behavior of our students and made our campuses safer for everyone. We have seen a significant decline in misconduct and a significant increase in respectful behavior from our students. In 2016, we established the Greenville I.S.D. Police Department with a police chief and two other officers. This department has already improved the quality of the services and protection that we provide to our campuses.

**Seventh**, we have managed the district's funds effectively and efficiently. We have earned highly rated external audits every year. We increased the fund balance from \$5.6 million to over \$12 million and have earned 17 financial awards for transparency, efficient money management, and effective use of resources. We passed a \$72.275 million-dollar bond package in 2014 and made huge improvements, replacements, and additions in our schools. We have

added room for more than 540 students in grades K-8 and another 200 to 300 seats at the high school.

**Eighth**, through our After-School Centers of Education (ACE), we have extended our school day and summer instructional program for the students in greatest need of academic and social support. We have also partnered with the Boy & Girls Club and the YMCA in the delivery of our student services.

**Ninth**, we have revamped our Gifted and Talented Program to improve services and increase the diversity of our students served.

**Tenth**, we made numerous improvements in our special education programs and services. We have expanded our inclusion model at all levels and increased our academic expectations of all students.

**Eleventh**, we have constantly focused on doing what is best for our students. Improved instruction is best for our students. An expansion of career technical programs is best for our students. Offering student programs like Project Graduation, Superintendent's Student Advisory Committee, Kid Day, etc. helps students feel a sense of belonging. Involving more parents in programs like "Watch Dogs" and PTA is best for our students.

**Twelfth**, we have worked to include business and industry in our change process. We developed an advertising program to create economic interactions between our employees and local businesses and generate revenue for the district. We have utilized business and community members as resources on several planning committees. We have worked with governmental agencies to promote economic development and improvements.

**Thirteenth**, we have raised the beginning teacher's salary from \$35,500 in 2006-07 to \$42,300 in 2016-17. Over the past several years we have maintained one of the highest school districts' contribution to our employees' health insurance premium which is currently \$325 a month. That is a benefit worth \$3,900 per year. Two times in the past several years we have offered early retirement packages and a fall incentive check in 2012 and 2013. We added a 457 Employee Retirement Program with an employer contribution.

**Finally**, we have improved the level of team-work and collaboration within our district leadership team and campus leadership teams. Our extensive use of Professional Learning Communities and Instructional Specialists has greatly benefited instruction in our classrooms.

**Listed below are some of the results of these improvement processes:**

- ✓ Under STAAR our campuses have earned **30 Academic Distinctions from TEA**
- ✓ Teachers are developing more rigorous, relevant, and engaging lessons
- ✓ We offer **Product Oriented** and **Problem Based lessons**
- ✓ Incorporated curriculum & lesson design training with **Schlechty**
- ✓ Incorporated **Discovery Education STEM** professional development
- ✓ Improved **state assessment** test scores
- ✓ Improved **PSAT and SAT** scores
- ✓ **Higher graduation rates**
- ✓ More students taking **dual-credit courses**

- ✓ Increased number of career tech courses and certifications
- ✓ **World & National Champions** in Robotics and Solar Car
- ✓ High performing alternative school in HEC
- ✓ Provided **1:1 mobile technology** to every GHS student in 2008
- ✓ Complete **technology infrastructure replacement** with 2014 bond package
- ✓ K-8 classroom sets of **mobile devices** in 2016-17
- ✓ Upgraded to interactive projectors, document cameras & virtual desktops in classrooms
- ✓ Upgrades to **security equipment & cameras** on all campuses
- ✓ Installed **security vestibules** on all campuses
- ✓ Significant increase in technology related professional development for teachers, etc.
- ✓ Expanded **robotics program** in grades 5-12
- ✓ Significant **reduction (41%) in disciplinary infractions**
- ✓ Safe & orderly campuses with very rare drug or alcohol incidents
- ✓ We passed the **Freeport Exemption** as a tax benefit to many local businesses
- ✓ We have earned **\$18,000,000.00 in competitive grants**
- ✓ Implemented a **Strategic Planning Process** on its second cycle
- ✓ We utilize **cross-training** for some positions to improve our effectiveness
- ✓ We converted the old Lamar to an administration building.
- ✓ We closed and sold the old Travis School, saving \$300,000 a year.
- ✓ We **combined two schools in the old Intermediate School**
- ✓ Added **NJROTC** to the high school and two years ago to the middle school
- ✓ Implemented an employer contribution **457 Plan** for our employees
- ✓ GHS has earned the **“T-STEM”** designation from the Texas Education Agency
- ✓ Expanded **Suzuki Strings** to 3 teachers and covered all campuses
- ✓ Started **“Spotlight on Engagement”** to showcase the work of students & teachers
- ✓ Lion Pride Band won **Sweepstakes** for the first time in over 30 years
- ✓ Rebranded the district with **“Spread The Red”**

**Don Jefferies, Superintendent**

**February 24, 2017**