

**Dallas ISD**  
**National Center for Educational Accountability**  
**December 2005 Curriculum Audit**  
**PROPOSED Audit Implementation Plan**

Recommendation	Initial Action Steps	Timeline	Person(s) Responsible	Priority*	Resources	Implementation Measures and Status
<b>-Curriculum and Academic Goals-</b>						
1. Define clear, specific, and rigorous academic objectives by grade and subject, beginning in the core content areas (Math, Reading/ELA, Science, Social Studies), that are aligned from Early Education to 12 <sup>th</sup> grade to prepare all students for advanced work in high school.	a. Develop PK-12 curriculum standards alignment in 4 core areas.	10/05-08/06	Denise Collier/ Curriculum Executive Directors	1	Development: staff salary  Teacher curriculum review: \$20,000 (in current budget)  <b>\$200,000</b> (copying)	On-going development and revision Sept-Dec 2005.
	b. Submit standards alignment continuums to principals and teachers for review and feedback.	01/06-04/06				Present draft standards alignments to Board at January 10 Ed. Briefing.
	c. Revise standards continuums and pilot/ implement Fall 2006.	04/06—5/06				
2. Ensure that principals and teachers know the specific knowledge and skills to be taught and learned at each grade and in each subject.	a. Develop and implement a content-(curriculum) focused and pedagogy-(principles of teaching and learning) focused tiered PD plan and timeline for all instructional staff, beginning with district and campus leadership.	01/06-05-10	Denise Collier/ Jacque Landry/ Steve Flores	1	Redeployment of current teacher PD funds  <b>\$300,000</b> for collaboration with urban districts through the Institute for Learning  <b>\$712,692 for 10 PD/contract days</b> for campus principals	Draft PD plan for review in Jan. 06. Obtain Curriculum Advisory Council input in Jan. 06.
	b. Ensure that principals, area superintendents and other campus administrators participate in required PD and demonstrate knowledge of the content through monitoring.	06/06-05/10 or as directed by Curr. Plan	As directed by PD Plan			Submit for Joint Division, ELT, review in Feb. 06. Present PD plan to Board of Trustees at March 7, 2006 Ed. Briefing.
	c. Consider additional contract days for principals to provide PD for deep understanding of curriculum instruction programs.	05/06-08/06				Begin implementation of tiered PD for administrators and teachers Summer 06 with New Teacher Institute and Principals Institute and Team Dallas Cohort #1.

\*Priority 1: Planning and implementation to begin Spring 2006 (or as noted).  
Priority 2: Planning and implementation to begin Summer 2006 and/or dependent on Priority 1.  
Priority 3: Planning and implementation to begin Fall 2007 and/or dependent on Priority 1 and/or 2.

*Department of Curriculum and Instruction*

Recommendations	Initial Action Steps	Timeline	Person(s) Responsible	Priority	Resources	Implementation Measures and Status
<b>-Curriculum and Academic Goals, Continued</b>						
3. Ensure that all students learn the same curriculum by monitoring principal and teacher use of district curricular documents for all grades and subjects.	<p>a. Develop curriculum concept pacing guides and implementation rubrics for use in learning walks and walk-throughs.</p> <p>b. Provide focused and systemic curriculum walk-through and learning-walk training for all principals and assistant principals.</p> <p>c. Establish common expectations for curriculum implementation monitoring to provide coherence and support to area superintendent work.</p>	<p>06/06- as directed by Curr. Plan</p> <p>05/06-annual training</p> <p>05/06-08/06 annual impl.</p>	<p>Denise Collier</p> <p>Steve Flores</p> <p>Area Supts.</p>	1	<p>\$125,000 in current budget</p> <p>See recommendation #2 above: <i>Redeployment of current PD funds along with a new workscope of \$300,000 for principles of teaching and learning collaboration with the Institute for Learning</i></p>	<p>Provide concept pacing guides and implementation rubrics for summer 2006 Principals' Institute beginning in math and science.</p> <p>Provide districtwide walk-through and learning walk training for area superintendents, curriculum leaders, and beginning principals in Spring and Summer 06.</p>
4. Create and implement a curriculum development plan to include continual review and refinement of district curriculum by the Curriculum Advisory Council and PreK-12 vertical teams of teachers, organized by subject.	<p>a. Develop and implement a curriculum development, deployment, monitoring, support, and review plan and timeline for all content areas.</p> <p>b. Establish a Curriculum Advisory Council and content area vertical teams.</p> <p>c. Monitor the curriculum plan for effectiveness annually through balanced scorecard and student performance targets.</p>	<p>01/06-as directed by Curr. Plan</p> <p>10/05-ongoing as directed by Curr. Plan</p> <p>06/06-ongoing as directed by Curr. Plan</p>	Denise Collier	1	<p>Plan development in current budget</p> <p>Full plan implementation costs TBD annually</p> <p>Year 1 costs: <b>\$200,000 supplemental pay for teachers</b> on the Curriculum Advisory Council and vertical teams</p>	<p>Submit five-year curriculum plan and timeline to Board of Trustees at January 18 C.O.W along with audit implementation plan.</p> <p>Curriculum Council established October 2005. Charter for CAC developed and two meetings held in Nov/Dec 05 to begin review/ refinement of curriculum.</p> <p>Vertical Teams and CILT established.</p>

Priority 1: Planning and implementation to begin Spring 2006 (or as noted).  
Priority 2: Planning and implementation to begin Summer 2006 and/or dependent on Priority 1.  
Priority 3: Planning and implementation to begin Fall 2007 and/or dependent on Priority 1 and/or 2.

*Department of Curriculum and Instruction*

Recommendation	Initial Action Steps	Timeline	Person(s) Responsible	Priority	Resources	Implementation Measures and Status
<b>-Staff Selection, Leadership, and Capacity Building-</b>						
5. Breakdown silos of communication that exist throughout DISD to improve/ broaden access to principals by district administrators.	a. Establish a process for more effectively communicating with principals (example: principals' communication and deadline matrix).	03/06-05/06	General Supt. and Executive Team	1	In current budget	Approximately 20 principals are members of the Curriculum Advisory Council. This sub-council will be facilitated by a DISD principal. Area Supts. are also represented on the council.
	b. Ensure opportunities for principals to participate in decision-making processes (ex: Executive Leadership Team, Curriculum Advisory Council, Bond Advisory Group).	01/06-05/06				
6. Structure principal evaluations to emphasize the importance of the time principals spend observing classroom instruction to monitor the instructional program.	a. Provide and implement the Breakthrough Coach training for all principals to increase time in classrooms.	TBD after review of current evaluation process.	Steve Flores	2	Reallocation of current PD funds	Breakthrough Coach training began w/Supt's. Cabinet in November 2005. Principal training to begin Spring 2006.
	b. Examine principal evaluation process for curriculum instruction alignment.		Mary Roberts			
	c. Establish parameters for principal time in classrooms.		Jacque Landry			
7. Develop internal principal candidates to maintain program consistency.	a. Implement Leadership Development Academy to develop internal principal candidates.	02/06-05/07 and annual cadre	Steve Flores/ Area Supts.	1	Reallocation of current PD funds	Cohort 1 (40 candidates) of the leadership development academy is underway.
8. Build the instructional leadership capacity of principals and district administrators through differentiated, engaging, and rigorous professional development that is focused on specific academic goals and tied to student achievement.	a. Develop and implement a content- and pedagogy- focused professional development plan for principals and district administrators.	02/06-05/10 as directed by PD plan	Steve Flores/ Denise Collier/ Jacque Landry	2	<i>Redeployment of current PD funds along with a new workscope of \$300,000 for principles of teaching and learning collaboration with the Institute for Learning</i>	Contract with the Institute for Learning's Urban District Collaborative to support research-based urban district leadership professional development.
	b. Establish a common framework/language for best practices in teaching and learning.	02/06-06/06				

Priority 1: Planning and Implementation to begin Spring 2006 (or as noted).  
Priority 2: Planning and implementation to begin Summer 2006 and/or dependent on Priority 1.  
Priority 3: Planning and implementation to begin Fall 2007 and/or dependent on Priority 1 and/or 2.

*Department of Curriculum and Instruction*

Recommendation	Initial Action Steps	Timeline	Person(s) Responsible	Priority	Resources	Implementation Measures and Status
<b>-Staff Selection, Leadership, and Capacity Building, Continued</b>						
9. Organize use of instructional coaches to ensure co-accountability for learning by maximizing contact with teachers in schools with the greatest need to ensure that evidence-based teaching strategies are being implemented effectively in every classroom.	<p>a. Develop and implement a tiered instructional coaching model to provide instructional coaching to all schools based on tiers of student performance.</p> <p>b. Create a common job description and require adherence to district curriculum by all instructional coaches.</p> <p>c. Assign curriculum specialists to build coaches' capacity and to monitor their work.</p> <p>d. Require common professional development of all instructional coaches.</p> <p>e. Decentralize the instructional coaching function and assign coaches to campuses.</p>	<p>02-06 and phase in as per coaching timeline if approved</p> <p>03/06-03/06</p> <p>05/06 and ongoing</p> <p>02/06 and phase in as per coaching timeline if approved</p> <p>08/06-annual as per coaching timeline if approved</p>	Denise Collier/ Jacque Landry	2	<p>Redeployment of current "coaching" function staff and/or class size reduction staff</p> <p>(Approx. \$2,400,000 for 48 coaches—math/science for Tier I Schools if current staff are not redeployed)</p>	<p>Submit coaching plan to Joint Division and Executive Leadership Team in February 06.</p> <p>Redeploy "coaching" function staff from across divisions/departments to provide campus-based instructional coaches at campuses and content areas of greatest need.</p> <p>Present to Board of Trustees March 06.</p>
10. Ensure that all professional development activities, especially the use of consultants, are tightly aligned to demonstrated student need and the stated district academic goals.	<p>a. Fully implement and improve consultant/vendor-approval process for consultants.</p> <p>b. Provide campuses with pre-approved list of consultants by content of expertise.</p> <p>c. Provide all campuses with instructional coaching support to minimize the need for consultants.</p> <p>d. Develop a process for use of grant funds for hiring staff to minimize the need for consultants.</p>	<p>08/06 Annual RFP process</p> <p>08/06-08/06</p> <p>08/06- as per coaching timeline if approved</p> <p>TBD</p>	<p>Jacque Landry</p> <p>Denise Collier/ John Tucker</p> <p>Louisa Ryan</p>	2	In current budget	<p>Communicate consultant/vendor approval process with area superintendents and principals by Feb. 2006.</p> <p>Alter grant workscope process to allow for hiring of staff (as appropriate) to the grant/funding source by March 2006.</p>
11. Focus role specific staff development on the core process of teaching and learning, as opposed to simply requiring seat time, and build collaborative work time into the structure of the school day.	<p>a. Develop and implement a content-(curriculum) focused and pedagogy- (principles of teaching and learning) focused tiered PD plan and timeline for all instructional staff, beginning with district/campus leadership.</p> <p>b. Establish support systems of time and compensation for collaborative teacher time.</p>	<p>03/06-as per PD plan/timeline</p> <p>08/06-05/07 if budget approved</p>	<p>Jacque Landry/ Denise Collier</p> <p>Ron Peace/ Steve Flores/ John McGee</p>	2	<p>Approx. \$4,000,000 teacher compensation for collaborative planning time secondary 6-12 core area</p>	<p>Draft PD plan for review in Jan 06. Obtain Curriculum Advisory Council input in Jan 06. Submit for Joint Division, Executive Leadership Team, review in Feb. 06. Present PD plan to Board of Trustees at March 7, 2006 Education Briefing.</p>

Priority 1: Planning and Implementation to begin Spring 2006 (or as noted).  
Priority 2: Planning and implementation to begin Summer 2006 and/or dependent on Priority 1.  
Priority 3: Planning and implementation to begin Fall 2007 and/or dependent on Priority 1 and/or 2.

Department of Curriculum and Instruction

Recommendation	Initial Action Steps	Timeline	Person(s) Responsible	Priority	Resources	Implementation Measures and Status
<b>-Instructional Programs, Practices, and Arrangements-</b>						
12. Select instructional resources that are proven effective with similar student populations, aligned to district academic objectives, and thoroughly supported with district resources to ensure fidelity of implementation.	<p>a. Provide instructional leaders with primary, supplemental, and intervention resources that are aligned to the curricular expectations and student needs.</p> <p>b. Inventory campuses for required instructional resources and material.</p> <p>c. Revise curriculum documents to reflect guidance in use of selected instructional resources.</p>	<p>08/06 - As directed by Curr. Plan</p> <p>05/06 - As directed by Curr. Plan</p> <p>04/06- As directed by Curr. Plan</p>	Denise Collier/ Curriculum Executive Directors	2	<p>TBD Annually by content area per plan</p> <p>Year 1 Cost: <b>\$100,000</b> for Re-Supply of Campus Math &amp; <b>\$200,000</b> Science Equipment Equity</p>	<p>Revise/supplement instructional resources and programs based on identified student need in content areas as directed by 5-year curriculum timeline.</p> <p>Realign textbook adoption process within the Dept. of Curriculum and Instruction by Fall 2006.</p>
13. Require that schools use district-selected materials when student achievement does not reach determined goal levels while providing flexibility to high-performing schools (as measured by campus Exemplary status and a high percentage of students reaching the Commended standard) to continue successful practices that may differ from others in the district.	<p>a. Create a program review and approval process for exemplary, high-commended campuses to encourage innovation and flexibility.</p> <p>b. Define high performing schools as those with exemplary ratings and &gt; 50% of the students at college readiness/commended level.</p>	<p>08/07 (or earlier if campuses qualify)-annual review</p> <p>08/07 (or earlier if campuses qualify)-annual review</p>	Steve Flores/ Area Supts.	3	In current budget	<p>Establish criteria/targets for commended (or college readiness) performance-Fall 2007.</p> <p>Determine which campuses (if any) qualify for exemption from district curricular requirements-Fall 2007.</p>
14. Fully implement Bilingual Education Program and staffing plan.	<p>a. Accelerate the Bilingual Staffing plan to the extent possible.</p> <p>b. Determine the feasibility of redeploying general education teachers as instructional coaches/secondary ESL teachers and hiring bilingual teachers in the teaching positions.</p> <p>c. Consider development of dual language elementary and international secondary schools for ELLs.</p>	<p>05/06- annual consideration</p> <p>05/06-annual consideration</p> <p>05/06-07/06</p>	<p>MLEP Executive Director (program)</p> <p>Mary Roberts</p>	2	<p>Staffing Plan In Current Budget</p> <p><i>(if gen. ed. teachers redeployed as bilingual teachers without additional FTEs)</i></p>	<p>Determine the cost of accelerating the bilingual staffing plan by one year—February 06.</p> <p>Identify which general education teachers would qualify for instructional coaching positions—March 06.</p>

Priority 1: Planning and implementation to begin Spring 2006 (or as noted).  
Priority 2: Planning and implementation to begin Summer 2006 and/or dependent on Priority 1.  
Priority 3: Planning and implementation to begin Fall 2007 and/or dependent on Priority 1 and/or 2.

*Department of Curriculum and Instruction*



Recommendation	Action Steps	Timeline	Person(s) Responsible	Priority	Resources	Implementation Measures and Status
16. Develop the capacity to translate the wealth of DISD data (TAKS, ITBS, district benchmarks, ACP, CEI, SEI, etc.) into actionable information that will impact instruction for teachers.	a. Identify the systems needed to embed the DCM in district processes that include content areas, special programs, administrative leadership, new teacher/AC programs, etc. new teacher/AC programs, etc.	01/06-08/10	Cecilia Oakeley	3	Realignment of Existing Funds	Systems Identified and Embedded in District Processes
	b. Develop the technological links between assessment reporting systems and curriculum, staff development, and instructional support	1/06-08/10	Becky Good		\$85,000 Executive Analyst	
	c. Participate in new teacher training to detail assessment uses and linking data with instructional effectiveness.	1/06-08/10	R. Mendro			
	d. Train or update district leadership on assessment and linking data to instruction.	1/06-08/10	LouAnn Dobbs Becky Good			
	e. Reinstitute the Insight series with an emphasis on the linkages between assessment results and instruction.	1/06-08/10	LouAnn Dobbs Becky Good		\$4,500 printing costs	
	f. Contract for outside critique and redesign of the entry pages to the MyData website.	1/06-05/06	LouAnnDobbs		\$7,500 contracted services	
<b>-Recognition, Intervention, and Adjustment</b>						
17. Develop an intervention plan that targets support and expert assistance to Tier 1 and Tier 2 schools and provides additional instructional time and resources to ensure that all students master the stated curriculum rather than lowering the expectations for some students.	a. Create a model for three-tiered intervention.	06/06-as directed by Curr. Plan	Denise Collier/ Andrea Hilburn/ Rosemarie Allen	3	Reallocation of current intervention resources and	Present struggling learner intervention model to Education Briefing April 11, 2006 along with budget requests.
	b. Review and adopt intervention strategies and programs based on alignment to learning standards and identified student needs.	06/06 - as directed by Curr. Plan			See #12: \$100,000 for math interventions	
	c. Continue implementation of the inclusion model to ensure integration of students with disabilities into general education curriculum.	06/06 – as directed by Curr. Plan				

Priority 1: Planning and implementation to begin Spring 2006 (or as noted).  
Priority 2: Planning and implementation to begin Summer 2006 and/or dependent on Priority 1.  
Priority 3: Planning and implementation to begin Fall 2007 and/or dependent on Priority 1 and/or 2.

Department of Curriculum and Instruction