

Bullard Independent School District

“ Be Here ~ Be Human ~ Be Kind”

212-902



2016-2017

District Improvement Plan

“To prepare all students to become citizens who are able to make informed choices for success in a changing world.”

Bullard ISD Campus Accountability Findings

- Bullard ISD-- District “**Met Standard**”
- All Campuses “**Met Standard**”-- Bullard Primary School & Bullard Elementary School (Paired Campuses), Bullard Intermediate School, Bullard Middle School, and Bullard High School

Campus	Index	Points Earned	Index Score
Bullard High School "Met Standard"	Index 1	859	87
	Index 2	209	26
	Index 3	346	43
	Index 4	NA	82
Bullard Middle School "Met Standard"	Index 1	1,029	81
	Index 2	415	42
	Index 3	423	42
	Index 4	NA	48
Bullard Intermediate "Met Standard"	Index 1	785	85
	Index 2	355	36
	Index 3	426	43
	Index 4	NA	39
Bullard Elementary "Met Standard" Distinction Designation: Academic Achievement in ELA/Reading	Index 1	660	82
	Index 2	317	40
	Index 3	470	47
	Index 4	NA	50

Comprehensive Needs Assessment Summary 2016-2017

Data Sources Reviewed:			
<ul style="list-style-type: none"> Systems Safeguards, STAAR, STAAR EOC, PBMAS, Curriculum Audit, TAPR; ACT, SAT, TELPAS, Local Assessment data, TPRI (BOY, MOY, EOY), DEIC Input, Attendance, Discipline Data, Pass/Fail data, Rtl Data, Highly Qualified Survey, Walkthroughs, Failure Rates, Survey Data, PEIMS Data, Program Evaluations, Professional Development, Technology Trainings, Stakeholder Surveys, Informal Evaluations 			
Area Reviewed	Summary of Strengths What strengths were identified?	Summary of Needs What needs were identified?	Priorities What are the priorities for the district?
Student Achievement	Biology EOC-- 99% Biology Level III Percentage increased 17 pts. Algebra 1 Level III Percentage increased 14 pts. Increase in Level II Percentage in 5th grade Reading and Math; 6th grade Math; 8th grade Reading, Math, Social Studies, and Science; English 1; English II; Algebra I; Biology; and US History	Special Ed achievement in all core subjects English Learner achievement in ELAR Raise Level III Advanced performance on STAAR Increase earned Distinctions	Special Ed Performance on STAAR/EOC (specifically Index 1 and 2)
Demographics	All student groups count on STAAR/EOC: White, African American, Hispanic, Asian, Two or More Races, Hawaiian/Pacific Islander, Special Ed, Economically Disadvantaged, English Learners	Increase Level III Advanced performance on STAAR/EOC for all student groups	Increase Advanced Performance for all student groups
School Culture and Climate	Strong Programs (Fine Arts,	Increase student attendance	Increase student attendance

	Athletics, FFA, CTE) Strong PTOs Bullard Education Foundation	through a variety of initiatives	
Teaching, Learning, and Assessment	Additional full time curriculum staff Implemented nine week Checkpoints with Data Analysis Charts	Raise Level III Advanced performance on STAAR Increase earned Distinctions Increase student attendance	Increase earned Distinctions Raise Level III Advanced Performance
Family and Community Involvement	Attendance Notification System Facebook Twitter Peachjar e-flyer Bullard ISD App New Bullard ISD website Family Information Nights FAFSA Information Night Parent Gradebook Access Tyler Area Partnership Strong Parent Support of Programs Mentor Program	Increase percentage of parent attendance at school information nights	Increase Parent Involvement on all campuses
School Context and Organization	Updated facilities New Primary Campus Each campus comprised of 2 grades level for PK-8	Strive for continued effective communication between campuses	Continued communication within and across campuses
Technology	1:1 Chromebook initiative grades 7-12 iPad carts @ BES, BIS Chromebook carts @ BES, BIS Computer labs on all campuses Smartboards in all classrooms (Pk-12) Just-in-time Support for students and teachers	Continued Professional Development in Technology Integration	Ongoing Professional Development Continued Integration of Technology in core areas

List the identified needs of the district derived from data review.

- Continue Professional Development for teacher, paraprofessionals, and administrators
- Conduct Curriculum Audit to ensure properly aligned curriculum in all core academic areas
- Continue Vertical and Horizontal alignment with emphasis on instructional strategies and common checkpoints
- Continue data disaggregation of local checkpoints to ensure early intervention
- Monitor PEIMS data on Attendance/Discipline/Leavers
- Provide support for Chromebook initiative on Middle and High School campuses
- Continue Parents as Partners in Education
- Continue Technology Integration on all campuses PK-12
- Closely monitor student progress in the areas of Special Education

**District Educational Improvement Council
2016-2017 Committee Members**

Early Childhood Campus

Michelle Hurst
Jana Wright
Kim Smith
Angie Peters

Primary Campus

Kim Murphy
Angie McClure
Beth Gardner
Cheryl Conner

Elementary Campus

Jenny Kasson
Gina Kelley
Brandy Swinney
Ginger Stewart

Intermediate Campus

Amy Bickerstaff
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Terra Lee
Helene Cortinas

Middle Campus

Cheryl Hendrix
Laurissa Ridgley
Marcia Lierman
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High School Campus

Lisa Williams
Cassie Swoape
Stephen Monahan
Lori Anderson

Parents

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Kim Wilburn
Will Flores
Cameron Paul
David Brasher

Community/Business

Austin Bell
Scott Brown

District Members

Todd Schneider
Jan Hill
Lee Sleeper
Jodie Albritton
Amanda Goode
Kathy Sleeper



Goal 1: Exceed

Exceed in Teaching and Learning.

Goal 2: Communicate

Communicate and Collaborate with all Stakeholders.

Goal 3: Transform

Transform through Technology.

Goal 4: Secure

Secure and Ensure a Safe Learning Environment.

Goal 5: Cultivate

Cultivate and Employ Highly Effective Staff.

Goal 1: Exceed in Teaching and Learning.

Objective 1 : Increase Attendance rates for all students within BISD to 97 % or above.

Initiative/ Strategy/ Activities	Persons	Target Group	Timeline	Resource	Evaluation	Title I Components
Ongoing monitoring of attendance reports	Principal PEIMS Director	All groups of students with emphasis on secondary levels	Fall 2016 Spring 2017	PEIMS Data Attendance Clerk Skyward Dir. of Student Services	Formative: ongoing attendance data Summative: district attendance rate is 97%	1,2
Display student attendance policy attendance reports	Superintendent, Public Relations And Technology Director	Parents and students	Fall 2016 Spring 2017	TASB online policies, Student Handbook and district website	Formative: documentation on website, and in Student Handbooks Summative: district attendance rate is 97%	2
Communicate with parents regarding ongoing attendance patterns relating to attendance laws, truancy prevention, student achievement, and district funding	Principal, Counselor, Campus Attendance Committees, and District Director of Student Services	Parents	Fall 2016 Spring 2017	PEIMS, Attendance Reports, Skyward, Parent Trainings, attendance notifications mailed home and Automated Call System	Formative: Monitor reports each six weeks Summative: District attendance rate is 97%	6
Conduct attendance conferences as needed for student at-risk of	Principal, Counselor, Campus	Parents and students	Fall 2016 Spring 2017	Attendance Reports, and Skyward	Formative: Monitor reports each six weeks Summative: District	10

losing course credit, for non-compliance with attendance laws	Attendance Committees, and District Director of Student Services				attendance rate is 97%	
Have attendance clerks at the campuses monitor attendance of students and appropriate staff to work with parents to develop life-long school attendance parameters with their students	Attendance Clerk , Principal, Teacher, Counselor, District Director of Student Services	Parents and students	Fall 2016 Spring 2017	Attendance Reports, and Skyward	Formative: Monitor reports each six weeks Summative: District attendance rate is 97%	9
Continue to collaborate and modify attendance and truancy procedures between campuses	Principal, Director of Student Services, Superintendent, Campus Attendance Committees	Parents and Students	Fall 2016 Spring 2017	Attendance reports, PEIMS	Formative: Monitor reports each six weeks Summative: District attendance rate is 97%	10

Goal 1: Exceed in Teaching and Learning.

Objective 2: Decrease the District's dropout rate to 0% while increasing the District's completion rate to 98 % for all students and student groups.

Initiative/ Strategy/ Activities	Persons	Target Group	Timeline	Resource	Evaluation	Title I Components
Follow up on each student who is coded as a leaver. Leaver=student who is identified as a potential dropout.	HS Principals HS Counselors Attendance Clerk	HS Students	Summer & Fall 2016	PEIMS Data Skyward Data Course Redemption Credit Recovery	Formative: Monitoring of coding leavers. Summative: Number of leavers recovered	10
Review HS campus plan to monitor the campus development of a comprehensive plan for dropout prevention, recover and follow up, including research based strategies and resources to improve district rating including ELA/Math/Science/SS	HS Principals HS Counselors PEIMS Staff Assigned Mentor Teacher Dean of Academics	HS Students	Fall 2016	PEIMS Data HS Campus Plan Credit Recovery Lab Grade Placement Committees Funds: Local, SCE FTE's-13.80 SCE \$498,220.21	Formative: Review of plan, monitor student report Summative: Number of leavers recovered	10
Monitor personal graduation plans including dual credit options, HB5, CTE Clusters,STEM	MS Principals HS Principals MS & HS Counselors Dean of Academics	MS & HS Students	Fall 2016 Spring 2017	Career Cruising CTE -Cluster of Interest	Formative: Annual Review of Plan Summative: All plans are reviewed w/students	10
Encourage students to pursue endorsement	MS & HS Counselors	MS & HS Students	Spring 2017	CTE Preview Community &	Formative: Documentation Summative: Number of	10, 9

areas in the fields in which the are interested	CTE Staff HS Principals Dean of Academics			Business Outreach Conference w/students and parents Career/College Fairs Career Cruising	students in the Endorsement	
Align policy and communication documents to reflect graduation requirement changes for 2016 graduates and beyond	HS Principals & Counselors Dean of Academics	HS Students Parents	Fall 2016 Spring 2017	TEA Recommendations List of approved courses/materials District Website	Formative: Meetings Summative: To offer courses suitable for all students and students groups to prevent dropouts	10
General Education Homebound Services Offered, REACH (as needed) for Pregnancy and/or other situations.	HS Principals & Counselors Deputy Superintendent Curriculum Specialist	HS Students Parents	Fall 2016 Spring 2017	SCE Funds See Obj. 2 REACH Program	Formative: Documentation & Meeting with students and parents Summative: Credits awarded and percentage of graduates	10

Goal 1: Exceed in Teaching and Learning.

Objective 3: Increase performance for all students and all demographic groups in English Language Arts and/or Reading from the previous school year.

Initiative/ Strategy/ Activities	Persons	Target Group	Timeline	Resources	Evaluation	Title I Components
Use Foundations as a Phonics program PK-2 and provide needed staff development for teachers.	Principals Dep. Sup. Curriculum Teachers Interventionist Parents	Pre-K through 2nd Students	Fall 2016 Spring 2017	Foundations Resources Curriculum Staff Funds: Title I Local IMA	Formative: Progress monitoring (weekly) Summative: Evidence of improved reading level (TPRI)	1,2,7,9
Provide opportunities for ELAR teachers to attend professional development appropriate to their grade level.	Principals Curriculum Teachers	Teachers Interventionist	Fall 2016 Spring 2017	Region VII Workshops Webinars/Online Workshops Funds: Campus Funds Title I Title II, Part A	Formative: Inclusion of acquired knowledge in curriculum (Scope and Sequence/Lesson Plans); TTES informal walkthroughs Summative: Evidence of best practices being implemented in the classroom via TTESS Walkthroughs and Observations	4
Monitor and support the implementation of differentiated instruction in reading and writing for all students including students in special	Principals Interventionists Curriculum Staff	All students	Fall 2016 Spring 2017	Walkthroughs Lesson Plans Region VII Training DMAC Principal-Teacher Conferencing	Formative: TTES informal walkthroughs; lesson plans; RTI Documentation by teachers Summative: Student	9,10

<p>programs (Dyslexia, Special Education, GT, ESL, 504, At Risk).</p>				<p>Instructional Coaching Checkpoints Report Cards</p> <p>Funds: Title I Title II, Part A SpEd Funds Local Funds SCE FTE-- 13.8 SCE Funds-- \$498,220.21</p>	<p>Performance on State Mandated Test and Local Checkpoints</p>	
<p>Implement differentiated instruction in reading and writing for all students including students in special programs (Dyslexia, Special Education, GT, ESL, 504, At Risk).</p>	<p>Teachers Interventionist</p>	<p>All students</p>	<p>Fall 2016 Spring 2017</p>	<p>Walkthroughs Lesson Plans Region VII Training Principal-Teacher Conferencing Instructional Coaching Small Group Instruction Writer's Workshop The Writing Academy Daily 5 (PK-4) Read 180 (5-12) Mentoring Minds Earobics Treasures Foundations Notice and Note (5-8) Handwriting Without Tears Checkpoints Report Cards</p>	<p>Formative: TTES informal walkthroughs; lesson plans; RTI Documentation by teachers</p> <p>Summative: Student Performance on State Mandated Test and Local Checkpoints</p>	<p>9,10</p>

				Funds: Title I Title II, Part A SpEd Funds Local Funds SCE FTE-- 13.8 SCE Funds- \$498,220.21		
Integrate instructional technology into the classroom instruction PK-12 to support student achievement	Principals Teachers Curriculum Specialist Interventionist Technology Specialist	All Students	Fall 2016 Spring 2017	Istation(3-6) Compass Learning (6-10) Read 180 (5-12) Treasures Google Classroom Zipgrade Technology Specialist	Formative: Progress Monitoring; Lesson Plans; Student products; TTESS Walkthroughs Summative: Evidence of technology application in the instructional setting	2,7
Provide Professional Development on the use of data to develop horizontally and vertically aligned curriculum across all grade levels.	Dep Sup Curriculum Principals Teachers Interventionist	Teachers	Fall 2016 Spring 2017 Summer 2017	Region VII Consultants Curriculum Staff Funds: SSI Funds Title 1	Formative: TTESS walkthroughs and observations; Scope and Sequence; Lesson Plans Summative: Improved academic performance (TPRI, STAAR, Local Checkpoints, etc.)	4,8

Goal 1: Exceed in Teaching and Learning.

Objective 4: Increase performance for all students and all demographic groups in Mathematics.

Initiative/ Strategy/ Activities	Persons	Target Group	Timeline	Resource	Evaluation	Title I Components
Assist campuses in implementing plans to address math improvement.	Principals Deputy Supt. Curriculum Interventionists Math Instructional Specialist Math Consultant	Students Teachers	Fall 2016	Math Teachers Math Alignment Checkpoints Individual Student Reports Region VII Workshops DMAC, A+ Credit Recovery	<u>Formative:</u> Student mastery of TEKS as evident in checkpoint assessments and campus plans. <u>Summative:</u> Math scores will increase in along with commended scores at each grade level.	7,10
Assist campus principal in developing individual plans for accelerating instruction for fifth and eighth grade	Principal Deputy Superintendent Curriculum Specialist	Students Teachers	Fall 2016	Math Teachers Counselor(s) SCE Funds SSI Funds DMAC Region VII Checkpoints	<u>Formative:</u> Individual plans, campus schedule, budget, supplemental curriculum, classroom observations, checkpoint assessments <u>Summative:</u> All fifth and eighth grade students will pass math.	10

Continue to provide math instructional specialists to assist teachers.	Deputy Superintendent Curriculum Specialists Principals	Teachers	August 2016 September 2016	SCE DMAC	<u>Formative</u> : Teacher feedback and satisfaction <u>Summative</u> : Improved standardized test scores	2
Provide professional growth/training opportunities for math teachers.	Principals Deputy Superintendent Curriculum Specialist Math Consultant	Teachers	Fall 2016	Principals Curriculum Staff Region VII CAMT Title I, Title II	<u>Formative</u> : Attendance <u>Summative</u> : Evidence of growth through classroom observations.	4
Provide training to teachers in disaggregating and analyzing state, district, campus and individual assessment data.	Principals Counselors Deputy Superintendent Curriculum Specialist	Teachers	Fall 2016 Spring 2017 Summer 2017	Region VII DMAC Math Teachers	<u>Formative</u> : Campus goals, schedules, tutorials, identified weak areas, plans for acceleration <u>Summative</u> : Math scores will increase per campus and individual student results	4

Support instructional methods/strategies to accelerate the math achievement of at risk students along with sub-groups: race, gender, disability status, migrant status, LEP, economically disadvantaged.	Principals Deputy Superintendent Curriculum Specialist Campus Math Departments	Students	Fall 2016 Spring 2017	Grade Level Teams Math Teachers Supplemental Math Teachers SCE FTE's-13.80 SCE \$498220.21 SSI Funds Title I Funds Small group instruction Remediation/Intervention Classes Mentoring Minds	<u>Formative</u> : Identification of at risk students, campus schedules, budget, supplemental curriculum, classroom observations, checkpoint assessments, student products <u>Summative</u> : Math scores will increase per campus and individual student results.	9
Continue to monitor the math curriculum alignment process.	Principals Designated Math Teachers Deputy Superintendent Curriculum Specialist Math Consultant	Teachers	Fall 2016 Spring 2017	Region VII Math Alignment Documents Math Teachers	<u>Formative</u> : Documents, lesson plans, classroom observations, grade level/subject area meetings, roster of trainings <u>Summative</u> : Math scores will increase as alignment is reinforced each year.	1,2
Utilize strategies in the classroom on a daily basis for differentiation of math instruction for all students including special populations: (Dyslexia, SPED, GT, ESL).	Principals Teachers	Teachers	Fall 2016 Spring 2017	Region VII Workshop Consultants	<u>Formative</u> : Attendance in training <u>Summative</u> : Evidence of best practices and strategies used in the classroom.	3,1

Integrate instructional technology into classroom instruction PK-12 to support achievement.	Principals Teachers Campus Technology Specialists Curriculum Staff	Teachers	Fall 2016 Spring 2017	Campus Budget Technology Staff Development Region VII Workshops Region VII Fund 224 Fund 410	<u>Formative</u> : Students products, monitor technology plans, campus plans, principals' observations, lesson plans <u>Summative</u> : Evidence of technology application in instructional setting	2.10
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Goal 1: Exceed in Teaching and Learning.

Objective 5 : Increase performance for all students and all demographic groups in Social Studies from the previous year.

Initiative/ Strategy/ Activities	Persons	Target Group	Timeline	Resource	Evaluation	Title I Components
Implement instructional strategies to improve Social Studies academic performance.	Principals Teachers Curriculum Staff	Teachers Students	Fall 2016 Spring 2017	Region VII Trainings Social Studies specific workshops Local Checkpoints State Assessments DMAC Instructional Coaching Small Groups	Formative: Lesson plans, TTESS Walkthroughs and observations; Checkpoint data; Anecdotal notes from small groups Summative: Report Cards; State Assessments; Local Checkpoints	1
Monitor and support the implementation of	Principals Interventioni	All students	Fall 2016 Spring	Walkthroughs Lesson Plans	Formative: TTES informal walkthroughs; lesson plans;	9,10

<p>differentiated instruction in Social Studies for all students including students in special programs (Dyslexia, Special Education, GT, ESL, 504, At Risk).</p>	<p>sts Curriculum Staff</p>		<p>2017</p>	<p>Region VII Training DMAC Principal-Teacher Conferencing Instructional Coaching Checkpoints Report Cards</p> <p>Funds: Title I Title II, Part A SpEd Funds Local Funds SCE FTE- 13.8 SCE Funds- \$498,220.21</p>	<p>RTI Documentation by teachers</p> <p>Summative: Student Performance on State Mandated Test and Local Checkpoints</p>	
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<p>Implement differentiated instruction in Social Studies for all students including students in special programs (Dyslexia, Special Education, GT, ESL, 504, At Risk).</p>	<p>Teachers Interventionist</p>	<p>All students</p>	<p>Fall 2016 Spring 2017</p>	<p>Walkthroughs Lesson Plans Region VII Training Principal-Teacher Conferencing Instructional Coaching Small Group Instruction Mastering the TEKS McGraw-Hill Online Resources Studies Weekly Checkpoints Report Cards</p> <p>Funds: Title I Title II, Part A SpEd Funds Local Funds SCE FTEs- 13.8 SCE Funds- \$498,220.21</p>	<p>Formative: TTES informal walkthroughs; lesson plans; RTI Documentation by teachers</p> <p>Summative: Student Performance on State Mandated Test and Local Checkpoints</p>	<p>9,10</p>
<p>Provide instructional support to increase academic performance in Social Studies of At Risk students including sub-populations such as race, gender, disability, LEP, Economically Disadvantaged.</p>	<p>Principals Curriculum Staff Interventionist</p>	<p>At-Risk Students Sub populations</p>	<p>Fall 2016 Spring 2017</p>	<p>Teachers Region VII Instructional Coaching Small Groups Administrator-Teacher Conferencing Teacher-Student Conferencing</p>	<p>Formative: Anecdotal notes and documentation; Local Checkpoints; Lesson Plans; Student Products</p> <p>Summative: Student performance on State Mandated Tests and Local Checkpoints; Report Cards</p>	<p>9,10</p>

				Funds: Local Funds SCE Funds SpEd Funds Title I Funds		
Provide Professional Development on the use of data to develop horizontally and vertically aligned curriculum across all grade levels.	Dep Sup Curriculum Principals Teachers Interventionist	Teachers	Fall 2016 Spring 2017 Summer 2017	Region VII Consultants Curriculum Staff Funds: Title I Local Funds	Formative: TTESS walkthroughs and observations; Scope and Sequence; Lesson Plans Summative: Improved academic performance on STAAR and Local Checkpoints.	4
Integrate instructional technology into the classroom instruction PK-12 to support student achievement	Principals Teachers Curriculum Specialist Interventionist Technology Specialist	All Students	Fall 2016 Spring 2017	Online Textbook (McGraw-Hill and Studies Weekly) DMAC Online Testing Google Classroom Zipgrade Quizlet Technology Specialist Region VII Workshops Technology Professional Development Funds: Local Funds	Formative: Lesson Plans; Student products; TTESS Walkthroughs Summative: Evidence of technology application in the instructional setting	2,10

Goal 1: Exceed in Teaching and Learning.

Objective 6: Increase performance for all students and all demographic groups in a Science.

Initiative/ Strategy/ Activities	Persons	Target Group	Timeline	Resource	Evaluation	Title I Components
Implement methods for science improvement.	Principals	Teachers Students	Fall 2016 Spring 2017	Science Teachers Study Guides Checkpoint Assessments Region VII DMAC	<u>Formative:</u> Campus goals/plans <u>Summative:</u> Student success and increased student learning in all Science areas	1,2
Provide curriculum training for all science teachers and professional development to support strategies for differentiation of instruction for special populations (Dyslexia, SPED, GT, ESL).	Principals	Teachers	Fall 2016 Spring 2017	Region VII Workshops Checkpoint Assessments	<u>Formative:</u> Attendance, classroom schedules, classroom observations, student products. <u>Summative:</u> Student success and increased student learning in all science areas	4
Develop instructional support to accelerate the science achievement of the at risk population along with sup-groups: race, gender, disability status, migrant status, LEP, Economically	Principals	Teachers	Fall 2016 Spring 2017	Science Teachers Funds: Local, SCE, Title I, SPED Science Labs for Tutorials Science Club	<u>Formative:</u> Campus schedules, classroom observations. <u>Summative:</u> Student success and increased student learning in all science areas.	3,9

Disadvantaged.						
Implement science alignment process	Principals Deputy Superintendent	Teachers	Fall 2016 Spring 2017	Region VII Alignment Science TEKS	<u>Formative:</u> Lesson Plans/Walkthrough Documentation <u>Summative:</u> Evidence through science curriculum documents	8
Integrate instructional technology into classroom instruction PK-12 to enhance student achievement.	Principals Teachers Curriculum Specialists Campus Technology Specialists	Teachers	Fall 2016 Spring 2017	Campus Budget Tech Staff Dev. Region VII Workshops Region VII Campus on-site visits Campus Tech Plans SSEP-Student Spaceflight Experiment Program	<u>Formative:</u> Students products, monitor technology plans, campus plans, principals' observations, lesson plans <u>Summative:</u> Evidence of technology application in instructional setting	2,10
Continue to provide professional development in secondary science.	Deputy Superintendent Curriculum Specialist HS and MS science teachers	Teachers	Fall 2016 Spring 2017 Summer 2017	Campus Budget Region VII Workshops Science Camp	<u>Formative:</u> Principals' observations <u>Summative:</u> Student success and increased student learning in all science areas	4
Target equivalent gender ratios in Honors, Pre-AP, and AP courses	Campus Budget	Students	Fall 2016 Spring 2017	Principals Counselors Teachers	<u>Formative:</u> Enrollment numbers <u>Summative:</u> Numbers staying in these courses	10

Goal 1: Exceed in Teaching and Learning.

Objective 7: Increase the number of students participating in SAT, ACT, PSAT, and AP exams.

Initiative/ Strategy/ Activities	Persons	Target Group	Timeline	Resource	Evaluation	Title I Components
Track the participation numbers for the SAT/ACT of students in special programs: Dyslexia, ESL, CATE, GT, 504, along with At-Risk students in subpopulations based on ethnicity, gender, economic status, etc.	Principals Assistant Principals Counselors	Students in Special Programs At Risk Students	Fall 2016 Spring 2017	PEIMS Reports CATE Funds	Formative: Documentation of the number of Applications to take one or both exams Summative: Increase in participation numbers for SAT and/or ACT exams	10
Monitor score reports for all students who have participated in SAT and/or ACT exams.	Principals Assistant Principals Counselors	All Students	Fall 2016 Spring 2017 Summer 2017	PEIMS Reports Score Reports	Formative: Documentation of the number of Applications to take one or both exams Summative: Increase in participation numbers for SAT and/or ACT exams	9
Provide SAT/ACT/College Readiness prep class for At Risk students.	Principals Assistant Principals Counselors SAT/ACT Prep Instructor	At Risk Students	Fall 2016 Spring 2017	ACT/SAT Prep Materials Career Cruising Khan Academy College Boards Score Reports Progress Monitoring BEF Grant Local Funds	Formative: Number of students enrolled in the class; Documentation of progress in preparing for the exams Summative: Increase in participation on ACT/SAT exams; Increase in performance on ACT/SAT	6,10

Provide ongoing information and encourage Juniors and Seniors to participate in the SAT and/or the ACT.	Principals Assistant Principals Counselors Teachers Junior Sponsor Senior Sponsor	Students entering 10th and 11th grades	Fall 2016 Spring 2017	College Board Parent Information Remind Guidance Sessions Classroom Presentations by Counselors	Formative: Documentation of Communication Summative: Increase in participation numbers for SAT and/or ACT exams	6,10
Encourage all Sophomores and Juniors to take the PSAT to prepare for the SAT exam format.	Principals Assistant Principals Teachers	Students entering 11th and 12th grade	Fall 2016 Spring 2017	College Board Parent Information Remind Guidance Sessions Classroom Presentations by Counselors	Formative: Documentation of Communication Summative: Increase in participation numbers for PSAT exams	6,9
Incorporate the skills assessed on the SAT/ACT into the Bullard High School core academic curriculum.	Principals Assistant Principals Teachers Curriculum Staff	Teachers Students	Fall 2016 Spring 2017	Scope and Sequence Lesson Plans Walkthroughs/Observations Testing Information	Formative: Documentation on lesson plans; documentation on TTESS walkthroughs/observations Summative: Increase participation and performance on SAT/ACT exams	8,9
Bullard High School will serve as a testing site for PSAT exams.	Counselors	All students	Fall 2016 Spring 2017	Testing Information College Boards	Formative: Number of students testing on site; Schedule of onsite testing dates Summative: Feedback from students testing on site; Schedule of onsite testing dates	6

Goal 1: Exceed in Teaching and Learning.

Objective 8: Special Education: All students who meet eligibility for special education will be placed and served according to guidelines and IEP.

Initiative/ Strategy/ Activities	Persons	Target Group	Timeline	Resource	Evaluation	Title I Components
Support student intervention teams on each campus to ensure that a variety of intervention methods have been incorporated with students before referral to special education.	Principals Counselors SIT	Special Education Students	Fall 2016 Spring 2017	Campus Accelerated Classes Funds: Title I, SCE Teachers Supplemental Curriculum	Formative: Documentation of evidence of intervention for individual students Summative: Results of intervention process	2
Reflect appropriate expectations and achievement for state assessment.	Principals Special Ed Teachers CC Coop Diagnosticians	Special Education Students	Fall 2016 Spring 2017	Assessment IEP for individual students Region VII Training	Formative: Documentation of each student's IEP of appropriate levels based on assessment. Summative: Individual student results	8,9,10
Provide training to all teachers on ARD Decision Making Process for state assessments.	Principals Counselors Special Education Staff CC Coop Staff	Special Education Students	Fall 2016 Spring 2017	TEA Materials Special Education Staff CC Coop Staff	Formative: Program evaluation with self assessment Summative: Documentation of training/roster	3,4
Provide staff	Deputy	Special	Fall 2016	IDEA	Formative: Walk-throughs &	3,4

development for differentiated instruction for all students, including special education students.	Superintendent Curriculum Specialists Principals	Education Students	Spring 2017 Summer 2017	Region VII Co-Teach Training Workshop	evaluations Summative: Increased student achievement	
Evaluate and upgrade technology available for special education students including software.	Technology Director Principals Assistive Technology Staff	Special Education Students	Fall 2016 Spring 2017	IDEA Research based technology	Formative: Walk-throughs & evaluations Summative: IEP Goals	10
Increase progress measures on STAAR assessments.	Director Principals Special Education & Regular Education Teachers	Special Education Students	Spring 2017	Region VII Training Co-Teach & Inclusion Classrooms Research based curriculum	Formative: Checkpoint assessments Summative: Increased student achievement	1,2,9,10

Goal 1: Exceed in Teaching and Learning.

Objective 9: GT: BISD will continue to identify and serve all eligible students for the gifted and talented program at each grade level.

Initiative/ Strategy/ Activities	Persons	Target Group	Timeline	Resource	Evaluation	Title I Components
Review written policies/procedures concerning the identification process to evaluate GT Equity	Principals Counselors Deputy Superintendent	GT Students	Spring 2017	BISD Local Policy (TASB) BISD Procedures Region VII/Code VII	Formative: Documentation of meeting Summative: Policies & procedures were followed	6

process.	Curriculum Specialists				during identification process and adhere to equity for all students populations in BISD	
Assure an array of learning opportunities that are commensurate with the abilities of the gifted and talented students and that emphasize content in the four core academic areas	Principals Counselors Deputy Superintendent Curriculum Specialists GT & Pre-AP/AP Teachers	GT Students	Fall 2016 Spring 2017	TEKS with enrichment College Board Advanced Placement Region VII/Code VII	Formative: Documentation of individual students with academic eligibility/lesson plans/advanced student products Summative: Program evaluation will reflect learning opportunities for identified students	9,10
Communicate with parents on eligibility, curriculum, learning opportunities, policies and annual program evaluation	Principals Counselors Teachers	Fall 2016 Spring 2017	SY 2016-2017	Local website policies/procedures Region VII/Code II State plan for GT	Formative: Meetings, newsletters, surveys Summative: Program evaluations	6

Goal 1: Exceed in Teaching and Learning.

Objective 10: ESL: BISD will continue to identify and serve all eligible students for the ESL program at each grade level.

Initiative/ Strategy/ Activities	Persons	Target Group	Timeline	Resource	Evaluation	Title I Components
Coordinate planning between regular ed and ESL teachers to develop language acquisition strategies for identified	Principals Regular Ed Teachers ESL Teachers	Teachers	Fall 2016 Spring 2017	Regular Ed Teachers ESL TEachers	Formative: Planning time Summative: Evidence of communication by student through teachers observation	2

ESL students					and writing samples	
Monitor ESL students' progress toward successful performance on Reading and Writing exams and/or Texas Observation Protocols	Principals Counselors ESL teachers Regular ed teachers	Students	Fall 2016 Spring 2017	Individual student plans ESL teachers Regular ed teachers	Formative: Checkpoints, inventories, assessment results Summative: Individual student assessment results	8,9,10
Continue to use Rosetta Stone Program in Grades 9-12 for ESL students	Principals Deputy Superintendent Technology Director	Students	Fall 2016 Spring 2017	ESL/Bilingual Funds	Formative: Checkpoints, inventories Summative: Individual student assessment results	8,9,10

Goal 1: Exceed in Teaching and Learning.

Objective 11: Dyslexia: BISD will continue to identify and serve all eligible students for the Dyslexia program at each grade level.

Initiative/ Strategy/ Activities	Persons	Target Group	Timeline	Resource	Evaluation	Title I Components
Review the dyslexia handbook and provide orientation to staff to increase the understanding of identification and dyslexia instruction	Principals Counselors	Teachers	Fall 2016	Local handbook	Formative: Faculty meeting/staff development Summative: All teachers will receive information	10
Support the campus RTI team in analyzing assessment data	Principals Dyslexia Teacher	Teachers	Fall 2016 Spring 2017	DMAC	Formative: Checkpoints state assessment data	2,10

	Regular Ed teacher Curriculum Specialists Counselors				Summative: Analysis of data for students with dyslexia	
Communicate with parents concerning progress and program of identified dyslexic students by providing a progress report each 6 weeks	Dyslexia teacher	Teachers	Fall 2016 Spring 2017	Program information along with individual progress reports Parent Conferences	Formative: Report card, student assessment data Summative: Parent will be knowledge of student's progress	6

Goal 2: Communicate and Collaborate with all Stakeholders.

Objective 1: Encourage and increase parent and community involvement for all campuses.

Initiative/ Strategy/ Activities	Persons	Target Group	Timeline	Resource	Evaluation	Title I Components
Implement Programs and Activities on the district level and on each campus for parent and community participation HB-5 Requirements	Campus Principals & Staff, Supt; Deputy Supt; Communications Specialist	All stakeholders	Fall 2016 Spring 2017	State of The District Event; District Annual Report: Parent Informational meeting	Attendance at events; Participant surveys; Student performance	6,10
Provide various models of communications for parents and community	Communications Specialist; Campus Principals and staff	All stakeholders	Fall 2016 Spring 2017	District and campus Websites; Remind 101; District App; PeachJar; newsletter;	Attendance at events; website data; Survey of community	6

				Facebook; Twitter		
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Goal 2: Communicate and Collaborate with all Stakeholders.

Objective 2: All staff will ensure compliance and program effectiveness for SpEd, Federal/State programs, and state mandates.

Initiative/ Strategy/ Activities	Persons	Target Group	Timeline	Resource	Evaluation	Title I Components
Increase understanding of legalities and TEA mandates associated with Special Programs; Special Education; Dyslexia; 504; Gifted and Talented; ESL; Title Programs I, II and III; State Compensatory: CATE; HB-5 Requirements and Homeless	Special Programs Director, Principals, Special Program Staff, Counselors, Teachers, Parents	Parents and Staff	Fall 2016 Spring 2017	TEA guidelines and website; Cherokee County COOP; IDEA.org; Region 7; ESSA; THEO Act; BISD policies Parent/Student Conference; Informative Parental Video	Training of Staff on policies and procedures; Documentation of trainings including attendance;	10
Conduct a program analysis and Evaluation of Special Programs including instructional designs that serve special populations (Interventions, pull-out	Special Programs Director; Campus Principals; Campus Interventioni	Students of special programs	Fall 2016 Spring 2017	Student Data; Parent and Staff Survey; Program evaluation forms; Title I; Carl Perkins; SCE, ESL	Monitor all programs; monitor academic performance of all students in special programs; conduct program evaluations	10

inclusion, credit recovery, RTI)	st; Teaching & Learning Staff					
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Goal 2: Communicate and Collaborate with all Stakeholders.

Objective 3: Inform parents/students concerning college and career opportunities.

Initiative/ Strategy/ Activities	Persons	Target Group	Timeline	Resource	Evaluation	Title I Components
Inform students/parents/staff/community of financial aid opportunities, grant programs and other post secondary funding programs	High School Campus Principal, Counselors and Dean of Academics	Juniors and Seniors	Fall 2016 Spring 2017	Higher Ed Information; Vocational Certification; Programs Career Information;	Attendance; Documentation of meetings; Clearinghouse data;	6,10
Inform parents and students of college night and encourage participation through rewards and recognition	High School Campus Principal, Counselors and Dean of Academics	Juniors and Seniors	Fall 2016 Spring 2017	College Visitations; Military Recruitment; Community College and Universities; College/Career Fairs	Attendance; Survey data from parents, students and other participants	6
Inform students/parents of FASFA and promote Super Saturday	High School Campus Principal, Counselors and Dean of Academics	Juniors and Seniors	Fall 2016	Various locations housing FASFA assistance	Attendance; FASFA data; Clearinghouse data	6

All campuses promote and provide awareness college and career opportunities through a variety of programs and initiatives	All Campus Principals, Counselors and Teachers	All students	Fall 2016 Spring 2017	College and Career information; College and Career Activities;	Campus programs and activities;	6,10
Provide and promote students to take Dual Credit, AP & Pre AP classes, ACT/SAT prep class.	High School Campus Principal, Counselors and Dean of Academics	Juniors and Seniors	Fall 2016 Spring 2017	Curriculum for ACT/SAT prep class; TJC; AP teacher training	Enrollment and successful achievement in Dual Credit; AP test participation and passing rate; ACT/SAT student participation and performance	2,6
Provide college and career information through campus website including activities, financial aid, and scholarship opportunities	High School Principal, Counselors, Website manager	Parents and students	Fall 2016 Spring 2017	College and Career information; College and Career Activities; Website	Monitor activity on website; Clearinghouse data	6,10

Goal 3: Transform through Technology.

Objective 1: Increase BISD technology integration on all campuses for all students.

Initiative/ Strategy/ Activities	Persons	Target Group	Timeline	Resource	Evaluation	Title I Components
Improve and enhance the MS and HS 1:1 Chromebook Initiative	Principals Assistant Principals Technology Staff Teachers	Principal, teachers and students Teaching and Learning	Fall 2016 Spring 2017	Region 7, Teaching and Learning, District funding, Technology Director	Formative: Daily Classroom usage by teachers and students on projects, etc.; Reflected in Lesson Plans, Documentation in walkthroughs and	1,2

					observations Summative: Grades; Feedback from students, parents, and teachers via Survey	
Incorporate teacher training on Chrome Apps on an ongoing basis	Teaching and Learning, Tech director	Principals, teachers, Teaching and Learning	Fall 2016 Spring 2017 Summer 2017	Region 7, Teaching and Learning, District funding	Formative: Training sign in sheets; Usage in the classroom evidenced in Lesson Plans and Walkthrough documentation Summative: Feedback from teachers and students via Survey	4
Survey staff for technology training interests/follow up with appropriate training	Teaching and Learning/teachers/Tech Dept.	Staff	Fall 2016 Spring 2017	Teaching and Learning, Technology Director	Survey Results Training Sign-in sheets Lesson Plans	4
Resource lists of various Chrome apps and tutorials for academic areas	Teaching and Learning,	Teachers and staff	Fall 2016 Spring 2017	Teaching and Learning, teachers,	Feedback from teachers and students via Survey Evidence of use during walkthroughs and observations	8,9,10
Enhance the use of iPads for PreK-6th through the use subject specific apps	Teachers, students	Principals, Students, Teachers	Fall 2016 Spring 2017	Teaching and Learning, teachers, principals, Technology Director	Formative: Usage in the classroom by students and teachers evidenced in Lesson Plans and Walkthrough documentation Summative: Grades; Feedback from teachers and students via Survey	9

Revise and update the vertical alignment Technology Application TEKS as needed Prek-8	Teaching and Learning/5th and 7th grade Lab teachers	Curriculum Integration Specialist and lab teachers 5/6/7	Fall 2016 Spring 2017 Summer 2017	Technology TEKS per TEA Curriculum Staff Technology Staff TCEA Conference Region VII Trainings Local Professional Development Technology Teachers	Formative: Usage in the classroom by students and teachers evidenced in Lesson Plans and Walkthrough documentation Summative: Grades, Final Products; Feedback from teachers and students via Survey	10
Exposure to Google tools PreK-2	Teachers/ computer lab activities	Principals, Students, Teachers	Fall 2016 Spring 2017	Curriculum Staff Technology Staff TCEA Conference Region VII Trainings Local Professional Development Technology Teachers	Formative: Usage in the classroom by students and teachers evidenced in Lesson Plans and Walkthrough documentation Summative: Grades; Feedback from teachers and students via Survey	6,9,10
Introduction and implementation of Google tools in grade 3-6	Computer lab teachers on campuses	Students, teachers	Fall 2016 Spring 2017	Curriculum Staff Technology Staff TCEA Conference Region VII Trainings Local Professional Development Technology Teachers	Formative: Usage in the classroom by students and teachers evidenced in Lesson Plans and Walkthrough documentation Summative: Grades; Feedback from teachers and students via Survey	2,9,10

Goal 4: Secure and Ensure a Safe Learning Environment.

Objective 1: BISD will employ the necessary personnel to keep schools, students and staff safe.

Initiative/ Strategy/ Activities	Persons	Target Group	Timeline	Resource	Evaluation	Title I Components
Employee district police officer.	Superintendent	All students All staff	January 2017	Texas Commission on Law Enforcement BISD policies Sam Houston State University Texas A&M training	Formative: Regular sessions with Superintendent and school administrators Summative: Documentation of security drills, safety training and case review	10
Cooperate with local, county and state law enforcement agencies	District Police Chief Superintendent School administrators	All students All staff	Spring 2017	Bullard Police Department Smith County Sheriff's Office Cherokee County Sheriff's Office Department of Public Safety Private security firms	Formative: Departmental policies and procedures Summative: Cooperative agreements with law enforcement agencies	10

Goal 4: Secure and Ensure a Safe Learning Environment.

Objective 2: Train students and staff on how to maintain a safe environment.

Initiative/ Strategy/ Activities	Persons	Target Group	Timeline	Resource	Evaluation	Title I Components
Develop training based on Run/Hide/Fight	District Police Chief Campus and District Administrators	All students All Staff	Spring 2017	Texas School Safety Center ALICE TASB	Formative: Report of number of training sessions provided Summative: Survey of participants on effectiveness	4
Provide drug awareness sessions	District Police Chief Counselors Administrators	All students	Spring 2017	Cherokee County Crisis Center Area intervention resources Medical centers	Formative: Documentation of sessions Summative: Feedback from staff	10
Anti-bullying program	District Police Chief Counselors Campus administrators	All students	Spring 2017	HS Student Council Region 7 ESC Cherokee County Crisis Center	Formative: Documentation of sessions Summative: Survey from students	10
Internet Safety program	District Police Chief Instructional Technologist Secondary technology teachers Campus administrators	All students	Spring 2017	Cherokee County crisis Center Region 7 ESC On-line curriculum Guest speakers	Formative: Documentation of sessions Summative: Feedback from participants	2,10
Provide dating violence awareness	Counselors Campus	All secondary	Spring 2017	Cherokee County crisis Center	Formative: Documentation of sessions	10

information to MS and HS students	administrators	students		Region 7 ESC Guest speakers	Summative: Survey from students	
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Goal 4: Secure and Ensure a Safe Learning Environment.

Objective 3: Secure all buildings.

Initiative/ Strategy/ Activities	Persons	Target Group	Timeline	Resource	Evaluation	Title I Components
Update and install video surveillance cameras in all areas	District Police Chief Technology Operations	All students All staff	Spring 2017	Board of Trustees Local funding	Formative: Initiate bid process Summative: Report on equipment installed, areas covered	10
Implement keyless entry system on each exterior door	Operations Technology District Police Officer	All student All staff	Spring 2017	Board of Trustees Local funding	Formative: Initiate bid process Summative: Report on equipment installed, areas	1,10
Driver's license check of all visitors entering campus facilities	Campus administrators Campus clerical staff	All visitors	Fall 2016 Spring 2017	Raptor DL check	Formative: Review program with campus administrators Summative: Report on visitors status	1,10

Goal 5: Cultivate and Employ Highly Effective Staff.

Objective 1: Employ 100% highly effective core academic area teachers on each campus.

Initiative/ Strategy/ Activities	Persons	Target Group	Timeline	Resource	Evaluation	Title I Components
Provide information to administrators to use while in the interviewing process and follow state certification guidelines to comply with ESSA	Supt. Deputy Supt. Principals	Principals	July 2016	TEA TEA Highly Effective Update	<u>Formative</u> : Documentation <u>Summative</u> : Administration will employ only those who are eligible as highly effective	10
Complete Highly Qualified status forms upon employment of paraprofessionals	Principals Deputy Supt.	Principals	August 2016	TEA/ESSA HQ Forms Individual teacher information	<u>Formative</u> : Documentation, schedules <u>Summative</u> : Highly Effective forms in paraprofessional's file	10
Review Highly Effective status yearly of current teachers according to state certification guidelines	Principals Supt. Deputy Supt.	Principals Deputy Superintendent	August 2016	TEA/ESSA Individual status/teaching assignment	<u>Formative</u> : Forms, classroom assignments, certification areas <u>Summative</u> : All teachers meet qualifications according to assignment	1,10

Goal 5: Cultivate and Employ Highly Effective Staff.

Objective 2: Retain and cultivate 100% of Highly Effective teachers.

Initiative/ Strategy/ Activities	Persons	Target Group	Timeline	Resource	Evaluation	Title I Components
Participate in job fairs to promote BISD	Principals Deputy Superintendent	New Teachers	Spring 2017	University of Texas at Tyler Stephen F. Austin Univ., etc.	<u>Formative</u> : Attendance <u>Summative</u> : Communicate with potential teachers about BISD and opportunities	3,10
Establish an effective mentoring system in order to retain highly effective staff	Principals	Teachers	August 2016	Region VII	<u>Formative</u> : Mentor Assignments <u>Summative</u> : Feedback from teachers on process	3
Analyze data from teacher certifications, testing, professional development, and service records to ensure highly effective status	Principals	Teachers	August 2016	Personnel Information	<u>Formative</u> : Documentation <u>Summative</u> : Highly Effective Status forms with results of data	3,10
Continue to analyze means to pay competitive salaries for teachers and staff	Superintendent	All Staff	Fall 2016 Spring 2017	Funds: Local, SCE, SPED, Title I	<u>Formative</u> : TASB Salary Study <u>Summative</u> : BISD adopted salaries	10

Partner with alternative education certification programs (ITeach Texas, Region VII, Teach for Texas)	Principals Deputy Supt. Superintendent	Teachers	Fall 2016 Summer 2017	Region VII ESC I Teach Texas Teach for Texas	<u>Formative</u> : Documentation for each individual candidate <u>Summative</u> : Agreement with teacher and Region VII for employment in BISD	3,10
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Goal 5: Cultivate and Employ Highly Effective Staff.

Objective 3: Provide relevant and rigorous PD to all teachers, counselors, and administrators.

Initiative/ Strategy/ Activities	Persons	Target Group	Timeline	Resource	Evaluation	Title I Components
Schedule and provide high quality professional development in district and other resources: <ul style="list-style-type: none"> • Mentoring • Texas Behavior Support Initiative • Vertical Alignment • Trainings provided for: bullying, cyber safety, child abuse, suicide prevention, dating violence • Region VII Workshops for specific areas of need • Campus-based staff 	Principals Counselors Deputy Superintendent Asst. Curriculum Director	Teachers	Fall 2016 Spring 2017	Region VII Region IV 504 Manual Counselors Principals Teachers Deputy Superintendent Consultants SSI Carl Perkins Funds Title I Title II	<u>Formative</u> : Documentation/evaluations/ rosters/certificates provided to individuals in attendance <u>Summative</u> : Staff will utilize knowledge gained from professional development in classroom instruction, discipline management, academic area, assessment needs modifications, and in instructional strategies	1,2,4,8, 9,10

<p>development provided by campus principals: discipline management, accommodations, safety, special programs procedures, assessment data, parental involvement, student code of conduct, conflict resolution</p> <ul style="list-style-type: none"> • DMAC • Response to Intervention • Differentiated Instruction • Questioning skills • Released STAAR/EOC/Disaggregation • Schoolwide Title I Program for Early Childhood, Primary, Elementary, and Intermediate Campuses • Rigor and Questioning Skills • PEIMS • Problem/Project Based Learning Training • Technology Integration Training • Handwriting Without Tears • Read 180 • Math 180 						
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<ul style="list-style-type: none">• Accountability• Daily 5 Foundations• Math Focus with consultant• Instructional Materials training• Co-Teach Workshop						
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Schoolwide Title I Program Components

(Bullard Early Childhood Campus, Bullard Primary Campus, Bullard Elementary Campus and Bullard Intermediate Campus are all Schoolwide Title I Campuses)

1. <u>Summary of Comprehensive Needs Assessment</u>
2. <u>Schoolwide Reform Strategies</u>
3. <u>Instruction by “Highly Effective Teachers”/Highly Qualified Paraprofessionals</u>
4. <u>High-quality and ongoing professional development</u>
5. <u>Strategies to attract highly effective/qualified teachers to high-need school</u>
6. <u>Strategies to increase parental involvement</u>
7. <u>Plans for assisting preschool students in the successful transition from early childhood programs to local elementary schoolwide programs</u>

8. Measures to include teachers in decisions regarding the use of academic assessments

9. Activities to ensure that students who experience difficulty attaining proficiency receive effective and timely additional assistance

10. Coordination and integration of federal, state, and local services and programs

**** Title I Components addressed in the district plan according to Title I Component numbers as listed above.***