

# Curriculum Audit Summary

Northwest ISD  
2018-2019

Presented April 8, 2019

# Background

- Conducted under the auspices of Texas Curriculum Management Audit Center with Texas Association of School Administrators (TASA)
- 10 auditors were present
  - TCMAC-CMSi-certified
- Conducted April 30 - May 3, 2018
- 501 page draft was provided to NISD in August 2018
- This is an exception report

# Strengths

- Strong local policy that addresses curriculum development, review, and evaluation.
- A comprehensive curriculum management plan
- Considerable work has been expended by district leaders to craft a vision for instruction that is student-centered and focused on effective and engaging learning.
- Curriculum management plan, assessment plan, strategic plan, district improvement plan, professional learning framework are present.
- Plans were comprehensive in nature with only minor revisions needed.
- A great deal of work devoted to developing curriculum, the district is working to support instruction with high quality curriculum materials.
- NISD has a clear direction and vision for effective instruction in district documents.

# Focuses

- Policy should be addressed regarding student and program assessment as well as policies that address the content of job descriptions and expectations.
- Scope and sequence along with assessment schedules can make it difficult to have reasonable time to re-teaching content and deepening student understanding.
- Implementation is not yet institutionalized for most plans with a need for formalized monitoring and procedures to support consistent implementation. Look at processes to assure implementation connections from central office to campus-level decision making.
- High quality curriculum development practices with additional work needed to better align practices at all departments and campuses with the goals and vision of the district.
- Observed practices were not consistent with district expectations and instructional monitoring lacks consistency and the focus necessary to improve curriculum delivery for the success of all students.
- Classroom activity observed was primarily large group direct instruction with the cognitive demand frequently at lower levels of cognition. This was also prevalent in different attendance zones.

# NISD Recommendation Committee

- Committee will continue to work through recommendations and continue with a plan of action.
- Members
  - 65 Total Members
  - 19 District Administrators
  - 15 Coordinators
  - 7 Campus Administrators
  - 24 Teachers

# Next Steps

## Curriculum Management

- Address areas that were partially met
- Align practices across campuses
- Add components of expectations and monitoring of the curriculum and components of the plan including:
  - NISD Instructional Model
  - Assessment Plan
  - Professional Development Framework

## Adopt & Communicate

- Develop policy to support district documents and expectations under the recommendation and guidance of the Board of Trustees:
  - Curriculum Management Plan
  - Assessment Plan
  - Professional Learning Framework
  - Job descriptions and expectations
- Communicate plans, changes, and expectations
  - Include expectations of curriculum, assessment, and professional learning implementation within job descriptions.
  - Provide professional learning to support district expectations

# Audit Standards

1. The school district demonstrates its control of resources, programs, and personnel.
2. The school district has established clear and valid objectives for students.
3. The school district demonstrates internal consistency and rational equity in its program development and implementation.
4. The school district uses the results from district-designed and/or-adopted assessments to adjust, improve, or terminate ineffective practices or programs.
5. The school district has improved productivity.

# Audit Recommendations

1. Adopt new or revise existing board policies and administrative regulations to communicate, clarify, and expand governance expectations. Improve system and curriculum management by increased control over human resources.
2. Extend and implement coordinated planning processes that produce congruent district and campus plans that are reviewed regularly throughout the year with modifications made as needed. Link district and campus planning to system planning for curriculum management, professional development, student assessment, program evaluation, and budget development.
3. Refine and implement a comprehensive curriculum management system that coordinates and focuses all curriculum management functions. Redesign and direct curriculum revision to ensure curriculum documents and associated district- developed assessments are of the highest quality and deeply aligned in content, context, and cognitive rigor with the TEKS and high stakes assessments.

# Audit Recommendations

4. Develop and implement a comprehensive plan for student assessment and program evaluation that requires the use of data at all levels to close the achievement gaps among subgroups and improve overall student performance. The written plan will provide feedback for decision making regarding curriculum management and program evaluation, which includes adoption, implementation, continuation, expansion, modification, or strategic abandonment.
5. Develop and implement a plan of action to address issues of equity in the district, including: student achievement disparities, access to the district curriculum, representation of subgroups in disciplinary actions and advanced courses, and funding distribution to areas of need. Ensure that all efforts to address issues of equity are regularly monitored and evaluated.
6. Develop a comprehensive professional development plan to incorporate systemic coordination, effective classroom strategies for cognitive engagement of learners, and emphasis on growth in curriculum alignment and delivery. Include a process for review of implementation and subsequent evaluation of the quality and effectiveness of both district and building professional development.

# Audit Recommendations

7. Establish an instructional model that clarifies curriculum delivery, and refine procedures for consistent monitoring of district instructional practices across all levels of the school district. Provide principals training in refinements to monitoring of instructional practices and the development of individual reflective practitioners.
8. Develop a comprehensive long-term facilities plan incorporating educational specifications in order to assure equitable facilities support to the district instructional program in all schools, fully functioning physical infrastructure, and safe and healthy building environments throughout the district.
9. Develop and implement a performance-based, data-driven budget development process that emphasizes cost-benefit analysis, linkage to district goals, and prioritization as the driving practices.
10. Develop and implement a system for selecting, planning, implementing, monitoring, and evaluating program interventions.

# Thank you!