Ysleta Independent School District

Long-Range Technology Plan

June 2001 - June 2004

YISD **Vision Statement:**
All students who enroll in our schools will graduate from high school fluent in two or more languages, prepared and inspired to be successful in a four year college or university.

May 2001

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Ysleta ISD Long-Range Technology Plan
Executive Summary

YISD Planning Commitment

This update to the Ysleta ISD Long-Range Technology Plan is a continuation of the formal planning that has taken place in the District since the development of the initial Long-Range Plan in 1993.

This plan addresses the direction of the District in the areas of networks and infrastructure, instructional and administrative technology initiatives, financial commitment to technology. and support and mining.

In addition, the planning effort also addresses a requirement of the E-rate program that all participating districts plan for the telecommunication projects and instructional initiatives that the E-rate program helps to support.

Flexibility

Flexibility is the most important feature of the Ysleta ISD's long-range view of technology.

From the upgrade paths for the District infrastructure, to the campus-based use of technology. we have supported an approach that ensures the most effective current use of technology and the most cost-effective and efficient migration from current to enhanced technolog).

Recent YISD Technology History

The Technology Plan traces in brief the history of the YISD technolog planning and implementations, beginning with the goals and objectives described in the MSD Long Range Technology Plan of 1993

Recent YISD Technology History (continued)

The history of the YISD technology initiatives is provided as a means of putting into context and in perspective the steps that have been taken and the consistent direction that the District has held to as the guide for technology.

The history describes the initial implementation of the network and the subsequent enhancements, and the instructional initiatives that have been implemented over the last several years.

Components of the YISD Technology Plan

The MSD Long Range Technology Plan addresses as comprehensively as possible all the factors that come into play to create the most instructionally effective and efficient technology environment possible.

The components of the Technology Plan include:

- An overview of the goals and objectives in the technology arena for the next three years.
- A definition of instructional objectives. and a description of the goals and objectives for integrating technology into the curriculum. TEKS and technology applications courses. using video in the classroom distance learning. and adaptive and assistive technology.
- A description of the MSD telecommunications network including a chronology of the enhancements to the network a description of the current network (as of Spring 2001), and the plans for enhancement/growth of the network.
- An explanation of the requirements to support YISD technology. including technical support requirements and suppon for integration of technology into the curriculum.

Ysleta ISD Long-Range Technology Plan
Executive Summary

Components of the YISD Technology Plan

- A pian for meeting the financial commitments *to* technology. including a replacement plan that provides for network
- enhancements and upgrades, campus equipment/software replacement, and realistic and effective levels of support.
- A method to evaluate the progress of the District in attaining *the goals* and objectives set in the Plan, a way *to* make adjustments to the Plan based on the evaluations and assessments, and a schedule of regular. A schedule of the District's technology initiatives for *the* school years covered by this plan: 2001-02, 2002-03, and 2003-04.
- *An* explanation of the articulation of the YISD technology initiatives and the E-rate planning requirements.
- A Master Plan of the activities that will support the achievement of the technology goals.

Ysleta ISD Long-Range Technology Plan
The YISD Vision

YISD Vision Statement,

All students who enroll in our schools will graduate from high school fluent in two or more languages, prepared and inspired to be successful in a four year college or university.

Importance of the YISO Vision

The Ysleta I. S. D. formulated its vision statement several years ago to distill the essence of the efforts of everyone involved in the K-12 education of the children of the district.

The vision statement has been revised since it was originally formulated, but the statement in all its iterations has retained several key elements:

- ✓ The statement refers to all students
- ✓ Graduation is the essential *goal*
- ✓ Fluency in more than one language is a central component of the vision
- ✓ All students will be prepared for success in college
- ✓ All students will be inspired to further their education

YISD Vision Statement and Technology

Because the Vision Statement is the framework that informs all our efforts at Ysleta. it is crucial that the technology initiatives contribute to the success of all students in the District.

Because of the importance of the Ysleta I. S. D. Vision Statement to all Ysleta enterprises. this portion of the Long-Range Technology Plan of the District explains how the vision goals are

incorporated into the technology initiatives currently in place at the District and into the initiatives that we are planning for over the next several years.

Technology for All Students

The efforts of the Ysleta ISD will reach all students enrolled in the District Every employee of the YISD believes in that premise.

Technology as one of the important components of academic success for all students of the Ysleta ISD is an indisputable fact.

It is likewise indisputable that technology skills are important to the success of Ysleta graduates in college, or in advanced training programs, or in the work place.

YISD Technology Vision Statement

Because of the importance of technology to MSD students. the district has adopted a Technology Vision Statement that reflects the goal of the district to provide all students with the best technology resources possible, and to ensure that all students understand the best use of technology:

> MSD will create and maintain an electronic information network that allows YISD students, faculty, staff. and the YISD community to explore. learn. work, and flourish in an academic environment where electronic resources are an integral component and where network skills are one of the basic academic requirements."

The importance of providing meaningful instruction *with* technology, providing instruction in technology subjects such as programming and web authoring, and ensuring that all students have the requisite technology skills to succeed in future endeavors is clear to everyone at the YISD.

Ysleta ISD Long-Range Technology Plan
The YISD Vision

There are several critical features that must be included in YISD technology initiatives to ensure that the technology initiatives support the Vision Statement:

- All students in the YISD must have meaningful access to technology.
- All students m w have equitable access to technology.
- All students must be provided with the technology resources and services necessary to ensure their success m the YISD.
- All students must be prepared in their experience at the YISD for the challenges – including the technology challenges – in the educational and occupational environments they will encounter after their graduation.

The initiatives and goals and objectives described in the YISD Long-Range Technology Plan are included on the assurance that the success of the initiatives and gods are measured based on their effectiveness in uplifting the education of all students in the District.

Technology and Graduation

Technology increases the ability of the YISD to reach a larger and more diverse group of learners than ever before.

The YISD vision is that all students in our District will graduate and move on to success in other endeavors – educationally or in the workforce.

Some of the ways that the District will use technology to help all students and ultimately to ensure that all students graduate from high school include:

- ✓ Using computer technology to add learning resources to campus classrooms and libraries
- ✓ Extending the hours of computer labs

- ✓ Increasing collaboration and communication between YISD faculty and students, and between YISD faculty and students and colleagues and fellow students in other districts
- ✓ Providing laptops for students in scenarios that provide meaningful and equitable access to technology for all students

Technology and Language Fluency

The emphasis on the importance of language acquisition is a YISD hallmark.

As an urban district in one of the largest border communities in the world, YISD knows the importance of fluency in more than one language.

Obviously, our proximity to Mexico and the large Hispanic population in our commun ties make English and Spanish the logical choices as primary languages for fluency.

The District, though, has devoted resources for language acquisition far beyond only English and Spanish.

At Alicia R Chacon, foreign languages are the centerpiece of the curriculum with students learning up to *four* languages. The languages the students *can* choose from include Spanish. French. Japanese. Russian. and others.

Hacienda Heights Elementary is another campus where foreign languages are emphasized as pan of the curriculum, and students can choose from Spanish. Japanese, French and others.

The importance of language acquisition and fluency in more than one language is a pan of every elementary campus, and the emphasis is followed up at the middle and high school level. This pan of *the* curriculum has advantages in the practical realm. as the Spanish adage states: el *que es bilingue vale por dos* (the bilingual person counts as *two* persons). But beyond that, the language skills. whether in Spanish, French, German, Latin. or Japanese. have proven to help students score higher on virtually every standardized test, including the PSAT and SAT.

Technology is a powerful help in the acquisition of a second (or third or fourth) have employed a lab approach to attain their goals, others have employed the laptop initiative as a way to help their students learn languages more effectively.

Technology and Language Fluency (continued)

The goal of the District is to ensure that the campuses know that the resources are available, *and* that technology has proven itself in *this* arena. Our campuses have used technology very creatively and effectively in this arena and the Ysleta ISD vision of student fluency in multiple languages is a goal that technology can play a formidable part in attaining.

Technology and Preparation and Inspiration for Success in College

The end goal of the YISD Vision Statement is to ensure our graduates are successful in a four-year college or university

The District has charged itself with the task of ensuring that graduates are prepared to be successful. and that they are inspired to attend college and learn *at* an advanced level.

Again. technology is an important player in the task of ensuring that graduates are prepared and inspired for college.

Besides the knowledge and learning that colleges are expecting of first-year students. college work *also* requires that students have the technology skills to function in an academic environment where network skills are expected.

YISD graduates have to be prepared for college level work that requires word processing skills. Internet research skills. ability to use e-mail. and the familiarity and confidence in using technology that allows our students to continue upgrading their technology skills.

Technology and Preparation and Inspiration for Success in College

Inspiration comes to students in different ways, mostly through faculty and staff, but also from the experiences that they have in high school. Technology allows us to expand the ways that we can reach students, and by using some of these alternate paths we may find that technology – used in an intelligent and skillful way to engage students – is one of the ways that we *can* inspire students.

Ysleta ISD Long-Range Technology Plan
History of YISD Technology Planning

Overview of YISD Technology Planning

The Ysleta ISD Technology Plan of 1993 marked the start of the formal planning for technology in Ysleta.

Technology has been an important component of instruction in YISD schools for over twenty years. It was in 1993, though, that the district developed a comprehensive plan for acquiring, using, and sustaining technology resources.

The 1993 Technology Plan was updated in 1998 to reflect the accomplishments of the district, the changes in technology, and the adjustments that the district felt were prudent for the next several years. The 1998 update was also done to comply with the requirements for participation in the E-Rate program.

This revision is also driven in part by the requirements of continued participation in the E-Rate program, to comply with and enhance the chances of the district to support grant funding. and to define the direction that the district will take for the next three year period. See Section E-Rate Program Requirements for specific information on the articulation of the YISD technology goals and initiatives with the E-Rate program.

The 1993 Technology Plan and the 1998 revisions are summarized below to provide the context necessary for the work that was done in the compilation of this version of the YISD Long-Range Technology Plan

YISD Technology Plan - 1993

The 1993 MSD Long-Range Technology Plan included a history of technology development and use in the district, the goals and objectives identified. the input of the YISD community. a training plan, a model for implementation, and a cost summary.

The objectives and the resulting recommendations of the technology planning committee are summarized below.

YISD Technology Plan - 1993 (continued)

Objectives

The technology planning committee identified seven objectives for the district in the area of technology:

- Require on-going technology training for all staff, including awareness of current and future technology initiatives
- Acquire classroom technology for curriculum and instructional integration based on student outcomes and performances
- Provide resources to support, implement, and maintain technology
- Establish a telecommunications infrastructure
- Develop standards an guidelines for acquisition use. and distribution of technology among sites
- Acquire efficient administrative technolog} to support operations and provide information
- Provide opportunities and suppon for research and development

Recommendations

The recommendations of the technolog) planning group supported the work that would be necessary Io achieve the objective of the plan. The next sub-section (meeting the goals of the YISD Technology Plan) summarize the successes of the MSD in meeting the recommendations below.

- Provide a comprehensive training program that defines mandatory. hands on training opportunities for all employees.

YISD Technology Plan - 1993 (continued)

Recommendations (continued)

- Acquire an integrated management information system for both student data and financial information, office. management tools, classroom management software, and instructional management software
- Establish a district-wide wide area network and campus local area networks for internet access, e-mail and other data; telephone system; and distance learning and staff 'development
- Provide for an aggressive system to fund the initiatives, including the establishment of a Local Technology Fund dedicated to the acquisition and support of technology initiatives
- Provide equitable and meaningful access to hardware/ software (regularly upgraded and properly maintained) for students, faculty, administrators, other personnel, and the YISD community
- Integrate curriculum and technology at all levels. ensuring that the aligned integration of technology addresses different learning styles and positively impacts student outcomes
- Create an Office of Technology that supports information systems. network services, telecommunication. and instructional technology and curriculum integration
- Create community centers that extend the access to the technology resources of the district to as broad a range of persons as possible

Meeting the Goals of the YISD Technology Plan

The Technology Plan adopted in 1993 proved a valuable roadmap for technology initiatives from 1994 *through* 1998.

Meeting the Goals of the YISD Technology Plan (continued)

Several important initiatives were launched that created an improved environment for the use of technology in the district.

The success of the district in meeting the goals established in the 1993 Technology Plan are summarized below:

- ✓ A Local Technology Fund was established, with an annual fund balance of $7 million dollars to be used exclusively for technology initiatives
- ✓ The Office of Technology was created, with an Executive Director that reports directly to the Superintendent. The Office of Technology integrated in one organization technical support staff for information system (student information system and finance system), network services, and telecommunication, and the support for instructional technology and curriculum integration
- ✓ A District-wide infrastructure was created for the use of both administrative and instructional systems; the infrastructure included a wide area network with connections to the internet, and a local area network at every campus for internet access, e-mail. and other network resources
- ✓ An integrated management information system for student data (SASI) was implemented; the system allows for campus data entry and management of the data, with support from the Office of Technology for training, management reporting, PEIMS reporting, and software support
- ✓ Integrated finance system software (J. D. Edwards) was acquired and implemented, with modules for purchasing (including campus enay of purchase requisitions, automated approval levels, and campus printing and distribution of purchase orders); budget and planning (again with campus enay of budget requests, automated budget approval. and campus administration of the budget

Meeting the Goals of the YISD Technology Plan '(continued)

throughout the year); general accounting module; payroll module; work order processing; and other miscellaneous processing

- ✓ Establishment of several avenues to equitable access to technology were established, including creating technology domes and centers at many campuses (ranging from computer labs of twenty-five computers to technology centers at secondary campuses with over 200 computers). increasing the number of computers at every campus, and providing.laptop computers to students
- ✓ Increased by several thousands the number of computers with access to the Internet, and began the process of integrating the available technology into the curriculum at every level of the district
- ✓ Implemented a centralized library system to streamline library operations. to provide a wide array of online resources. and to maximize the availability of library resources throughout the district
- ✓ Created training sessions and initiatives to provide for the attainment of the technology TEKS and to increase the use of technology in the curriculum at every level in the district
- ✓ Expansion of the use of YISD resources by the community. including formalized training programs. increased use of technology in the adult education programs in the district. and extended hours of availability of the computer resources at YISD campuses

Ysleta ISD Long-Range Technology Plan
History of YISD Technology Planning

YISD Technology Plan of 1998

In 1998, the district updated the Technology Plan for two reasons: first, the timeframe for planning dictated an updated plan and Second, participation in E-Rate required an update to the plan.

The update of the Technology Plan in 1998 defined the path for technology for the next three years (through Spring 2001), taking into account the district successes noted above in achieving the goals of the 1993 Plan.

Strategic and Tactical Planning

The update of the Technology Plan focused on two activities a strategic planning effort in March *1998*, and a *tactical* planning effort in May 1998.

Both planning sessions are summarized below.

Strategic Thinking Workshop. March *1998*

The Strategic Thinking Workshop covered these issues as part of the planning discussions:

- ✓ District technology beliefs
- ✓ District technology visions
- ✓ Critical success factors
- ✓ Goals and Objectives. Goals and objectives were defined in the following areas:
  - » Curriculum/Instruction (increasing student performance and providing technology work skills)
  - » Learning Opportunities/Needs (developing technology proficiencies; maximizing learning opportunities; maintaining educators' skill currency; and ensuring universal access)
  - » Marketing /Community (expanding the learning day, using flexible staff scheduling; delivering equitable and standard technology; and showcasing our successes)

YISD Technology Plan of 1998 (continued)

Strategic Thinking Workshop, March 1998 (continued)

- ✓ Goals and Objectives (continued):
  - » Communications/Attitude (convincing all YISD educators that the technology initiatives will enhance the learning process)
  - » Financial (enhancing the bid process; and ensuring efficient use of all funding)
  - » Resources Management (employment criteria that requires technology skills; delivery of instruction using variety of technology, training to integrate technology into the curriculum; prioritizing the implementation of the technology initiatives; and developing a flexible technology plan)
  - » Organization/Management (providing incentives and opportunities far learning; developing a "critical mass" of technology subject matter experts; developing an appropriate organizational structure; defining appropriate site based decision making vs. district-level decisions on technology planning, instructional management, and administration)
  - » Support Services (deliver teaching and learning tools: ensure network efficiency and reliability: maximi internal operational services)
  - » Quality (continually assess YISD student and teacher proficiencies assess return on technology investment; minimize impact and disntption of technical failure to instruction)
- ✓ YISD Technology Report Card. The areas of the YISD Technology Report Card matched the gods and objectives; the items below formed the basis for the evaluation of the success of the YISD technology initiatives:
  - » Increased student performance

YISD Technology Plan of 1998 (continued)

Strategic Thinking Workshop, March 1998 (continued)

- ✓ YISD Technology Report Card (continued):
  - » Improved marketability of YISD students
  - » Increased access and use of technology
  - » Formalized staff development
  - » Increased accountability
  - » Inclusion of the community in the access and use of technology
  - » Technology as a marketing tool for YISD
  - » Improved system support services
- ✓ Planning Milestones for the period 1999-98 through 2001-02
- ✓ Reorganization Considerations (the focus in this item was the restructuring of the Department of Technology and the Department of Instructional Media/Technology into one department; ensuring flexibility in the organization to make support as effective as possible: and striking a balance between centralizing/decentralizing the support structure)

Tactical l 'kshop, A 1998

The focus of the Tactical Planning Workshop was to develop a plan *to* address the areas identified in the strategic planning as either goals/ objectives or as components of the YISD technology report card.

The tactical planning workshop identified specific activities to meet the goals in the areas addressed by the strategic plan:

- ✓ Curriculum and Instruction
- ✓ teaming Opportunities (a plan to improve technology proficiencies)
- ✓ Marketing; Community
- ✓ Communications/Attitude
- ✓ Financial Issues

YISD Technology Plan of 1998 (continued)

Tactical Planning Workshop, May 1998 (Continued)

- ✓ Resource Management
- ✓ Organization/Management
- ✓ Support Services
- ✓ Quality

Reaching the Goals of the Technology Plan of 1998

As noted above, the Tactical Planning Workshop identified specific activities – with timelines, resources needed, persons accountable and contributors, and evaluation criteria – to meet the goals in every area addressed by the Technology Plan.

The YISD's performance in completing the activities and meeting the goals is *summarized* below For a full description of each activity, please refer to the Master Plan Worksheet of the *1998* Technology Plan Tactical Planning Workshop (May *1998).*

Curriculum and Instruction

Goal: To use technology to increase student performance across the curriculum.

Seven activities were identified to meet this goal. Five of the activities were completed (1, 3, 4, 5, 6). Two activities are in progress (2 and 7).

Goal: To provide instruction to prepare students with technology work skills ready to compete in a global society.

Six activities were identified to meet this *goal.* Five of the activities were completed (1, 2, 4, 5, 6). One activity is incomplete (3).

Reaching the Goals of the Technology Plan of 1998 (cont'd)

Learning Opportunities

Goal: To synthesize and communicate relevant knowledge by developing strategies to increase/assess student and educator technology proficiencies.

Four activities were identified to meet this goal. All four were completed.

Goal. To provide access to technology to raise student expectations. choices and productivity by maximizing learning opportunities.

Eight activities were identified to meet this goal. Four were completed (1, 2, 3, 5), including implementation of teacher laptop initiative. Four are in progress (4, 6, 7, 8).

Goal: To maintain educator's skill currency and facilitate the sharing and distribution of technology knowledge and skills.

Four activities were identified to meet this goal. All four were completed.

Goal: To provide opportunities to acquire knowledge through information by providing I ensuring universal access to appropriate information resources.

Four activities were identified to meet this goal. All four were completed.

Marketing/ Community

Goal: To make district resources widely available to the community by expanding the "learning day" and using flexible staff scheduling.

Two activities were identified to meet this goal. Both were completed.

Reaching the Goals of the Technology Plan of 1998 (cont'd)

Marketing/ Community (Continued)

Goal: To change parental mindsets by delivering equitable and standard technology in our schools, homes, and community "getting the best bang for our buck" (GTBBFOB) by opening campuses in the evenings.

Two activities were identified to meet this goal. Both were completed.

Goal: To market technology choices and attract new students to the district by showcasing our successes in technology related support programs.

Two activities were identified to meet this goal. Activity 1. was completed; activity 2. (tracking students from school to tech-related professions) is in progress.

Communications/Attitude

Goal: To educate YISD educators (faculty and administrators) that the YISD Technology Plait can enhance the learning process. encourage parental involvement. and increase teacher effectiveness.

Two activities were identified to meet this goal. Activity 1. was completed: activity 2. is in progress.

Eight activities were identified to meet this goal. Four were completed (1.2.3.5). including implementation of teacher laptop initiative. Four are in progress (4.6. 7.8).

Financial

Goal: To improve the delivery of services and equipment through an improved bid process that aligns the competitive market process with the educational focus so that the receipt of goods does not impair the teaching and earning process.

Reaching the Goals of the Technotog Plan of 1998 (cont'd)

Financial (continued)

Nine activities were identified to meet this goal. Six were completed (1, 2, 4, 5, 6, 8). Four are in progress (3, 7, 9).

Goal: To build a shared vision and commitment to an organized and efficient use of varied funding for full integration of technology into YISD. planning with the school community on how to commit proper funding for equipment, personnel, maintenance, and construction.

Five activities were identified to meet this goal. Two were completed (2.4). Three are in progress (1, 3, 5).

Resource Management

Goal: To minimize retraining and enhance implementation of the YISD Technology Plan by implementing a hiring criteria requiring technology knowledge and skits.

Four activities were identified to meet this goal. All were completed.

Goal: To deliver enhanced instruction, time, and programs by providing access to technology using multiple delivery channels. especially to home-bound students.

Four activities were identified to meet this goal. All were completed.

Goal: To support and prepare educators to integrate technology in the classroom by developing/funding on-going and appropriate training, providing opportunities to learn and model practices.

Four activities were identified to meet this goal. All were completed.

Goal: To ensure effective use of all resources by prioritization of technology implementation.

Reaching the Goals of the Technology Plan of 1998 (cont'd)

Resource Management (continued)

Two activities were identified to meet this goal. Both were completed.

Goal: To accommodate the needs of YISD's evolving technology plan by developing a flexible construction plan for new facilities and refitting existing buildings.

Two activities were identified to meet this goal. Both were completed.

Organization / Management

Goal: To have all educators attain a new/higher level of technological expertise by providing "incentives and opportunities" for learning and use of models, tools, and resources providing positives for the exploration and productive use of new strategies.

Five activities were identified to meet this goal. All were completed

Goal: To promote technology as a basic skill and make available timely expertise in every level/area needed by developing a critical mass of technology subject matter experts.

Two activities were identified to meet this goal. Activity 1. was completed activity 2. is in progress.

Goal: To ensure MSD students compete in the global community we must maintain. align. and have congruence with al stakeholders effectively implementing the district's technology through a new organizational structure.

Two activities were identified to meet this goal. Both were completed.

Goal: To facilitate decision-making for more effective use of resources eliminating conflict and waste by defining SBDM vs. district management decisions regarding technology

Reaching the Goals of the Technology Plan of 1998 (cont'd)

Organization/ Management

planning, instructional management, and administration by planning, creating, and implementing policies for access to information by the school community.

Three activities were identified to meet this goal. All were completed.

Support Services

Goal: To deliver the teaching and learning tools in a timely manner.

Four activities were identified to meet this goal. All were completed.

Goal: To increase efficiency by providing timely services to campus personnel (including intranet for our instructional and administrative community) minimizing disruption of the learning process by maximizing technology availability and accessibility by connecting communication devices in a coherent and cohesive network

Four activities were identified to meet this goal. All were completed.

Goal: To maximize internal operational services (financial. human resources. etc.) by using the technology that is appropriate for each operation.

Three activities were identified to meet this goal. Activity 1 is complete: activities 2 and 3 are in progress.

Quality

Goal: To define and continually assess YISD student/teacher proficiency profiles by virtue of our technology implementation strategies.

Reaching the Goals of the Technology Plan of 1998 (cont'd)

Quality (continued)

Six activities were identified to meet this goal. Two activities (1 and 5) are complete; four activities (2, 3, 4, and 6) are in progress.

Goal: To have equitable access to up-to-date technology. information, and training, facilitating standardization, equity, and compliance with state mandates by assessing the return on technology investment (ROTI) impacting student achievement

Seven activities were identified to meet this goal. All are in progress.

Goal: To minimize both impact and disruption of instruction due to, technical failure.

Four activities were identified to meet this goal. All are in progress.

Updating the Technology Plan - Spring 2001

Based on the history of the Technology Plan development and the history of technology initiatives in Ysleta over the last six years, it was crucial that the planning in the Spring of 2001 identify successfully the direction for technology in YISD for the next three years.

The Technology Plan for 200142 through 2003-04 addresses the evolution of the infrastructure and the identification of the instructional and administrative uses of the infrastructure and technology.

The specifics of the planning process – the actors, the topics for discussion. the timeline for initiatives, the identification of funding sources. and the measurement of our success – are outlined in the next section of the Plan (Mapping YISD Success) and the specifics of the plan make up the remainder of the Plan.