



2017-18 School Scorecard

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| School: Horizon Elementary | Principal: Michelle Kelly |
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Link to [District Scorecard](#)

Teaching, Learning and Equity Annual Goal:
All students surpass their annual academic growth targets and graduate ready for success.

| Vital Measure | District Strategic Action | Strategic Actions | Process Lead(s) | Measures | Timeline | Stop Light | EOY Stop Light |
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| Increase the number of schools exceeding expectations on statewide school report cards | Implement math scope and sequence | Teachers will study, learn and implement the structure of Bridges. <ul style="list-style-type: none"> • Units and modules • Number corners • Scope and sequence • Math stations | Michelle Kelly and Kelley Goplen, TLEC Leader | Increase the number of FAY students proficient and advanced on the STAR math assessment from fall to spring 2017-18. Spring 2018 Goal: 81% (aggressive goal) Fall 2017: 75% Winter 2018: 83% Spring 2018: | 2017-18 school year | | |
| | Refine conferring in the area of literacy | <ol style="list-style-type: none"> 1. Teachers will review specific skills students need to move from one level to the next through PD Thursdays, PLCs, and coaching cycles. 2. Grades K-2: Increase focus on specific targeted skills across all areas of balanced literacy to ensure a better transfer of skills. 3. Grades 3-4: Be more efficient with conferring by studying and using text bands. 4. Literacy coach will create and implement coaching cycle schedule. 5. Schedule and implement four literacy-focused PLC times where | Michelle Kelly, Kelley Goplen, Gina Neumann, TLEC Leader | Walkthrough fidelity checks and mini observations focused on conferring. Monitoring PLC minutes/notes. Administrators attend PLCs and meet with literacy coach regularly. Increase the number of students proficient and advanced on the STAR reading assessment from fall to spring 2017-18. Spring 2018 Goal: 76% (aggressive goal) Fall 2017: 70% Winter 2018: 74% | 2017-18 school year | | |

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| | | instructional leaders lead and guide groups. | | Spring 2018: | | | |
| | Revise PLC framework for equity focus, implement and monitor | <ol style="list-style-type: none"> 1. Develop focused and consistent discussion questions, including equity-related questions and include them on the PLC agendas. 2. PLCs will meet together in library quarterly to work alongside each other. 3. Review PLC norms and expectations at the beginning of the year and review throughout the year. | Michelle Kelly, Kelley Goplen, Gina Neumann and BLT Leaders | <p>From Fall 2017 to Spring 2018, increase the number of African American and two or more races students who are proficient and advanced in the STAR reading assessment to 60%</p> <p>Fall 2017 Baseline for proficiency: 51%. Goal for Spring 2018: 60%</p> <p>Winter: 63% Proficient or advanced</p> <hr/> <p>From Spring 2017 to Spring 2018, increase the number of African American and two or more races students who meet their typical growth (50 SGP or greater) to 50%.</p> <p>Spring 2017 Baseline for African American students and two or more races students met their typical growth: 40%. Goal for Spring 2018: 50%</p> <p>From Fall to Winter SGP: 58% of students made typical growth from Fall to Spring (50 SGP or higher)</p> <hr/> <p>Implementation of action plan</p> <p>Monitoring of PLC minutes</p> | 2017-18 school year | | |
| Increase the district mean on the Student Engagement Survey | Increase the number of classrooms implementing student-centered learning strategies | <ol style="list-style-type: none"> 1. Study Growth Mindset and Responsive Classroom (school book study and mini PD's) 2. Continue to implement workshop model in literacy. 3. Begin to implement workshop model in math. | Michelle Kelly, Kelley Goplen and BLT | <p># of classrooms utilizing student-centered learning strategies.</p> <p># of staff members participating in book study and # of mini PD sessions implemented.</p> | 2017-18 school year | | |

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| | | 4. Collect information on students' interests and individual goals. | | | | | |
| | Research in and development of flexible scheduling options | Through staff meetings and PLCs, have open conversations with teachers about different and creative ways to approach learning (co-teaching, open classrooms, etc., personalized learning). | Michelle Kelly and Kelley Goplen | Complete study and recommendations presented to School Board | 2017-18 school year | | |
| | Improve the mean on the school Student Engagement Survey | <ol style="list-style-type: none"> 1. Utilize student leadership group to get feedback and plan school events. 2. Initiate "spontaneous fun" campaign- collect ideas from staff and choose random dates to implement the ideas. 3. Student services team will focus on friendship groups when implementing SAIGs. 4. PBIS team will coach and lead teachers through a series of teach-to's/discussions about respect and problem solving that they will implement in their classrooms (Responsive classroom and problem solving focus for PBIS team). 5. PBIS team will implement more Bus teach-to's that provide real-life practice and scaffolding techniques. 6. Teacher leaders will study growth mindset through a book study of <i>A Mindset for Learning</i> by Mraz and Hertz. | PBIS/BLT Team, Kelley Goplen and Michelle Kelly, Jen Mathwig | <p>Increase or maintain the mean on the student survey from 4.24 to 4.29.</p> <p>PBIS effectiveness and implementation measures.</p> | 2017-18 school year | | |

**Workforce Focus Strategic Goal:
Proactively recruit, retain and engage talent that reflects and is responsive to our diverse community.**

| Vital Measure | District Strategic Action | Strategic Actions | Process Lead(s) | Measures | Timeline | Stop Light | EOY Stop Light |
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| Employee Retention (Turnover) | All schools/departments will be given turnover/retention data and implement the following strategies: <ul style="list-style-type: none"> Stay interviews through rounding Completion of onboarding checklist within 30 days of new hire start date | <ol style="list-style-type: none"> Conduct stay interviews through rounding with any staff members who have been working in the district for 4 to 10 years. Completion of onboarding checklist within 30 days of new hire start date. | Michelle Kelly and Kelley Goplen | Completion of Stay Interviews through Rounding | 2017-18 school year | | |
| | | | Michelle Kelly and Kelley Goplen | Number of Completed Onboarding Checklists | 2017-18 school year | | |
| Employee Engagement | Based on Employee Engagement results, identify the two most critical areas of improvement and identify/implement strategies to address. | <ol style="list-style-type: none"> Provide more specific feedback to teachers following mini observations. Michelle and Kelley will learn about K-2 and 3-4 feedback, in the areas of literacy and math. | Michelle Kelly and Kelley Goplen Gina Neumann | Employee Engagement Surveys | 2017-18 school year | | |
| Employee Recruitment | Each department/school will identify strategy to meet goal. Include selected strategies selected by department/sites. Recruitment & Retention Strategies for Administrators | <ol style="list-style-type: none"> Reach out to teachers who you may know in other districts who may not be looking, but are open to job opportunities. Develop a personal "short list" of potential candidates of color; promote the district's benefits; and periodically send brief emails to potential candidates. | Michelle Kelly and Kelley Goplen | Completion of Strategies | 2017-18 school year | | |

Community Engagement Annual Goal:
Excel in how we serve all stakeholders and build relationships with families, community members, and businesses that promote positive outcomes for students.

| Vital Measure | District Strategic Action | Strategic Actions | Process Lead(s) | Measures | Timeline | Stop Light | EOY Stop Light |
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| Parent Satisfaction Survey | Assess site communication strategies and create recommendation for standards. | <ol style="list-style-type: none"> Reach out to parents before school, after school, and at school functions. Encourage teachers to continue to make phone calls, emails, and have face-to-face conversations with parents. Cancel one staff meeting so teachers can make positive phone calls. | Michelle Kelly | Increase Parent Engagement Survey score from 4.02 to 4.07. Implementation of plan | 2017-18 school year | | |
| | Establish a baseline for minority parent satisfaction and create site-based plans and implement strategies to improve satisfaction. | Disaggregate Parent Satisfaction Survey by demographics to establish baseline. | Michelle Kelly Kelley Goplen PBIS/BLT | | 2017-18 school year | | |
| | Assess minority parent satisfaction and collaboratively develop recommendations. | <ol style="list-style-type: none"> Examine baseline data. Develop an action plan to share baseline data to address areas of improvement. | District Cabinet Horizon Staff PBIS/BLT | Parent Engagement Survey Sharing of action plan | 2017-18 school year | | |
| Community Engagement Baseline | Establish comprehensive list of school district programs and networked resources and feature through communication channels. | <ol style="list-style-type: none"> Create list of services, programs, and clubs at Horizon. Collaborate with Communications and Engagement Officer to share through appropriate channels. | Michelle Kelly Kelley Goplen PBIS/BLT | Parent Engagement Survey | 2017-18 school year <ul style="list-style-type: none"> We share classroom videos each week about what is happening in our school. This is a great way to introduce our staff to our families as well. We share interesting tidbits to Communications and Engagement Officer and she shares it district-wide. | | |

Facilities & Operations Annual Goal:

Use district resources effectively and efficiently.

Facilities and services meet the needs of our diverse and growing student population and community.

| Vital Measure | District Strategic Action | Strategic Actions | Process Owner(s) | Measures | Timeline | Stop Light | EOY Stop Light |
|---|--|--|---------------------------------|-----------------|---------------------|-------------------|-----------------------|
| Engage in enrollment management planning 2.0. | Facilities can accommodate best teaching practices | Participate in job-alike conversations around the transition from 7 to 9 schools | Michelle Kelly Kelley Goplen | TBD | 2017-18 school year | | |