



2019-20 Horizon Elementary School Scorecard

School/Department: Horizon Elementary	Administrative Team: Michelle Kelly and Kelley Goplen
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Strategic Goal Areas and Vital Measures	Q1 Progress Monitoring Report	MY Progress Monitoring Report	EOY Goal Report
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T E A C H I N G & L E A R N I N G	Through explicit focus on student achievement, academic growth, gap closing and postsecondary readiness, we will increase the number of schools exceeding expectations on statewide school report cards.							
	NUMERACY - STUDENT RESULTS POLICY 2							
	ACHIEVEMENT GOAL	We will increase our overall STAR MATH ACHIEVEMENT scores from ____ to ____ through the implementation of the strategies and action steps listed below.	ACHIEVEMENT		ACHIEVEMENT		ACHIEVEMENT	
	GROWTH GOAL	We will increase our overall STAR MATH <i>BELOW TO MEETING</i> BENCHMARK scores from ____ to ____ through the implementation of the strategies and action steps listed below. We will increase our overall STAR MATH GROWTH scores from ____ to ____ through the implementation of the strategies and action steps listed below.	GROWTH		GROWTH		GROWTH	
LITERACY - STUDENT RESULTS POLICY 2								
ACHIEVEMENT GOAL	We will increase our overall District STAR LITERACY ACHIEVEMENT scores from ____ to ____ through the implementation of	ACHIEVEMENT		ACHIEVEMENT		ACHIEVEMENT		

W O R K F O R C	<p>the strategies and action steps listed below.</p>							
	GROWTH GOAL	<p>We will increase our overall STAR LITERACY <i>BELOW TO MEETING BENCHMARK</i> scores from ____ to ____ through the implementation of the strategies and action steps listed below.</p> <p>We will increase our overall STAR LITERACY GROWTH scores from ____ to ____ through the implementation of the strategies and action steps listed below.</p>	GROWTH		GROWTH		GROWTH	
	ENGAGEMENT AND ATTENDANCE - STUDENT RESULTS POLICY 3, OPERATIONAL EXPECTATION 10							
	STUDENT ATTENDANCE	<p>We will increase our overall Attendance Rate from 93.17% to 94.17%. (HE maintain 95.73% or higher)</p>	ATTENDANCE		ATTENDANCE		ATTENDANCE	
	STUDENT ENGAGEMENT	<p>In an effort to increase the overall district mean on the Student Engagement survey, we will focus on the following three questions.</p> <ul style="list-style-type: none"> • The survey question, <i>"I am satisfied with my school's efforts to prevent bullying"</i> from 2.56 to 2.59 (HE 3.01 to 3.07) • The survey question, <i>"I feel I belong at this school"</i> from 2.92 to 2.95 (HE 3.17 to 3.23) • The survey question, <i>"I enjoy going to school"</i> from 2.55 to 2.58 (HE 2.57 to 2.62) 	ENGAGEMENT		ENGAGEMENT		ENGAGEMENT	
	EMPLOYEE ENGAGEMENT	<p>In an effort to create an asset-based school district where staff feels engaged in our work as a school district, an increase in the district mean to the survey question, <i>"All things considered, this District is a good place to work"</i> from 3.76 to 3.87 or higher. (HE maintain 4.14 or higher)</p>	ENGAGEMENT		ENGAGEMENT		ENGAGEMENT	

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UNIVERSAL INSTRUCTION: NUMERACY - STUDENT RESULTS POLICY 2

MATH Goal - Achievement: We will increase our overall grades 1-5 STAR MATH ACHIEVEMENT scores from ____ to ____ through the implementation of the strategies and action steps listed below.

MATH Goal - Growth: We will increase our overall grades 1-5 STAR MATH GROWTH scores from ____ to ____ through the implementation of the strategies and action steps listed below.

Strategic Initiatives	Q1	Mid-Year	EOY
STUDENT GROWTH AND ACHIEVEMENT (AT OR ABOVE BENCHMARK)			
PLC, Data Literacy, Universal Data Summit, LLT focus - see information below (in Literacy section) as these apply to universal instruction, multiple content areas			
Numeracy walkthrough visits will be conducted twice in the school year used to guide site-based PD/coaching <ul style="list-style-type: none"> ● Numeracy walkthrough visit notes and related Situation Reports for all K-5 schools with recommendations will be provided to the Elementary Director of TLE and to members of the Math Steering Committee by Principals and linked in this document ● Evidence will exist that sites followed up with actions based on recommendations 			
UNIVERSAL INSTRUCTION - NUMERACY <ul style="list-style-type: none"> ● We will continue to implement all parts of Bridges with fidelity, using pre and post assessments to individualize instruction. ● Students will engage in 30 minutes a week minimum of Freckle. ● We will refine our grading practices so that standards are scored consistently and are communicated to students and parents through the report card system. 			

UNIVERSAL INSTRUCTION: LITERACY - STUDENT RESULTS POLICY 2

LITERACY Goal - Achievement: We will increase our overall grades 1-5 STAR LITERACY ACHIEVEMENT scores from ____ to ____ through the implementation of the strategies and action steps listed below.

LITERACY Goal - We will increase our overall grades 1-5 STAR LITERACY GROWTH scores from ____ to ____ through the implementation of the strategies and action steps listed below.

Strategic Initiatives	Q1	Mid-Year	EOY
STUDENT GROWTH AND ACHIEVEMENT (AT OR ABOVE BENCHMARK)			
<p>PLC & DATA LITERACY Throughout the 2019-20 school year we will facilitate the fidelity of PLC practices at all 4K-5 schools by coaching and monitoring the following:</p> <ol style="list-style-type: none"> 1. Completion of administrator and certified staff SLOs to support building specific universal achievement and growth goals aligned to the Elementary TLE scorecard 2. Completion of grade level profile analysis aligned with building universal data summits to identify specific students in need of an individual goal plan. Follow through on the creation and monitoring of individual student's plan until the goal is met. 3. Through specific coaching and monitoring of building level certified staff, we will ensure that PLC practices are implemented across all buildings as identified in our district PLC guiding documents available on the District Curriculum internal webpage. 4. Building an understanding of the classroom specific data to identify areas of strength, need or additional coaching. 			
<p>LLT & UNIVERSAL DATA SUMMITS Throughout the 2019-20 school year we will assist building level certified staff in the assurance of fidelity of the implementation of LLT, PLC and Universal Data Summits at all schools by coaching and monitoring:</p> <ol style="list-style-type: none"> 1. Completion of the universal action plans 2. Implementation of the universal action plan 3. Completion of the district fidelity measures 4. Utilization of fidelity measure to inform practices 			
<p>Coach and support the implementation of phonics/word work curriculum in grades 4K-5 in the 2019-20 school year.</p> <ul style="list-style-type: none"> ● Provide high quality professional development to professional educators to support implementation ● Implement revised literacy assessment package in grades K-1 and facilitate data collection for use in instruction 			
Literacy walkthrough visits will be conducted twice in the school year used to guide site-based PD/coaching			

<ul style="list-style-type: none"> ● Literacy walkthrough visit notes and Reader Situation Reports for all K-5 schools with recommendations will be provided to the Elementary Director of TLE and to members of the ELA Steering Committee by Principals and linked in this document ● Evidence will exist that sites followed up with actions based on recommendations 			
<p>UNIVERSAL INSTRUCTION - LITERACY</p> <ul style="list-style-type: none"> ● School-wide focus on conferring and small group instruction in both reading and writing ● Co-teaching and co-planning with cross-cat teachers and EL teachers ● Building stamina in independent reading and writing time and keeping this time sacred for all students ● Schedule celebrations and launch dates a semester at a time ● Expanding on how we share and display students' reading and writing so that it is purposeful and for a specific audience (share writing at Jumpstart, keep a school count of books read, write to bus drivers, display writing at What's Brew'n, read in the park) 			

ENGAGEMENT AND ATTENDANCE - STUDENT RESULTS POLICY 3; OPERATIONAL EXPECTATION 10

Attendance Goal: We will increase our overall Attendance Rate from 93.17% to 94.17% (our school maintain 95.73% or higher)

ENGAGEMENT Goal: In an effort to increase the overall district mean on the Student Engagement survey, we will focus on the following three questions.

- The survey question, "I am satisfied with my school's efforts to prevent bullying" from 2.56 to 2.59 (our school 3.01 to 3.07).
 - The survey question, "I feel I belong at this school" from 2.92 to 2.95 (our school 3.17 to 3.23).
 - The survey question, "I enjoy going to school" from 2.55 to 2.58 (our school 2.57 to 2.62).

Strategic Initiatives:	Q1	Mid-Year	EOY
ATTENDANCE			
Throughout the 2019-20 school year, we will achieve our school attendance goal above by completing the following actions: <ol style="list-style-type: none"> 1. Review school wide attendance data 2. Identify attendance patterns and trends (LINK PATTERNS AND TRENDS HERE) 3. Develop a short term attendance plan related to the implementation of existing attendance protocol <ul style="list-style-type: none"> • Schoolwide communication emphasizing the importance of attendance, letting parents know what our specific goal is • Follow attendance protocol: biweekly meeting of student services team to review data, send notices, and develop individual student plans based on the district's attendance policy • When a student is flagged for attendance, the first contact will be from the classroom teacher to check in with the parent 			
STUDENT ENGAGEMENT			
Site based e-teams will determine a problem of practice (NAME THAT HERE) related to equity to develop and implement a plan to address systemic inequities. <ol style="list-style-type: none"> 1. Completion of the e-team action plans 2. Implementation of the e-team action plan 3. Review and continuous improvement of the e-team action plan (e-team will make the plan in 19-20) 			
Throughout the 2019-20 school year we will implement our Universal PBIS Systems to fidelity as measured by the 2020 BOQ (70%+) and SAS (80%+) through: <ol style="list-style-type: none"> 1. Completion of our universal action plan (Horizon PBIS Action Plan 2019-20) <ol style="list-style-type: none"> a. Addressing successful learning environment guidance b. Addressing digital citizenship 2. Implementation of our universal action plan 3. Completion of the district fidelity measures (BOQ & SAS, & TIC if BOQ not at 70%+ in 18-19) (Horizon 2018-19 Reports) 			

<p>4. Utilization of fidelity measure to inform universal action plan</p> <p>In order to achieve our student engagement goal above</p>			
<p>STUDENT ENGAGEMENT</p> <ul style="list-style-type: none"> ● Continue to implement our responsive classroom strategies and go back to basics with morning meetings ● During the first week of school, create a visual representation of all of our students by name, by face: “We belong at Horizon” ● Schoolwide emphasis on joy in the classroom. Share ideas with each other during a standing agenda item at staff meetings. 			

WORKFORCE FOCUS

WORKFORCE FOCUS Goal: In an effort to create an asset-based school district where staff feels engaged in our work as a school district, an increase in the district mean to the survey question, *"All things considered, this District is a good place to work"* from 3.76 to 3.87 or higher (our school maintain 4.14 or higher)

Strategic Initiatives	Q1	Mid-Year	EOY
EMPLOYEE ENGAGEMENT			
Certified staff have access to high leverage professional development activities that directly align with site and district strategic plan and that will clearly impact student learning.			
EMPLOYEE ENGAGEMENT <ul style="list-style-type: none"> ● Staff book study - <i>We Got This</i> by Cornelius Minor ● See PBIS Action Plan. Our PBIS Staff Relations Committee will create opportunities for staff to share positive affirmations about each other (through notes, potlucks, outside events). 			

COMMUNITY ENGAGEMENT

COMMUNITY ENGAGEMENT Goal: In an effort to maintain and grow strong school to parent partnerships, we will increase our parent satisfaction rate in 2019-20 from 3.62 to 3.76 (our school from 3.95 to 4.03).

Strategic Initiatives	Q1	Mid-Year	EOY
PARENT SATISFACTION			
School-wide strategy for engaging parents (Flexed, Identical) SEE BELOW			
Positive Teacher-based/Parent Interactions to Support Learning (Flexed, Identical) SEE BELOW			
Establish Site Councils of Diverse Parents (Flexed, Identical) (PEG-PASS)			
Each school shall have a written family engagement plan including the role of school, family and students in the education process; information about best ways to communicate between families and staff; frequency and format of school newsletters; who to contact if students/families have a question, suggestion or concern; plans for family/teacher conferences and opportunities for family learning activities and engagement in the education of students. The school’s family engagement plan should be communicated annually to families in a language understood by families to the extent feasible. See District Policy KBA , Procedure KBA-R .			
PARENT/COMMUNITY ENGAGEMENT (LINK PLAN HERE) <ul style="list-style-type: none"> ● Provide a designated time at the beginning of the year for positive phone calls and/or personalized emails. Student services/admin will reach out to all positive ● Create a positive phone call shared google doc to keep track of positive phone calls to families with the goal of at least one per quarter per student ● Teachers will ask parents for their preferred method of communication ● Create a FAQ page on our website for parents to reference ● In the newsletter, include “tip of the month” for parents from a resource ● Provide training and professional development in SeeSaw and increase the number of teachers who utilize the tool 			

FACILITIES & OPERATIONS

SAFETY & SECURITY GOAL: In order to provide a safe and secure environment that promotes student learning, we will continue to implement and monitor necessary safety and security improvement procedures and processes.

Strategic Initiatives	Q1	Mid-Year	EOY
SAFETY AND SECURITY			
<ul style="list-style-type: none"> Compliance with Act 143 requirements 			
<ul style="list-style-type: none"> Meet safety drill compliance requirements 			

Initial Scorecard Development date:	8-2-19	Associated Operational and Results Policies	
Finalized Scorecard Date:		Mega Result SR-1	OE-10 Learning Environment/Discipline
Building Administrator Sign Off/Date:		SR-2 Academics (Literacy)	OE-11 Instructional Program
District Director Sign Off/Date:		SR-2 Academics (Math)	
Senior Leadership Sign Off/Date:		SR-3 Student Personal Development	Links to District Scorecards (update for 19-20)