

Campus Information							
District Name	San Angelo ISD	Campus Name	Holiman Elementary	Superintendent	Carl Dethloff	Principal	Ginger Luther
District Number	226903	Campus Number	22903-114	District Coordinator of School Improvement (DCSI)	Shelly Huddleston	ESC Support	ESC Region XV-Robin Graves

Assurances	
DCSI	I, the District Coordinator of School Improvement, attest that I will provide or facilitate the provision of all the necessary district-level commitments and support mechanisms to ensure the successful implementation of the Targeted Improvement Plan for this campus. I understand I am responsible for the implementation of all intervention requirements. If I am the principal supervisor, I understand I am responsible for ensuring the principal carries out the plan elements as indicated herein. <p style="text-align: right;">Shelly Huddleston, September 24, 2019</p>
Principal Supervisor <i>(Only necessary if the DCSI is NOT the Principal supervisor)</i>	I, as supervisor of the principal for this campus, attest that I will coordinate with the DCSI to provide or facilitate the provision of all the necessary district-level commitments and support mechanisms to ensure the principal I supervise can achieve successful implementation of the Targeted Improvement Plan for this campus. I understand I am responsible for ensuring the principal carries out the plan elements as indicated herein. <p style="text-align: right;">Shelly Huddleston, September 24, 2019</p>
Principal	I, as principal for this campus, attest that I will coordinate with the DCSI (and my supervisor, if they are not the same person) to use the district-provided commitments and support mechanisms to ensure the successful implementation of the Targeted Improvement Plan for this campus. I agree to carry out the plan elements as indicated herein. <p style="text-align: right;">Ginger Luther, September 24, 2019</p>
Board Approval Date	

Needs Assessment		
Data Analysis Questions	What accountability goals for each Domain has your campus set for the year?	To increase scores in Domain I -71 scaled score Domain 2A - 67 scaled score Domain 2B- 70 scaled score Domain 3 - 70 scaled score
	What changes in student group and subject performance are included in these goals?	I am looking for all subject groups in all subjects to increase.
	If applicable, what goals has your campus set for CCMR and Graduation Rate?	

Self-Assessment Results (To be completed if the campus HAS NOT had an ESF Diagnostic)	
Use the completed Self-Assessment Tool to complete this section	
Essential Action	Implementation Level (1 Not Yet Started - 5 Fully Implemented)
1.1 Develop campus instructional leaders with clear roles and responsibilities.	3
2.1 Recruit, select, assign, induct and retain a full staff of highly qualified educators.	3

3.1 Compelling and aligned vision, mission, goals, values focused on a safe environment and high expectations.	4
4.1 Curriculum and assessments aligned to TEKS with a year-long scope and sequence.	3
5.1 Objective-driven daily lesson plans with formative assessments.	2
5.3 Data-driven instruction.	2

Prioritized Focus Area #1		Prioritized Focus Area #2	Prioritized Focus Area #3
Essential Action	1.1 Develop campus instructional leaders with clear roles and responsibilities.	5.3 Data-driven instruction.	
Rationale	Instructional leaders must have scheduled times to gain classroom insight and be able to coach teachers without having constant interruptions such as discipline, duties, and other things that can be done by others. Clear roles and expectations must be communicated so that everyone can do their part efficiently and effective instructional leadership can occur.	Teachers will use the evidence from the assessments to drive instruction and track growth progress	
Desired Annual Outcome	Principal and IC will be able to visit each classroom weekly with a coaching session following the visit. These feedback sessions will positively impact instruction and lead to greater student achievement.	PLCs biweekly for 110 minutes help to address data from each assessment (Istation, Map, NSGRA) placing students in quadrants to focus on growth. ILT being in classrooms to monitor data and give feedback.	
Barriers to Address During the Year	Being pulled away dealing with discipline, required meetings or trainings, and needing to be in multiple places at one time.	Time for reteaching skills when the data tells you what you need to know.	

District Commitment Theory of Action: SAISD will provide access to a high-quality aligned district curriculum focusing on high priority learning standards. District will support the structure for PLCs in order to create assessments, analyze data and plan for reteaching to mastery. SAISD will also provide access to high quality assessments such as NWEA MAP testing, Next Steps in Guided Reading Assessments and IStation in order to track student growth and set

ESF Diagnostic Results
(To be completed AFTER the campus engages in the shared diagnostic with an ESF Facilitator)

Date of ESF Diagnostic

Prioritized Focus Area #1		Prioritized Focus Area #2	Prioritized Focus Area #3
Essential Action			
Desired Annual Outcome			
Barriers to Address During the Year			

District Commitment Theory of Action

Prioritized Focus Areas for Improvement Capacity Builder

Cycle 1 90-day Outcomes (September - November)			
	Prioritized Focus Area #1	Prioritized Focus Area #2	Prioritized Focus Area #3
Essential Action	1.1 Develop campus instructional leaders with clear roles and responsibilities.	5.3 Data-driven instruction.	
Desired Annual Outcome	Principal and IC will be able to visit each classroom weekly with a coaching session following the visit.	PLCs biweekly for 110 minutes help to address data from each assessment (Istation, Map, NSGRA) placing students in quadrants to focus on growth. ILT being in classrooms to monitor data and give feedback.	
Desired 90-day Outcome	Each teacher will have had regular observation and feedback cycles scheduled throughout the year.	Create a data tracking board using multiple assessments tools (NSGRA, MAP, Istation) showing each child's progress toward the target	
Barriers to Address During this Cycle	Prioritizing time with other factors present such as being pulled away dealing with discipline, required meetings or trainings, and needing to be in multiple places at one time.	Time for reteaching skills when the data tells you what you need to know.	
District Actions for this Cycle	Principal PLC network will meet by September 30 for leadership development. Will meet with principal supervisor to discuss goals and review student growth data.	District will provide access to MAP testing for baseline BOY data in reading and math and structures for PLCs. Half-day PL time on 10/23 for evidence review.	
District Commitments Theory of Action	District Leaders will meet in small groups of principals in Principal PLC groups to develop leadership capacity. SAISD will provide access to a high-quality aligned district curriculum focusing on high priority learning standards. District will support the structure for PLCs in order to create assessments, analyze data and plan for reteaching to mastery. SAISD will also provide access to high quality assessments such as NWEA MAP testing, Next Steps in Guided Reading Assessments and IStation in order to track student growth and set goals for each student's learning.		

Action plan-Milestones								
Milestones	Prioritized Focus Area	Timeline	Resources Needed	Person(s) Responsible	Evidence used to Determine Progress toward Milestone	Evidence Collection Date	Progress toward Milestone	Necessary Adjustments / Next Steps
Establishment of 110 minute PLC meetings with specific agenda related to curriculum and assessments	<input checked="" type="checkbox"/> 1 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 3	9-Sep	Staff Calendar, Agenda	Ginger Luther	Completed agendas	October		
Bi-weekly PLC's	<input checked="" type="checkbox"/> 1 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 3	9-Sep	Staff Calendar	Ginger Luther	Staff Calendar	October		
Use of data tracking tool for all assessments (Istation, NSGRA, and MAP data) - Data Dig	<input checked="" type="checkbox"/> 1 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 3	4-Oct	Data Tracking Tool	Ginger Luther/Tammie Hicks	Completed Tool with latest data	11-Oct		
75% of teachers will implement Goal setting for student tracking	<input checked="" type="checkbox"/> 1 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 3	4-Oct	Goal setting sheet	Teachers/Students	Completed student goal tracker	31-Oct		
75% of teachers will fully implement of Morning Arrival Routines and Procedures	<input checked="" type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3	9-Aug	Minute by Minute Plan	Ginger Luther	Rubric	31-Oct		
75% of teachers will fully implement of Lunch Routines and Procedures	<input checked="" type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3	21-Aug	Minute by Minute Plan	Ginger Luther	Rubric	31-Oct		

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	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3							
	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3							

Reflection and Planning for Next 90-Day Cycle

Did you achieve your desired 90-day outcome? Why or why not?		
Did you achieve your student performance goals (see Student Data Tab)? Why or why not?		
Review the necessary adjustments/next steps column above. What milestones from this cycle will you continue working on in the next cycle? What new milestones do you need to add to the next cycle?	Carryover Milestones	New Milestones

Cycle 2 90-Day Outcomes (December-February)			
	Prioritized Focus Area #1	Prioritized Focus Area #2	Prioritized Focus Area #3
Essential Action	1.1 Develop campus instructional leaders with clear roles and responsibilities.	5.3 Data-driven instruction.	
Desired Annual Outcome	Principal and IC will be able to visit each classroom weekly with a coaching session following the visit in order to increase instructional effectiveness and positively impact student learning.	PLCs biweekly for 110 minutes help to address data from each assessment (Istation, Map, NSGRA) placing students in quadrants to focus on growth. ILT being in classrooms to monitor data and give feedback.	
Desired 90-day Outcome	100% of instructional staff will have 6-8 observation and feedback cycles scheduled	Create a data board using those assessments showing how far each child is from the target	
Barriers to Address During this Cycle	Prioritizing time with other factors present such as being pulled away dealing with discipline, required meetings or trainings, and needing to be in multiple places at one time.	Time for reteaching skills when the data tells you what you need to know.	
District Actions for this Cycle	Time provided for Principal PLCs. Focus on Chapter 8 of Leaving a Leader	Time to review data through PLCs and pL day on 10/23/19 & 1/20/20 to review evidence	
District Commitments Theory of Action	SAISD will provide access to a high-quality aligned district curriculum focusing on high priority learning standards. District will support the structure for PLCs in order to create assessments, analyze data and plan for reteaching to mastery. SAISD will also provide access to high quality assessments such as NWEA MAP testing, Next Steps in Guided Reading Assessments and IStation in order to track student growth and set goals for each student's learning.		

Action plan-Milestones								
Milestones	Prioritized Focus Area	Timeline	Resources Needed	Person(s) Responsible	Evidence used to Determine Progress toward Milestone	Evidence Collection Date	Progress toward Milestone	Necessary Adjustments / Next Steps
Continuation of 110 minute PLC meetings with specific agenda related to curriculum and assessments	<input checked="" type="checkbox"/> 1 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 3	2-Dec	Staff Calendar, Agenda	Ginger Luther	Completed agendas	31-Jan		
Continue Bi-weekly PLC's	<input checked="" type="checkbox"/> 1 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 3	2-Dec	Staff Calendar	Ginger Luther	Staff Calendar	31-Jan		
Continued use of data tracking tool for all assessments (Istation, NSGRA, and MAP data) - Data Dig	<input type="checkbox"/> 1 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 3	24-Jan	Data Tracking Tool	Ginger Luther/Tammie Hicks	Completed Tool with latest data	1-Feb		
90% of teachers will implement Goal setting for student tracking	<input type="checkbox"/> 1 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 3	24-Jan	Goal setting sheet	Teachers/Students	Completed student goal tracker	1-Feb		
100% of teachers will fully Implement of Morning Arrival Routines and Procedures	<input checked="" type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3	2-Dec	Minute by Minute Plan	Ginger Luther	Rubric	1-Feb		
100% of teachers will fully implement of Lunch Routines and Procedures	<input checked="" type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3	2-Dec	Minute by Minute Plan	Ginger Luther	Rubric	1-Feb		

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	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3							

Reflection and Planning for Next 90-Day Cycle

Did you achieve your desired 90-day outcome? Why or why not?		
Did you achieve your student performance goals (see Student Data Tab)? Why or why not?		
Review the necessary adjustments/next steps column above. What milestones from this cycle will you continue working on in the next cycle? What new milestones do you need to add to the next cycle?	Carryover Milestones	New Milestones

Cycle 3 90-Day Outcomes (March-May)			
	Prioritized Focus Area #1	Prioritized Focus Area #2	Prioritized Focus Area #3
Essential Action	1.1 Develop campus instructional leaders with clear roles and responsibilities.	5.3 Data-driven instruction.	
Desired Annual Outcome	Principal and IC will be able to visit each classroom weekly with a coaching session following the visit.	PLCs biweekly for 110 minutes help to address data from each assessment (Istation, Map, NSGRA) placing students in quadrants to focus on growth. ILT being in classrooms to monitor data and give feedback.	
Desired 90-day Outcome	Weekly calendar with specific time slots for classroom visits and coaching.	Create a data board using those assessments showing how far each child is from the target	
Barriers to Address During this Cycle	Being pulled away dealing with discipline, required meetings or trainings, and needing to be in multiple places at one time.	Time for reteaching skills when the data tells you what you need to know.	
District Actions for this Cycle	Principal PLC groups will meet with a focus on instructional leadership. Regular meetings with supervisor to review instructional practices.	District will provide access to NSGRA support, Istation and EOY MAP assessments to track student progress.	
District Commitments Theory of Action	SAISD will provide access to a high-quality aligned district curriculum focusing on high priority learning standards. District will support the structure for PLCs in order to create assessments, analyze data and plan for reteaching to mastery. SAISD will also provide access to high quality assessments such as NWEA MAP testing, Next Steps in Guided Reading Assessments and IStation in order to track student growth and set goals for each student's learning.		

Action plan-Milestones								
Milestones	Prioritized Focus Area	Timeline	Resources Needed	Person(s) Responsible	Evidence used to Determine Progress toward Milestone	Evidence Collection Date	Progress toward Milestone	Necessary Adjustments / Next Steps
Continuation of 110 minute PLC meetings with specific agenda related to curriculum and assessments	<input checked="" type="checkbox"/> 1 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 3	1-Mar	Staff Calendar, Agenda	Ginger Luther	Completed agendas	10-Apr		
Continued Bi-weekly PLC's	<input checked="" type="checkbox"/> 1 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 3	1-Mar	Staff Calendar	Ginger Luther	Staff Calendar	10-Apr		
Continued use of data tracking tool for all assessments (Istation, NSGRA, and MAP data) - Data Dig	<input checked="" type="checkbox"/> 1 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 3	15-May	Data Tracking Tool	Ginger Luther/Tammie Hicks	Completed Tool with latest data	22-May		
100% of teachers will implement Goal setting for student tracking	<input checked="" type="checkbox"/> 1 <input checked="" type="checkbox"/> 2 <input type="checkbox"/> 3	15-May	Goal setting sheet	Teachers/Students	Completed student goal tracker	22-May		
100% of teachers will fully Implement of Morning Arrival Routines and Procedures	<input checked="" type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3	28-May	Minute by Minute Plan	Ginger Luther	Rubric	28-May		
100% of teachers will fully implement of Lunch Routines and Procedures	<input checked="" type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3	28-May	Minute by Minute Plan	Ginger Luther	Rubric	28-May		

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	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3							
	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3							
	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3							

Reflection and Planning for Next 90-Day Cycle

Did you achieve your desired 90-day outcome? Why or why not?

Did you achieve your student performance goals (see Student Data Tab)? Why or why not?

Review the necessary adjustments/next steps column above. What milestones from this cycle will you continue working on in the next cycle? What new milestones do you need to add to the next cycle?	Carryover Milestones	New Milestones

END OF YEAR REFLECTION

	Prioritized Focus Area #1	Prioritized Focus Area #2	Prioritized Focus Area #3
Essential Action			
Desired Annual Outcome	Principal and IC will be able to visit each classroom weekly with a coaching session following the visit. These feedabck sessions will positively impact instruction and lead to greater student achievement.	#REF!	
Did the campus achieve the desired outcome? Why or why not?			

Cycle 4 90-Day Action Plan (June-August)

The purpose of this 90-Day action plan is to prepare for the upcoming school year.
The essential actions the campus prioritizes may have changed based on progress made in the school year or based on ESF diagnostic results.

	Prioritized Focus Area #1	Prioritized Focus Area #2	Prioritized Focus Area #3
Essential Action	Principal and IC will be able to visit each classroom weekly with a coaching session following the visit.	PLCS biweekly for 110 minutes help to address data from each assessment (1station, Map, NSGRA) placing students in quadrants to focus on growth. ILT being in classrooms to monitor data and give feedback.	
Rationale			
How will you communicate these priorities to your stakeholders? How will you invest them?			
Desired 90-Day Outcome			
Who will help the campus build capacity in this area?			
Barriers to Address			
District Actions for this Cycle			
District Commitments Theory of Action			

Action plan-Milestones

Milestones	Prioritized Focus Area	Timeline	Resources Needed	Person(s) Responsible	Evidence Used to Determine Progress Toward Milestone	Evidence Collection Date	Progress Toward Milestone	Necessary Adjustments/Next Steps
	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3							
	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3							
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	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3							

Reflection and Planning for Next 90-Day Cycle

Did you achieve your desired 90-day outcome? Why or why not?		
Did you achieve your summative student performance goals (see Student Data Tab)? Why or why not?		
Review the necessary adjustments/next steps column above. What milestones from this cycle will you continue working on in the next cycle? What new milestones do you need to add to the next cycle?	Carryover Milestones	New Milestones