



**North Central**

**2019-2020  
Campus  
Improvement Plan**



**Campus Number 101-845-008  
13703 Aldine-Westfield Road  
Houston, TX 77039**

# YES PREP NORTH CENTRAL CAMPUS IMPROVEMENT PLAN

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# YES PREP NORTH CENTRAL CAMPUS IMPROVEMENT PLAN

## MISSION STATEMENT

Our mission is to increase the number of students from underserved communities who graduate from college prepared to lead.

## 2019-2020 SYSTEMWIDE INITIATIVES

YES Prep North Central is part of the YES Prep Public Schools (YES Prep, system, or district) network of open-enrollment charter schools. Our systemwide initiatives are:

### Mission Outcomes

1. Build consistently excellent schools that prepare all students to graduate from college prepared to lead.
2. Serve Houston's underserved communities at scale.

### Strategic Priorities

1. Deeply engage the students, families, and communities we serve.
2. Recruit, develop, sustain, and retain extraordinary talent.
3. Build a diverse organization that values inclusivity and transparency.
4. Innovate and implement clear, manageable, and high-leverage academic systems.
5. Harness technology and operating systems that promote efficiency and accountability.
6. Be financially strategic and sustainable on public funding.

## TEXAS EDUCATION AGENCY (TEA) STRATEGIC PRIORITIES

*Every child, prepared for success in college, a career or the military.*

1. Recruit, support, and retain teachers and principals.
2. Build a foundation of reading and math.
3. Connect high school to career and college.
4. Improve low-performing schools.

## TITLE I, PART A SCHOOLWIDE PROGRAM (SWP) REQUIREMENTS

- Element 1: SWP Comprehensive Needs Assessment (CNA)
- Element 2: SWP Campus Improvement Plan (CIP) Requirements
- Element 3: Parent and Family Engagement (PFE) Requirements

# YES PREP NORTH CENTRAL CAMPUS IMPROVEMENT PLAN

## SCHOOL SUPPORT TEAM FOR THE CNA and CIP

Jeff Osborne	Principal
Ike Moten	Dean of Students (HS)
Jackie Sherman	Dean of Students (MS)
Laura Leija	Parent
Adeleida Villareal	Parent
Shannon Atwood	Executive Assistant

### Meetings and Community Access

North Central's CNA and CIP were developed by the School Support Team (SST). The final CNA meeting was held on August 28, 2019.

The CIP is available in English and Spanish at the campus front office, on the campus website, at PFE meetings, and at parent and community engagement activities and events.

The CIP will be reviewed and updated quarterly during the 2019-2020 school year.

### Campus Goals (Focus/Critical Areas) (described on Page 12)

1. North Central will achieve a 60% on Domain I (the average of "Approaches" and above, "Meets" and above, and "Masters") on the STAAR test.
2. North Central will meet 100% of relevant Domain III STAAR targets.
3. 55% of North Central's Class of 2020 will have a college ready SAT score of 480 in Reading and 530 in Math.
4. 93.6% of North Central students enrolled in the 2019-2020 school year will return to North Central for 2020-2021.
5. North Central will maintain a cumulative Average Daily Attendance rate of 96.5%.
6. North Central will increase AP Index by 3 for all AP courses.

### CIP Contact Information

Any questions regarding this CIP should be directed to:

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# YES PREP NORTH CENTRAL CAMPUS IMPROVEMENT PLAN

## COMPREHENSIVE NEEDS ASSESSMENT - SCHOOL PROFILE

YES Prep North Central was founded in 2003 to serve students in Grades 6-12. We strive to blaze a trail so excellent that others are compelled to follow. Whether it be through our enthusiasm in the classroom, our passion for serving the community, or our commitment to providing a holistic education, we are dedicated to providing ALL students with the tools they need to be successful on their path through college and beyond.

### Student and Staff Demographics

The 2019-2020 schoolwide student demographics (estimates) are:

- ❖ 959 students in Grades 6-12
- ❖ Race & Ethnicity:
  - 1.22% African American
  - 0.41% American Indian
  - 0.20% Asian
  - 96.84% Hispanic
  - 1.22% White
- ❖ 84.40% economically disadvantaged
- ❖ 12.74% English Learners (ELs)
- ❖ 35.98% at-risk
- ❖ 3.16% special education (SpEd)

Moreover, North Central employs 58 teachers and 26 administrators and support staff.

### Neighborhoods Served

North Central serves students in the 77022, 77032, 77037, 77039, 77060, 77076, and 77093 zip codes.

### Neighborhood Demographics

The boundary area we serve is 1% African American, 3% Other, and 96% Hispanic.

### Strategies to Serve At-Risk Students

- We have tiered reading courses in Grades 6-8 with two full-time literacy teachers to ensure our students become fluent readers.

- We have a campus Literacy Specialist who analyzes EL data to support students and staff, provides small group and one-on-one instruction to our lowest readers and highest need EL students, and sits on the Instructional Leadership Team.
- We have a SpEd Manager who works with a compliance specialist, a paraprofessional, and two SpEd teachers to meet the needs of our SpEd students.
- Deans of Instruction work to coach teachers on meeting the needs of their students, including providing tutorials to at-risk students, in-class remediation, and one-on-one instruction.
- The North Central Leadership Team is aligned around our 2019-2020 campus goals and 2018-2019 campus performance data, including student achievement of our ELs, SpEd students, and other at-risk students.

<b>Data Sources Examined during the CNA Process</b>	<b>Title I SWP Element</b>
<ul style="list-style-type: none"> <li>• TEA Accountability Ratings</li> <li>• STAAR data (disaggregated by subpopulation)</li> <li>• Persistence data (disaggregated by subpopulation) <ul style="list-style-type: none"> <li>○ Attendance data</li> <li>○ School Leaver/withdrawal data</li> </ul> </li> <li>• Student demographic data</li> <li>• EL student data</li> <li>• SpEd student data</li> <li>• At-risk student data</li> <li>• Other demographic data from public elementary schools within the attendance boundaries</li> <li>• Teacher performance and development data</li> <li>• Teacher feedback from beginning-of-year trainings</li> <li>• Recruitment activities (e.g., input from parents and community members)</li> <li>• Registration activities (e.g., input from parents)</li> <li>• Neighborhood demographic data and trends</li> </ul>	<p>1, 2, 3</p>



# YES PREP NORTH CENTRAL CAMPUS IMPROVEMENT PLAN

## STATE COMPENSATORY EDUCATION (SCE)

### Policies and Procedures

YES Prep has systemwide written policies and procedures to identify the following:

- Students who are at risk of dropping out of school under state criteria
- Students who are at risk of dropping out of school under local criteria
- How students enter the SCE program
- How students are exited from the SCE program
- Cost of the regular education program in relation to budget allocations per student and/or instructional staff per student ratio

Total SCE funds allotted to North Central: \$1,339,741

The process we use to identify students at-risk is:

- Six-weeks documented interventions once a student is in the response to intervention (RTI) process.
- If the student does not improve after six weeks, they will be evaluated by the RTI team to identify other necessary interventions.
- Student would be identified as at-risk after the RTI team meets.

The process we use to exit students from the SCE program who no longer qualify is:

- The RTI team will evaluate at-risk students at the six-week point to determine if they need continued interventions; or
- Based on performance, should be exited from the SCE program.

# YES PREP NORTH CENTRAL CAMPUS IMPROVEMENT PLAN

## COORDINATION OF FEDERAL, STATE, AND LOCAL FUNDS

Federal funds will be integrated and coordinated with State and Local funds to meet the needs of all North Central students.

### Federal Funds

- Title I, Part A: \$404,562
- Special Education (IDEA-B): \$98,696
- National School Lunch Program: \$388,026

### State and Local Funds

- General State: \$7,256,035
- State Compensatory Education: \$1,339,741
- Bilingual/ESL Program: \$43,118

## YES PREP NORTH CENTRAL CAMPUS IMPROVEMENT PLAN

<b>GOAL #1 – STAAR Domain I</b>	
<b>CNA Focus Areas</b>	North Central will achieve a 60% on Domain I (the average of “Approaches” and above, “Meets” and above, and “Masters”) on the STAAR test.
<b>CNA Strengths</b>	An average of 86% of students who took the STAAR test at North Central received approaching or above, 63% received a meets or above, and 29% an exceeds. Our campus was above the YES Prep district average by 8.6%, and we were the third highest performing YES Prep campus. We had exceptional performance in 8th grade English, 6th grade math, 8th grade math, Algebra I, Biology, 8th grade Science, and U.S. History.
<b>CNA Needs or Challenges</b>	Some of our lowest STAAR performance last year was in 6th and 7th grade English, and we have a lot of new staff members in those courses: a new staff member in 6th grade reading, two new staff members in 7th grade reading and writing, and a new campus Literacy Specialist. We have increased our 7th grade English sections in order to better serve our students and will have the same Dean of Instruction support the teachers in 6th and 7th grade this year in order to better support the staff in these two courses.
<b>Systemwide Strategic Priorities</b>	4. Innovate and implement clear, manageable, and high-leverage academic systems.
<b>TEA Strategic Priorities</b>	2. Build a foundation of reading and math.

Strategies / High Impact Actions	Staff Responsible	Resources Needed	Baseline Data & Monitoring Sources	Timeline
Implementing grade-wide supports and for the current 8th grade class, including advanced teachers supporting tutorials and students tracking their assessment progress in core classes.	DOA DOS	Strategies and resources for differentiating instruction and example student trackers	Power BI	Teachers will offer at least 45 minutes of tutorials each week, and student achievement tracking will start after the first unit assessments.

Setting the expectation that all teachers to complete student work for lessons at an effective or highly effective level.	DOA DOS SpEd Manager	ER Lesson Planning Protocol  Student work exemplars	Growth in IER cores in the Daily Planning Indicator	Teachers will start receiving feedback about their planning and student work the first week of school.  There will be one professional development focusing on student work in the 1st and 2nd semesters.
Scheduling observations of high-performing teachers for middle school English Language Arts (ELA) and 7th grade math teachers.	DOA DOI	Outlook calendar  Master schedule	Power BI	Deans of Instruction will leverage observations of North Central teachers who are practiced or advanced in order to develop middle school ELA and 7th grade math teachers who are novice, new to YES Prep, or developing.
District-level Content Team professional development, data analysis, and instructional planning.	Director of Academics / Dean of Instruction  Content Leaders	Academic Teams Pages with course- specific materials	Power BI/Tableau to analyze unit assessment data	Professional Development Days and Data Analysis scheduled on Current School Year Calendar  Unit level data analysis and planning with Dean of Instruction

## GOAL #2 - STAAR Domain III

<b>CNA Focus Areas</b>	North Central will meet 100% of relevant Domain III STAAR targets. <ul style="list-style-type: none"> <li>• SpEd ELA Achievement</li> <li>• Non-Continuously Enrolled ELA Growth</li> <li>• Continuously Enrolled ELA Growth</li> <li>• SpEd Math Growth</li> <li>• English Language Proficiency Status</li> </ul>
<b>CNA Strengths</b>	The first area of strength is our overall math performance for both SpEd and LEP. There was only one course for which less than 2/3 did not pass the STAAR. The second area of strength is Algebra I where only one student (EL) did not pass the STAAR.
<b>CNA Needs or Challenges</b>	Two targeted areas of growth for this goal are to (1) focus support on the ELA performance of our SpEd students and 2) focus support on the ELA performance of our EL population.
<b>Systemwide Strategic Priorities</b>	4. Innovate and implement clear, manageable, and high-leverage academic systems.
<b>TEA Strategic Priorities</b>	2. Build a foundation of reading and math.

Strategies / High Impact Actions	Staff Responsible	Resources Needed	Baseline Data & Monitoring Sources	Timeline
Targeted Direct Instruction in Spoken English (DISE) and Strategic Adolescent Reading Intervention (STARI) for 6th and 7th grade students below grade level. Targeted pull-out groups for 8th grade students below grade level. Modified assessments for	Reading Intervention Teachers	DI curriculum  6-minute fluency curriculum  STARI curriculum	Baseline: MAP, R-CBM Benchmark, STAAR Progress  Monitoring: MAP, R-CBM, unit assessments, common assessments, daily/weekly tracking	6th and 7th grade students will have a Reading class everyday for the fall semester.  After MOY R-CBM and MAP benchmarking, students might shift due to growth and

<p>beginner and intermediate students in the EL program.</p>				<p>becoming fluent readers.</p> <p>8th grade students will be pulled twice per week for direct instruction and progress monitored throughout the year.</p> <p>Students will track their growth on MAP and R-CBM biweekly.</p>
<p>Targeted support of SpEd students through Individual Education Plans (IEPs), Behavior Intervention Plans (BIPs), including poor attendance, Supplemental Aides for courses, and specific modifications and accommodations based on summative and formative data.</p>	<p>SpEd Manager</p> <p>SpEd Teachers</p>	<p>Kurzweil 3000</p> <p>Bookshare</p> <p>Unique Learning</p> <p>Kahn Academy</p>	<p>Baseline: 2018-2019 STAAR (Math and ELA), Common Assessment, AP Equivalent</p> <p>Monitoring: Growth Goal Tracker for individual students, Student Achievement Goal Tracker, 2018-2019 STAAR percent score, AP equivalents, unit assessment, Common Assessment, STAAR, formative and summative</p>	<p>SpEd students receive afterschool and lunch tutorials facilitated by SpEd staff that covers foundational skills in English, Grammar, and Math (also including calculator usage).</p> <p>Students not successful on STAAR have STAAR Remediation plans, including tutorials, class room push-ins, and modified assignment/ grade supplements.</p> <p>Co-Teaching in English and Math classes.</p> <p>Students receive direct and indirect support</p>

				daily to target unique IEP goals and objectives.
Targeted math intervention through ST Math for our 6th and 7th grade students below grade level.	Teachers SpEd Manager DOA	ST Math	Baseline: MAP, STAAR, Common Assessment  Monitoring: Pre/Post assessment, unit assessments, daily track progress monitoring, Common Assessment, STAAR	Students will take a period of Math Lab daily for both the fall and spring semester.  Students will complete daily, individualized learning plans and regular formative assessments.

## GOAL #3 - Senior SAT Performance

<b>CNA Focus Areas</b>	55% of North Central's Class of 2020 will have a college ready SAT score of 480 in Reading and 530 in Math.
<b>CNA Strengths</b>	<ul style="list-style-type: none"> <li>• 53% of the seniors who graduated last year had a college-ready score on the SAT (480 or above in reading and 530 or above in math).</li> <li>• We have a strong high school math department with two Advanced teachers in Algebra I, a 3rd year geometry teacher, and an Advanced Algebra II teacher.</li> <li>• Our district has a clear plan for increasing student test support in Junior Seminar by incorporating Khan Academy into the regular classroom routine and analyzing student performance on benchmarks and in Khan Academy in order to better remediate with small groups of students.</li> </ul>
<b>CNA Needs or Challenges</b>	<ul style="list-style-type: none"> <li>• Our Junior Seminar teacher, who will complete the SAT prep unit with our juniors, has limited background on the SAT and is teaching this course for the first time.</li> <li>• Our Director of College Counseling (DCC) is in his first year as a director, although he has eight years in our district as a college counselor. We plan to administer the SAT on our campus in the fall so that we have more control over the testing environment. Our DCC will need support in terms of planning for and supporting staff in administering the SAT.</li> </ul>
<b>Systemwide Strategic Priorities</b>	4. Innovate and implement clear, manageable, and high-leverage academic systems.
<b>TEA Strategic Priorities</b>	3. Connect high school to career and college.

Strategies / High Impact Actions	Staff Responsible	Resources Needed	Baseline Data & Monitoring Sources	Timeline
Implementation and execution of Khan Academy with retesters.	Senior Seminar Instructors  College Counselors  Director of College Counseling	Laptops  Internet access  College Board and Khan Academy accounts	Individual Khan Academy reports	08/26/2019-10/15/2019



	Dean of Instruction	Progress monitoring spreadsheet		
Direct instruction in the junior and senior seminar classes.	Senior Seminar Instructors Algebra II Teacher Geometry Teacher English III Teacher Director of College Counseling	Kaplan Test Prep books Algebra+English III+Geometry Teachers Incentives for teachers (stipends)	Attendance rosters	08/26/2019-10/15/2019
Building a culture of investment in the SAT through education and incentives.	Senior Seminar Instructors College Counselors Director of College Counseling Dean of Instruction Dean of Students Director of Student Support Teachers	SAT Posters Alternative schedule for a pep rally Various decorations Gift pencils SAT Question of the Day	Student Satisfaction Survey	08/26/19- 10/15/2019

## GOAL #4 - Student Persistence

<b>CNA Focus Areas</b>	93.6% of North Central students enrolled in the 2019-2020 school year will return to North Central for 2020-2021.
<b>CNA Strengths</b>	North Central has had over 94.45% student persistence since 2012.
<b>CNA Needs or Challenges</b>	Last year, several high schools opened up in the North Central area and we lost 36 upperclassmen over the summer and during the school year. This is higher than normal, and our overall student persistence was the lowest it has been in the past seven years. Students leaving have opportunities at other high schools that they do not have at North Central (e.g., dual credit options, option to leave school early, opportunities to graduate early). In order to be more competitive this year, the Leadership Team is allowing seniors who meet all their graduation requirements to leave 1-2 class periods early. Our Director of College Counseling is working with the leadership team to implement this new procedure and determine its impact on student persistence, especially with upperclassmen.
<b>Systemwide Strategic Priorities</b>	1. Deeply engage the students, families, and communities we serve.
<b>TEA Strategic Priorities</b>	NA

Strategies / High Impact Actions	Staff Responsible	Resources Needed	Baseline Data & Monitoring Sources	Timeline
Data Driven Programming - Utilize parent and student data from Pathways, student survey, and SLC to create targeted programming for students, families, and staff regarding observed trends of concern.	Director of Student Support Dean of Students Student Support Counselors	Pathway Surveys Blue Orange Lessons Morning Meeting Crew Access to SAFs	Decrease the number of suspensions  Be proactive and present instead of reactive	3 week rotations for Blue Orange  Staff Meeting at professional development  One Parent Meeting a month

	Grade Level Chairs Teachers			
Joyful Environment - Improve culture systems to support execution of high expectations and high support environment. This includes a change to HERO triggers, use of homeroom time, uniform expectations, and physical environment.	School Culture Team	Calendar Restructuring HERO- one week refresh, 2 trigger Homeroom Student Survey data Added Uniform Options	Increase in student survey data, specifically the strong relationships and sense of belonging.	HERO was restructured over the summer Student Survey administered twice per year Homeroom is daily
Relationship Building - Utilize student survey data to indentify opportunities to increase student feeling of trusted adult. This will include analysis at multiple levels be executed through Blue Orange Time, Morning Meeting, Homeroom, etc.	Director of Student Support Dean of Students Student Support Counselors Grade Level Chairs Teachers Students	Professional development Morning Meetings Blue Orange Physical Environments Grade Level Meetings Grade Level Chair Meetings School Culture Meetings	Increase in student survey data, specifically the trusted adult increase in Q12 for staff survey	School Culture Team meetings bi-weekly Tactical / Strategic Dean of Students checkpoints Weekly individual check-ins Weekly Grade Level Manager / Grade Level Chair meetings

## GOAL #5 - Average Daily Attendance

<b>CNA Focus Areas</b>	North Central will maintain a cumulative Average Daily Attendance (ADA) rate of 96.5%.
<b>CNA Strengths</b>	We were able to achieve 96.45% student attendance because we implemented some new attendance systems: We had a regular attendance committee meeting to address students who had regular attendance concerns and our Operations Coordinator consistently communicated attendance data to the Leadership Team. The increased collaboration with the Student Support Team (Deans of Students in middle and high school and our Director of Student Support) are key areas of strength we will continue for the 2019-2020 school year.
<b>CNA Needs or Challenges</b>	Our Director of Campus Operations is going to ensure we increase our communication with families in regards to attendance, especially to families once their student(s) have missed 3-5 days in a semester.
<b>Systemwide Strategic Priorities</b>	1. Deeply engage the students, families, and communities we serve.
<b>TEA Strategic Priorities</b>	NA

Strategies / High Impact Actions	Staff Responsible	Resources Needed	Baseline Data & Monitoring Sources	Timeline
Communication to Leadership and parents and families about daily tardies/absences.	Operations Coordinator	Skype/Teams along with proper documentation with contact information to reach families	Attendance documentation kept on file	Daily when students are marked absent and/or tardy
Working with Culture Team to incentivize those heavy hitters to come to school consistently.	DCO	Time set aside to meet consistently about attendance	Daily ADA records	Ongoing
Communication to staff showing daily attendance percentages.	Operations Coordinator	Working computer systems (eSchoolPlus, Teacher Access Center, etc.)	Daily email	Daily when students are marked absent and/or tardy

## GOAL #6 - AP Test Performance

<b>CNA Focus Areas</b>	North Central will increase AP Index by 3 for all AP courses.
<b>CNA Strengths</b>	8/10 AP courses at North Central are being taught by returning teachers. Additionally, 5/8 of the returning teachers met their AP goal last year.
<b>CNA Needs or Challenges</b>	9/10 AP teachers have more than one prep; so the teachers being able to thoroughly plan for all the classes they teach might prove challenging. Additionally, AP calculus did not meet goals last year, and the calculus teacher will be on leave for about half of the fall semester.
<b>Systemwide Strategic Priorities</b>	4. Innovate and implement clear, manageable, and high-leverage academic systems.
<b>TEA Strategic Priorities</b>	3. Connect high school to career and college.

Strategies / High Impact Actions	Staff Responsible	Resources Needed	Baseline Data & Monitoring Sources	Timeline
Setting the expectation that all teachers to complete student work for lessons at an effective or highly effective level.	DOA DOIs SpEd Manager	Instructional Excellence Rubric (IER)  Lesson Planning Protocol  Student work exemplars	Growth in IER cores in the Daily Planning Indicator	Teachers will start receiving feedback about their planning and student work the first week of school. There will be one professional development focusing on student work in the 1st and 2nd semesters.
Implementing tutorial programming for students and student level data tracking.	DOA DOIs	Strategies and resources for differentiating instruction and example student trackers	Power BI	Teachers will offer at least 45 minutes of tutorials each week, and student achievement tracking

				will start after the first unit assessments.
District Level Content Team professional development, data analysis, and instructional planning.	Director of Academics / Dean of Instruction  Content Leaders	Academic Teams Pages with course-specific materials	Power BI/Tableau to analyze unit assessment data	Professional development days and Data Analysis scheduled on Current School Year Calendar  Unit level data analysis and planning with Dean of Instruction