

Spring Branch Independent School District
Thornwood Elementary School
2022-2023 Campus Improvement Plan



Mission Statement

To inspire every student to LEARN and BE more than they EVER thought or dreamed possible.

Vision

Thornwood is a kind and safe learning community where everyone is connected and empowered through challenging opportunities.

Core Values

Every Child: We put students at the heart of everything we do.

Collective Greatness: We, as a community, leverage our individual strengths to reach challenging goals.

Collaborative Spirit: We believe in each other and find joy in our work.

Limitless Curiosity: We never stop learning and growing.

Moral Compass: We are guided by strong character, ethics and integrity.

Core Characteristics of a T-2-4 Ready Graduate

Academically Prepared: Every Child finds joy in learning, has a learner's mindset and is motivated and equipped with the knowledge, skills and competencies to succeed in life.

Ethical & Service-Minded: Every Child acts with integrity, is personally responsible for their actions and is a civically-engaged community member.

Empathetic & Self-Aware: Every Child appreciates differences, forms secure relationships and cares for their own and others' emotional, mental and physical health.

Persistent & Adaptable: Every Child is fueled by their own passions, interests and goals and perseveres with confidence and courage.

Resourceful Problem-Solver: Every Child thinks critically and creatively and applies knowledge to find and solve problems.

Communicator & Collaborator: Every Child skillfully conveys thoughts, ideas, knowledge and information and is a receptive and responsive listener.

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Comprehensive Needs Assessment

Demographics

Demographics Summary

TWE Enrollment: Approximately 400 students

Student Demographics Enrollment by Sex: Male: 51%; Female: 49%

Enrollment by Ethnicity: Asian: 4%; African American: 37%; Latino: 41%; White: 15%; Two or More: 3%

Economically Disadvantaged: 91%

At Risk: 60%

Additional Demographics: Bilingual: 16%; ESL: 17%; LEP: 40%; Immigrant: 6%; Homeless: 4%; Gifted & Talented: 7%

TWE is a small walking community, where most of our students are able to walk to and from school with their older siblings who pick them up heading home from SHS. Our community feeder schools are SFMS and SHS.

Demographics Strengths

Though Thornwood is a small school, it is very diverse, which allows for students to learn from each other in a variety of ways beyond just the academics.

Problem Statements Identifying Demographics Needs

Problem Statement 1: Thornwood's diversity is a strength, to be used to our advantage **Root Cause:** Continue finding ways to build on our diversity and learn together.

Student Learning

Student Learning Summary

Addendums were uploaded with comparative Math, Reading and Writing Practice STAAR data.

No STAAR data is available for the 2019-20 school year, due to Covid. Overall, our students made significant gains in achievement, especially in Reading and 5th grade Math.

Student Learning Strengths

Math Analysis and Trends:

- For all intermediate grades, STAAR Math 2022 data shows significant increased student achievement from Practice STAAR Math 2022 data, and strong growth in several of the performance levels at each grade level, as compared to STAAR 2021 scores.
- Grades 3 and 5 had the most significant growth from Practice STAAR to STAAR 2022 Math tests.

Reading Analysis and Trends:

- For all intermediate grades, STAAR Reading 2022 data shows significant increased student achievement when compared to Practice STAAR Reading 2022 data, and significant growth in several of the performance levels at each grade level, as compared to STAAR 2021 scores.
- Grades 4 and 5 had the most significant growth from Practice STAAR Reading to STAAR 2021 Reading test.

Problem Statements Identifying Student Learning Needs

Problem Statement 1: Thornwood students need ownership in their learning, especially in reading and math. **Root Cause:** Lack of motivation or interest in growth, and we can control this.

School Processes & Programs

School Processes & Programs Summary

Programs for 2022-23:

ST Math (PK-5) - addresses deep conceptual understanding of math concepts with rigor

Lucy Calkins and Workshop approach - addresses reading and writing workshop

Project CLASS - school-wide social skills program to address student survey data

School Processes & Programs Strengths

Our programs for 2022-23 address core areas for academics - Math, Reading and Writing.

In addition, our Project CLASS program addresses the SEL component.

Problem Statements Identifying School Processes & Programs Needs

Problem Statement 1: Thornwood students must continue to make growth in reading, writing, math and critical thinking **Root Cause:** The need for targeted, aligned instruction while tracking growth.

Perceptions

Perceptions Summary

Thornwood's Mission: To inspire every student to learn and be more than they ever thought or dreamed possible.

Thornwood's Vision: Thornwood is a kind and safe learning community where everyone is connected and empowered through challenging learning opportunities.

Thornwood's Values:

As a member of the Thornwood staff . . . I commit to a growth mindset. I commit to working with a positive, no excuses attitude.

I commit to providing a caring, safe and structured learning environment that emphasizes high expectations for academic, social and emotional learning.

I commit to using systematic processes to consistently measure and respond to each student's needs, ensuring student growth.

I commit to collaborating to study, clarify, align, and implement learning objectives.

I commit to promoting student ownership of their personalized learning path through goal-setting, challenging opportunities and individual interests.

I commit to developing student problem solving skills.

I commit to fostering respect, communication, perseverance, and teamwork.

I commit to establishing positive, constructive relationships with our students, colleagues, parents and community members.

We collectively agree to uphold these values.

Perceptions Strengths

Thornwood's Mission, Vision and Values have been consistently communicated and shared among students, staff and community. Continued discussions around our MVV will help all of our stakeholders to continue working towards our shared mission.

Problem Statements Identifying Perceptions Needs

Problem Statement 1: Thornwood's Mission, Vision and Values were established in 2019. **Root Cause:** A clear mission and vision is needed for alignment and purpose.

Priority Problem Statements

Comprehensive Needs Assessment Data Documentation

The following data were used to verify the comprehensive needs assessment analysis:

Improvement Planning Data

- District goals
- Campus goals
- HB3 Reading and math goals for PreK-3
- HB3 CCMR goals
- Performance Objectives with summative review (prior year)
- Campus/District improvement plans (current and prior years)
- Planning and decision making committee(s) meeting data

Accountability Data

- Texas Academic Performance Report (TAPR) data
- Student Achievement Domain
- Effective Schools Framework data
- Local Accountability Systems (LAS) data

Student Data: Assessments

- State and federally required assessment information
- Texas English Language Proficiency Assessment System (TELPAS) and TELPAS Alternate results
- Local benchmark or common assessments data
- Running Records results

Student Data: Student Groups

- Male / Female performance, progress, and participation data
- Special education/non-special education population including discipline, progress and participation data
- At-risk/non-at-risk population including performance, progress, discipline, attendance, and mobility data
- Section 504 data
- Homeless data
- Gifted and talented data
- Dyslexia data

Student Data: Behavior and Other Indicators

- Attendance data
- Mobility rate, including longitudinal data
- Discipline records
- Student surveys and/or other feedback
- School safety data

Employee Data

- Professional learning communities (PLC) data

- Staff surveys and/or other feedback
- Teacher/Student Ratio
- State certified and high quality staff data
- Campus leadership data
- Campus department and/or faculty meeting discussions and data
- Professional development needs assessment data

Parent/Community Data

- Parent surveys and/or other feedback
- Community surveys and/or other feedback

Support Systems and Other Data

- Processes and procedures for teaching and learning, including program implementation
- Communications data
- Budgets/entitlements and expenditures data
- Study of best practices

Goals

Goal 1: STUDENT ACHIEVEMENT. Thornwood Elementary School students will master rigorous academic standards to ensure college and career readiness.

Performance Objective 1: ACHIEVEMENT: By June 2023, Thornwood Elementary School will increase student performance on STAAR Grades 3-5 exams in reading and in math, 75% approaches, 45% meets, 25% masters.





2022-2023: Reading: 75% (approaches), 45% (meets), 25% (masters); Math: 75% (approaches), 45% (meets), 25% (masters)

2021-22: Reading: 75% (approaches), 45% (meets), 21% (masters); Math: 65% (approaches), 32% (meets), 16% (masters)

2020-21: Reading: 60% (approaches), 30% (meets), 16% (masters); Math: 63% (approaches), 33% (meets), 18% (masters)

High Priority

Evaluation Data Sources: State Accountability Report Domain 1 (available mid-August)

Strategy 1 Details	Reviews			
<p>Strategy 1: Intervention staff to provide targeted small group instruction and intervention in reading and math. Supports also provided with grade level planning, creating CFA's, as well as analyzing data and student work.</p> <p>Strategy's Expected Result/Impact: At least 40% of students performing at post-secondary ready levels.</p> <p>Staff Responsible for Monitoring: Intervention staff Administrators</p> <p>Funding Sources: Instructional Services - 199 PIC 11 - Instructional Services - \$24,010, Instructional Resources - 199 PIC 99 - Undistributed - \$7,880, Professional Salary - 211 - Title I, Part A - 6119.30 - \$63,397, Technology - 211 - Title I, Part A - 11-6398 - \$12,000, Supplies and Materials - 211 - Title I, Part A - 11-6399 - \$22,653</p>	Formative			Summative
	Oct	Jan	Apr	June
Strategy 2 Details	Reviews			
<p>Strategy 2: Parent Events, Curriculum Nights, Family Engagement</p> <p>Staff Responsible for Monitoring: Administration, Librarian, Support Staff, Classroom Teachers</p> <p>Funding Sources: Miscellaneous Operating Expenses - Family Engagement - 211 - Title I, Part A - 61-6499 - \$500, Extra Duty Professional - Family Engagement - 211 - Title I, Part A - 61-6116 - \$1,000, Extra Duty Paraprofessional - 211 - Title I, Part A - 61-6125 - \$1,000, Translation Services - VOYCE - 211 - Title I, Part A - 61-6299 - \$2,000, Supplies and Materials - 211 - Title I, Part A - 61-6399 - \$800</p>	Formative			Summative
	Oct	Jan	Apr	June
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress </div> <div style="text-align: center;">  Accomplished </div> <div style="text-align: center;">  Continue/Modify </div> <div style="text-align: center;">  Discontinue </div> </div>				

Goal 1: STUDENT ACHIEVEMENT. Thornwood Elementary School students will master rigorous academic standards to ensure college and career readiness.


Performance Objective 2: EARLY LITERACY: By June 2023, Thornwood Elementary School will increase the combined % of students reading On Grade Level or Above Grade Level on the End-of-Year Running Records assessment in each primary grade, K, 1, and 2, by 5 percentage points or \geq to 85%.


2021-22: Kindergarten 69% On/Above Grade Level; 1st Grade: 56% On/Above Grade Level; 2nd Grade: 48% On/Above Grade Level


2020-21: Kindergarten 70% On/Above Grade Level; 1st Grade: 41% On/Above Grade Level; 2nd Grade: 55% On/Above Grade Level


Evaluation Data Sources: Running Records End-of-Year Report

Strategy 1 Details	Reviews			
<p>Strategy 1: Provide daily Massive Practice, intervention and/or tutoring for students reading below level. Consistent tracking of all students' reading performance in district reading tracker.</p> <p>Strategy's Expected Result/Impact: Increase the combined % of students reading On Grade Level or Above Grade Level on the End-of-Year Running Records assessment in each primary grade, K, 1, and 2, by 8 percentage points</p> <p>Staff Responsible for Monitoring: Classroom Teachers LIS Reading Intervention Administrators</p> <p>Funding Sources: Software - 211 - Title I, Part A - 11.6397 - \$3,000, Teacher Tutoring - 211 - Title I, Part A - 11.6116 - \$20,000, Paraprofessional Tutoring - 211 - Title I, Part A - 11.6125 - \$2,500, Teacher Tutoring - 282 ARP21 (ESSER III Campus Allocations) - \$19,390, Special Ed - 199 PIC 23 - Special Education - \$240, At-Risk - 199 PIC 30 - At Risk School Wide SCE - \$7,080</p>	Formative			Summative
	Oct	Jan	Apr	June

 0% No Progress

 100% Accomplished

 Continue/Modify





 Discontinue

Goal 1: STUDENT ACHIEVEMENT. Thornwood Elementary School students will master rigorous academic standards to ensure college and career readiness.

Performance Objective 3: STUDENT GROWTH (PRIMARY GRADES): By June 2023, Thornwood Elementary School will increase the % of students demonstrating progress in reading and math by 5% points or \geq to 85%.

2021-22: Reading - 46% met CGI; Math - 64% met CGI (Baseline Year)

Evaluation Data Sources: BOY to EOY Measures of Academic Progress (MAP) Reports Grades 1 and 2

Strategy 1 Details	Reviews			
<p>Strategy 1: Utilize ST Math program PK-5, and Model Drawing, to emphasize conceptual understanding and rigorous problem solving.</p> <p>Strategy's Expected Result/Impact: At least 50% of students meeting growth expectations</p> <p>Staff Responsible for Monitoring: Classroom Teachers Intervention staff Administrators District Support Staff</p>	Formative			Summative
	Oct	Jan	Apr	June
Strategy 2 Details	Reviews			
<p>Strategy 2: Utilize CFA, Running Records and Progress Monitoring data and reports to goal set with students and adjust instructional strategies.</p> <p>Strategy's Expected Result/Impact: Increase the % of students demonstrating progress in reading and math by 5% points</p> <p>Staff Responsible for Monitoring: Classroom Teachers Intervention staff Administrators</p> <p>TEA Priorities: Build a foundation of reading and math</p> <p>- ESF Levers: Lever 5: Effective Instruction</p>	Formative			Summative
	Oct	Jan	Apr	June
<p style="text-align: center;">  No Progress  Accomplished  Continue/Modify  Discontinue </p>				





Goal 1: STUDENT ACHIEVEMENT. Thornwood Elementary School students will master rigorous academic standards to ensure college and career readiness.

Performance Objective 4: STUDENT GROWTH (INTERMEDIATE GRADES): By June 2023, Thornwood Elementary School will increase the % of students demonstrating progress in reading and math by 3% points or more on MOY MAP and by 3% points year over year on STAAR Progress.

2021-22: Reading - 56% met CGI; Math - 55% met CGI; 79% of STAAR Progress (Baseline Year)

Evaluation Data Sources: BOY to MOY MAP Reports Grades 3-5

Year over year STAAR progress Grades 4 and 5 (Campus Accountability Report, Domain 2A component score available in August)





Strategy 1 Details	Reviews			
<p>Strategy 1: Utilize CFA, PSA, and PSTAAR data and reports to goal set with students and adjust instructional strategies.</p> <p>Strategy's Expected Result/Impact: Increase the % students demonstrating progress in reading and math by 3% points or more on MOY MAP and by 3% points year over year on STAAR Progress.</p> <p>Staff Responsible for Monitoring: Classroom Teachers Intervention staff Administrators</p> <p>TEA Priorities: Build a foundation of reading and math - ESF Levers: Lever 5: Effective Instruction</p>	Formative			Summative
	Oct	Jan	Apr	June
Strategy 2 Details	Reviews			
<p>Strategy 2: As a PLC, grade levels will use the Data Analysis Protocol, emphasizing analyzing student work. Teachers will utilize the data as part of the responsive teaching cycle to plan for targeted and effective intervention. Extended Planning provided.</p> <p>Strategy's Expected Result/Impact: Increase the % students demonstrating progress in reading and math by 3% points or more on MOY MAP and by 3% points year over year on STAAR Progress.</p> <p>Staff Responsible for Monitoring: Classroom Teachers Intervention staff Administrators</p> <p>TEA Priorities: Build a foundation of reading and math, Improve low-performing schools - ESF Levers: Lever 4: High-Quality Curriculum, Lever 5: Effective Instruction</p> <p>Funding Sources: Extended Planning - 211 - Title I, Part A - 11-6112 - \$7,250</p>	Formative			Summative
	Oct	Jan	Apr	June
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress </div> <div style="text-align: center;">  Accomplished </div> <div style="text-align: center;">  Continue/Modify </div> <div style="text-align: center;">  Discontinue </div> </div>				

Goal 1: STUDENT ACHIEVEMENT. Thornwood Elementary School students will master rigorous academic standards to ensure college and career readiness.

Performance Objective 5: ENGLISH LANGUAGE ACQUISITION PROGRESS: By June 2023, the rate of Emergent Bilingual/English Learners increasing at least one Composite Score level will increase by 5 percentage points or \geq to 80%.

2021-22: TELPAS Progress Rate 51% (Based on completed TELPAS administrations in both 2021 and 2022.)





Evaluation Data Sources: State Accountability Report Domain 3

Strategy 1 Details	Reviews			
<p>Strategy 1: LEP Intervention staff to provide targeted support for EBs in reading, listening, writing and speaking. Staff Responsible for Monitoring: LEP Intervention staff, Administration, Classroom Teachers</p> <p>ESF Levers: Lever 4: High-Quality Curriculum</p> <p>Funding Sources: ESL/Bilingual - 199 PIC 25 - ESL/Bilingual - \$3,380</p>	Formative			Summative
	Oct	Jan	Apr	June
Strategy 2 Details	Reviews			
<p>Strategy 2: Working with the Multilingual Department, our staff will receive continued training to implement SWRL (Speaking, Writing, Reading, Listening) in daily instruction to support language acquisition for all students, as well as promote Student Engagement.</p> <p>Strategy's Expected Result/Impact: The rate of English Learners increasing at least one Composite Score level will increase by 5 percentage points, and increase student engagement.</p> <p>Staff Responsible for Monitoring: Classroom Teachers Intervention staff Administrators</p> <p>TEA Priorities: Build a foundation of reading and math, Improve low-performing schools</p> <p>- ESF Levers: Lever 4: High-Quality Curriculum, Lever 5: Effective Instruction</p>	Formative			Summative
	Oct	Jan	Apr	June
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress </div> <div style="text-align: center;">  Accomplished </div> <div style="text-align: center;">  Continue/Modify </div> <div style="text-align: center;">  Discontinue </div> </div>				

Goal 2: STUDENT SUPPORT. Thornwood Elementary School students will benefit from multi-tiered systems of support.

Performance Objective 1: INTERVENTIONS: By June 2023, Thornwood Elementary School will implement TIER II interventions with students identified as needing additional supports in reading and/or math.





Evaluation Data Sources: PK-CIRCLE Assessment, Kinder-TX-KEA, Grades 1-5-MAP

Strategy 1 Details	Reviews			
<p>Strategy 1: Small group instruction will be targeted based on current student assessment data to provide immediate feedback and intervention.</p> <p>Strategy's Expected Result/Impact: Daily intervention provided will fill reading and/or math gaps, ensure students are performing at or above grade level, and reaching our 75/40/20 STAAR goals.</p> <p>Staff Responsible for Monitoring: Classroom Teachers Intervention staff Administrators</p> <p>TEA Priorities: Build a foundation of reading and math, Improve low-performing schools - ESF Levers: Lever 4: High-Quality Curriculum, Lever 5: Effective Instruction</p>	Formative			Summative
	Oct	Jan	Apr	June
<div style="display: flex; justify-content: space-around; align-items: center;">  No Progress  Accomplished  Continue/Modify  Discontinue </div>				

Goal 2: STUDENT SUPPORT. Thornwood Elementary School students will benefit from multi-tiered systems of support.

Performance Objective 2: CORE CHARACTERISTICS OF A T-2-4 READY GRADUATE: By June 2023, Thornwood Elementary School will implement at least three strategies that advance the focus on Core Characteristics for every child.

Evaluation Data Sources: Campus calendar and newsletters


Strategy 1 Details	Reviews			
<p>Strategy 1: Communicator/Collaborator and Empathetic & Self Aware - Strategies to implement two Core Characteristics to continually reinforce school belonging during Morning Meetings.</p> <p>Strategy's Expected Result/Impact: At least 65% of 3-5 graders respond favorably on school belonging/connectedness metrics.</p> <p>Staff Responsible for Monitoring: Classroom Teachers Counselor CIS Behavior Instructional Specialist PBIS Cadre Administrators</p> <p>TEA Priorities: Connect high school to career and college, Improve low-performing schools</p> <p>- ESF Levers: Lever 3: Positive School Culture</p>	Formative			Summative
	Oct	Jan	Apr	June
Strategy 2 Details	Reviews			
<p>Strategy 2: Academically Prepared & Persistent/Adaptable - Goal setting: Utilize CFA, PSA, and PSTAAR data and reports to goal set with students and adjust instructional strategies.</p> <p>Strategy's Expected Result/Impact: Increase the % students demonstrating progress in reading and math by 3% points or more on MOY MAP or STAAR progress.</p> <p>Staff Responsible for Monitoring: Classroom Teachers Intervention staff Administrators</p> <p>TEA Priorities: Build a foundation of reading and math, Improve low-performing schools</p> <p>- ESF Levers: Lever 3: Positive School Culture, Lever 5: Effective Instruction</p>	Formative			Summative
	Oct	Jan	Apr	June
<div style="display: flex; justify-content: space-around; align-items: center;">  No Progress  Accomplished  Continue/Modify  Discontinue </div>				


Goal 3: SAFE SCHOOLS. Thornwood Elementary School will ensure a safe and orderly environment.


Performance Objective 1: SAFE SCHOOL ENVIRONMENT: Align academic, behavior, and discipline systems to support a safe campus culture and maximize student learning.


Evaluation Data Sources: Discipline Data Dashboard, Review effectiveness of Behavior Intervention Plans

Strategy 1 Details	Reviews			
<p>Strategy 1: Consistently implement Project CLASS social skills system school-wide, with support of Behavior Intervention Teacher, classroom teachers and PBIS Team.</p> <p>Strategy's Expected Result/Impact: At least 60% of 3-5 graders respond favorably on school safety metrics. Decrease discipline referrals.</p> <p>Staff Responsible for Monitoring: Classroom Teachers Behavior Instructional Specialist PBIS Team Counselor CIS Administrators</p> <p>TEA Priorities: Connect high school to career and college, Improve low-performing schools - ESF Levers: Lever 3: Positive School Culture</p>	Formative			Summative
	Oct	Jan	Apr	June

 0% No Progress

 100% Accomplished





 Continue/Modify

 Discontinue

Goal 3: SAFE SCHOOLS. Thornwood Elementary School will ensure a safe and orderly environment.

Performance Objective 2: SAFETY COMMITTEE: Strengthen school safety by establishing and conducting Campus Safety Committee reviews throughout the school year.





Evaluation Data Sources: Campus Safety Committee roster

Strategy 1 Details	Reviews			
<p>Strategy 1: CAMPUS SAFETY COMMITTEE: Establish Campus Safety Committees composed of a cross section of stakeholders to look at matters related to campus safety.</p> <p>Strategy's Expected Result/Impact: Each Campus principal will recruit a safety team and provide a roster. Each campus team will meet three times per year so that all campuses will be able to refine safety practices.</p> <p>Staff Responsible for Monitoring: Administrators</p>	Formative			Summative
	Oct	Jan	Apr	June
Strategy 2 Details	Reviews			
<p>Strategy 2: HARRIS COUNTY DEPARTMENT OF EDUCATION: Participate in the Harris County Department of Education (HCDE) campus safety audit.</p> <p>Strategy's Expected Result/Impact: Campus will develop action plans to address any deficiencies as a result of safety audits.</p> <p>Staff Responsible for Monitoring: Administrators Safety Committee</p>	Formative			Summative
	Oct	Jan	Apr	June
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress </div> <div style="text-align: center;">  Accomplished </div> <div style="text-align: center;">  Continue/Modify </div> <div style="text-align: center;">  Discontinue </div> </div>				

Goal 3: SAFE SCHOOLS. Thornwood Elementary School will ensure a safe and orderly environment.

Performance Objective 3: EMERGENCY OPERATIONS: Maintain Campus Emergency Operations Procedures (EOP) that comply with SB 11, and include Standard Operating Procedures.





Evaluation Data Sources: Campus Emergency Operation Procedures Documents

Strategy 1 Details	Reviews			
<p>Strategy 1: EMERGENCY OPERATIONS PROCEDURES: Campus EOP will align to the best practices from the Texas School Safety Center and the Standard Operating Procedures, such as the "I Love You Guys" Foundation.</p> <p>Strategy's Expected Result/Impact: Campus EOP is turned in and filed by September 1st.</p> <p>Staff Responsible for Monitoring: Administrators</p>	Formative			Summative
	Oct	Jan	Apr	June
Strategy 2 Details	Reviews			
<p>Strategy 2: EMERGENCY OPERATIONS PROCEDURES: Update campus EOP annually and train staff at the start of each school year.</p> <p>Strategy's Expected Result/Impact: Campus procedures maintained in campus EOPs. Staff training documents maintained. EOP submitted by September 1st.</p> <p>Staff Responsible for Monitoring: Administrators Safety Committee</p>	Formative			Summative
	Oct	Jan	Apr	June
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  No Progress </div> <div style="text-align: center;">  Accomplished </div> <div style="text-align: center;">  Continue/Modify </div> <div style="text-align: center;">  Discontinue </div> </div>				

Goal 4: FISCAL RESPONSIBILITY. Thornwood Elementary School will ensure efficient and effective fiscal management of resources and operations.

Performance Objective 1: FINANCIAL MANAGEMENT: Maintain high quality financial management practices.

Evaluation Data Sources: Year-To-Date (YTD) Budget Reports (monthly, quarterly, annually)

Strategy 1 Details	Reviews			
<p>Strategy 1: Conduct frequent budget meetings with Administrative Assistant to review and manage money.</p> <p>Strategy's Expected Result/Impact: Error free records. Documentation of purchases and orders.</p> <p>Staff Responsible for Monitoring: Principal Administrative Assistant</p>	Formative			Summative
	Oct	Jan	Apr	June
<div style="display: flex; justify-content: space-around; align-items: center;">  No Progress  Accomplished  Continue/Modify  Discontinue </div>				