

**Spring Branch Independent School District**  
**Shadow Oaks Elementary School**  
**2023-2024 Campus Improvement Plan**



# Mission Statement

Shadow Oaks believes **every student** has the right to realize their **potential** by committing to their **academic** and **social emotional** success in order to be **impactful leaders in our world**. Each student **deserves** to be **confident, important and valued**.

## Vision

Shadow Oaks Owls are empowered, learners and complex problem solvers. They are empathetic collaborators who lead with character.

## 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

**Shadow Oaks Elementary School** serves students in grades K-5 in the Spring Branch Independent School District (SBISD).

Enrollment trends showed a decrease of 88 students from the 2020–2021 school year to the 2022–2023 school year.

### Enrollment Trends:

2022-2023: Enrollment – 461

2021-2022: Enrollment – 501

2020-2021: Enrollment – 549

Source: *PEIMS OnDataSuite Fall Dashboard*

The demographic profile of the students at Shadow Oaks Elementary School has remained relatively consistent during the past three years. The majority of the students are Hispanic. Many of the students are considered economically disadvantaged, which qualifies the campus as a Title 1 school. During the 2022-2023 school year, 68.3% of the students were identified as Emergent Bilingual/English Learner (EB/EL); 72.7% At-Risk; 8.9% Immigrant; 1.3% Homeless; 16.5% of students were identified for special education services; and 4.1% were identified for gifted and talented services.

### Demographic Trends: Race/Ethnicity

2022-2023: African American – 27 (5.9%)

2021-2022: African American – 19 (3.8%)

2020-2021: African American – 27 (4.9%)

2022-2023: American Indian-Alaskan Native – \*

2021-2022: American Indian-Alaskan Native – \*

2020-2021: American Indian-Alaskan Native – \*

2022-2023: Asian – \*

2021-2022: Asian – \*

2020-2021: Asian – \*

2022-2023: Hispanic – 394 (85.5%)

2021-2022: Hispanic – 432 (86.2%)

2020-2021: Hispanic – 478 (87.0%)

2022-2023: Native Hawaiian-Pacific Islander – 0 (0.0%)

2021-2022: Native Hawaiian-Pacific Islander – 0 (0.0%)

2020-2021: Native Hawaiian-Pacific Islander – 0 (0.0%)

2022-2023: White – 23 (5.0%)  
2021-2022: White – 35 (7.0%)  
2020-2021: White – 34 (6.2%)

2022-2023: Two-or-more – 11 (2.4%)  
2021-2022: Two-or-more – 9 (1.8%)  
2020-2021: Two-or-more – 5 (0.9%)

*Source: PEIMS OnDataSuite Fall Dashboard*

*\*Fewer than five students not shown*

**Additional Student Information:**

2022-2023: At-Risk – 335 (72.7%)  
2021-2022: At-Risk – 426 (85.0%)  
2020-2021: At-Risk – 479 (87.6%)

2022-2023: Economically Disadvantaged – 422 (91.5%)  
2021-2022: Economically Disadvantaged – 461 (92.0%)  
2020-2021: Economically Disadvantaged – 527 (96.0%)

2022-2023: Emergent Bilingual/English Learner – 315 (68.3%)  
2021-2022: Emergent Bilingual/English Learner – 353 (70.5%)  
2020-2021: Emergent Bilingual/English Learner – 387 (70.5%)

2022-2023: Gifted and Talented – 19 (4.1%)  
2021-2022: Gifted and Talented – 11 (2.2%)  
2020-2021: Gifted and Talented – 13 (2.4%)

2022-2023: Homeless – 6 (1.3%)  
2021-2022: Homeless – 9 (1.8%)  
2020-2021: Homeless – \*

2022-2023: Immigrant – 41 (8.9%)  
2021-2022: Immigrant – 53 (10.6%)  
2020-2021: Immigrant – 45 (8.2%)

2022-2023: Migrant – 0 (0.0%)  
2021-2022: Migrant – 0 (0.0%)  
2020-2021: Migrant – 0 (0.0%)

2022-2023: Special Education – 76 (16.5%)  
2021-2022: Special Education – 66 (13.2%)  
2020-2021: Special Education – 69 (12.6%)

*Source: PEIMS OnDataSuite Fall Dashboard*

*\*Fewer than five students not shown*

**Attendance Rates:**

2020-2021: 93.0%

2019-2020: 97.7%

Source: 2021-2022 Texas Academic Performance Report (TAPR)

**Chronic Absenteeism:**

2020-2021: 24.6%

2019-2020: 7.5%

Source: 2021-2022 Texas Academic Performance Report (TAPR)

**Demographics Strengths**

- The diversity of families and students enriches the culture at SOE.
- Students are intensely focused on academics, wanting to achieve more as a learner.
- Families care, and engagement has increased at SOE.

**Problem Statements Identifying Demographics Needs**

**Problem Statement 1:** At Shadow Oaks, chronic absenteeism has increased, almost tripling. (2019-2020: 7.5%; 2020-2021: 24.6%) **Root Cause:** Families have communicated their misunderstandings of excused versus unexcused absences. Shadow Oaks will be incorporating parent sessions to inform accurate policies and expectations on attending school, the 90% policy, when to make medical appointments, and any additional information to support students staying at school during instructional hours.

**Problem Statement 2:** We currently serve a student community that is 92% Economically Disadvantaged. **Root Cause:** Students have limited resources, experiences, background knowledge, and connections to support their learning. Parents have limited educational backgrounds from which to support their students with learning at home.

# Student Achievement

## Student Achievement Summary

Shadow Oaks Elementary School implements a rigorous curriculum that is aligned to state standards and continuously revised to produce and prepare all students towards T-2-4 district goals. Students will master rigorous academic standards to ensure college and career readiness. We believe campus administrators and teachers are members of the campus' Professional Learning Committees (PLC). PLC in SBISD is an ongoing collaborative team process used to establish a school-wide culture that develops teacher leadership explicitly focused on building and sustaining school improvement efforts.

A top priority in SBISD is literacy. Students receive the opportunity and skill set to experience meaningful literacy experiences that are rigorous and engaging. With their peers, students in SBISD listen, speak, read and write through the content areas with a commitment that they will become lifelong readers and writers. SBISD is driven by standards, focused on strategies, differentiated, and guided by student data. Numeracy is also a top priority in SBISD. Our goal is to provide academic experiences that build confident and creative mathematical thinkers. Students identified for special education (SPED) services or as Emergent Bilingual/English Learner (EB/EL) are also a district focus.

### **Below is a summary of the STAAR Reading passing rates:**

2022: 3rd Grade Reading - 59% Approaches; 29% Meets; 10% Masters

2021: 3rd Grade Reading - 56% Approaches; 26% Meets; 9% Masters

2022: 4th Grade Reading - 79% Approaches; 42% Meets; 10% Masters

2021: 4th Grade Reading - 35% Approaches; 8% Meets; 3% Masters

2022: 5th Grade Reading - 56% Approaches; 31% Meets; 15% Masters

2021: 5th Grade Reading - 75% Approaches; 43% Meets; 23% Masters

*Source: 2021-2022 Texas Academic Performance Report (TAPR)*

### **Below is a summary of the STAAR Reading passing rates for SPED and EB/EL:**

2022: SPED All Grades Reading - 43% Approaches; 18% Meets; 8% Masters

2021: SPED All Grades Reading - 32% Approaches; 16% Meets; 3% Masters

2022: EB/EL All Grades Reading - 62% Approaches; 34% Meets; 14% Masters

2021: EB/EL All Grades Reading - 52% Approaches; 21% Meets; 8% Masters

*Source: 2021-2022 Texas Academic Performance Report (TAPR)*

### **Below is a summary of the STAAR Mathematics passing rates:**

2022: 3rd Grade Mathematics - 58% Approaches; 24% Meets; 6% Masters

2021: 3rd Grade Mathematics - 56% Approaches; 20% Meets; 8% Masters

2022: 4th Grade Mathematics - 88% Approaches; 58% Meets; 23% Masters

2021: 4th Grade Mathematics - 49% Approaches; 27% Meets; 11% Masters

2022: 5th Grade Mathematics - 44% Approaches; 19% Meets; 9% Masters

2021: 5th Grade Mathematics - 67% Approaches; 36% Meets; 13% Masters

*Source: 2021-2022 Texas Academic Performance Report (TAPR)*

**Below is a summary of the STAAR Mathematics passing rates for SPED and EB/EL:**

2022: SPED All Grades Mathematics - 36% Approaches; 15% Meets; 3% Masters

2021: SPED All Grades Mathematics - 43% Approaches; 27% Meets; 5% Masters

2022: EB/EL All Grades Mathematics - 64% Approaches; 34% Meets; 14% Masters

2021: EB/EL All Grades Mathematics - 55% Approaches; 24% Meets; 10% Masters

*Source: 2021-2022 Texas Academic Performance Report (TAPR)*

**Student Achievement Strengths**

Science is an area of strength for SOE, as K-5 science is taught with fidelity.

The ILT has new content specialists and the ability/deep content knowledge to coach new teachers.

Math progression from 3rd to 4th grade is strong, and students are showing growth.

**Problem Statements Identifying Student Achievement Needs**

**Problem Statement 1:** Scholars at Shadow Oaks are acquiring the English Language and building their proficiencies in all language domains. Our growth area is ensuring that every child makes a year's growth on TELPAS. **Root Cause:** Our scholars come from homes where English is not the primary language and possibly not spoken at all. Scholars have missed opportunities in reading, listening, writing, and speaking in English when outside of school.

**Problem Statement 2:** Shadow Oaks students have academic gaps in 2nd and 3rd grade math concepts/skills/understandings. **Root Cause:** Math teachers have not been consistent with tier 1 instruction, and at the beginning of 2023-2024 targeted interventions have been scheduled for students.

# Staff Recruitment and Retention

## Staff Recruitment and Retention Summary

The Talent strategy is to recruit and retain the best employees at Shadow Oaks Elementary School to support students. For employees and support personnel, this includes recruitment processes and hiring practices to develop and retain staff to meet the unique needs of each department and/or campus. Increased creativity and flexibility in our staffing, compensation, and benefit plans will help SBISD attract and retain qualified individuals. In order to meet our strategic goals, attract and retain the best talent, we focus our efforts on the following key areas:

- Recruitment and Retention of instructional, non-instructional, paraprofessional, and auxiliary staff
- Onboarding processes
- Staffing and Performance Management
- Competitive Compensation and Benefits
- Benefits Training opportunities

### Teacher by years of experience:

2022-2023: Beginning – 0 FTE (0.0%)

2021-2022: Beginning – 0 FTE (0.0%)

2020-2021: Beginning – 2 FTE (5.5%)

2022-2023: 1-5 Years – 17 FTE (44.5%)

2021-2022: 1-5 Years – 20.1 FTE (47.7%)

2020-2021: 1-5 Years – 16.3 FTE (44.5%)

2022-2023: 6-10 Years – 0 FTE (0.0%)

2021-2022: 6-10 Years – 3 FTE (7.1%)

2020-2021: 6-10 Years – 3.2 FTE (8.7%)

2022-2023: 11-20 Years – 10 FTE (26.2%)

2021-2022: 11-20 Years – 11 FTE (26.1%)

2020-2021: 11-20 Years – 7.6 FTE (20.8%)

2022-2023: Over 20 Years – 4.2 FTE (11.0%)

2021-2022: Over 20 Years – 8 FTE (19.0%)

2020-2021: Over 20 Years – 7.5 FTE (20.5%)

2022-2023: Total – 38.2 FTE (100%)

2021-2022: Total – 42.1 FTE (100%)

2020-2021: Total – 36.6 FTE (100%)

*Source: PEIMS OnDataSuite, Fall Core Teacher Summary Report*

## Staff Recruitment and Retention Strengths

- 85% of the ILT have been in place for two years.
- Student teachers have been hosted at SOE, providing a pipeline for new staff as needed.

- We have many classroom instructional supports for the coaching of new staff.

### **Problem Statements Identifying Staff Recruitment and Retention Needs**

**Problem Statement 1:** Shadow Oaks has struggled in hiring effective, qualified bilingual teachers. **Root Cause:** There is a national shortage in the teacher pool and even more of a shortage for bilingual teachers. It is also a challenge meeting TEA criteria to qualify a teacher for a bilingual permit.

**Problem Statement 2:** Teachers feel overwhelmed with the many changes in education in response to legislation, funding, safety, class sizes, and curriculum modifications. **Root Cause:** Teacher shortage and district budget concerns

# Family and Community Engagement

## Family and Community Engagement Summary

### FAMILY ENGAGEMENT

Shadow Oaks Elementary School provides a sustained and strategic focus on educating, engaging and empowering families that are aligned with the SBISD Family E3 framework, focusing on building the capacity of families and staff to work together for student academic success. The Share a Smile Customer Service commitments are embedded into the Family E3 expectations, emphasizing the importance of customer service at our campus. The campus Translation and Interpretation Procedure asserts our commitment to provide families with information they can understand. Families are invited to attend campus and district events. The Family E3 team conducts an annual needs assessment with our campus to determine family engagement strengths and areas of support.

### COMMUNITY ENGAGEMENT

Shadow Oaks Elementary School works closely with the SBISD Community Engagement Division to support meaningful, strategic two-way engagement of families, community members, partners, and volunteers. The district traditionally has a large and very committed network of partners and 11,000+ volunteers. During the summer, the Community Engagement team conducts a needs assessment with our campus to determine community engagement strengths and areas of support. We welcome and value volunteers who serve on our campus as mentors and tutors to support student success.

## Family and Community Engagement Strengths

Shadow Oaks provides monthly parental engagement activities that include Literacy Nights, Curriculum Nights, STEM Nights, Father-Daughter/Mother-Son Dances, Award Ceremonies, Fall Festival etc.

Shadow Oaks provides frequent communication to the community at large in both English and Spanish in a variety of forms via calls, texts, and emails (weekly newsletter, ClassDojo, School Messenger) etc.

The number of Shadow Oaks parent volunteers have increased since returning back in person 100 percent after COVID.

## Problem Statements Identifying Family and Community Engagement Needs

**Problem Statement 1:** Shadow Oaks is currently missing a PTA. Our staff and community are excited to start this collaboration. Through this association, we will be focused on enhancing learning experiences and providing a stronger partnership between the school, families and community. **Root Cause:** Covid did impact family and community engagement opportunities. Now that we are back open, our biggest challenge is that leaders are not fully aware of all the 'next steps' in creating an effective and active PTA.

**Problem Statement 2:** Student attendance frequently misses the projected target. **Root Cause:** Families are unfamiliar with finding the appropriate resources they require and/or do not feel comfortable enough to ask the school for support. This causes students to miss out on school as the family works through the challenges that they are facing (housing, food, medical attention, finances, etc.).

# Goals

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

**Performance Objective 1: ACHIEVEMENT:** By June 2024, Shadow Oaks Elementary School will increase student performance on STAAR Redesign Grades 3-5 exams in reading and math by at least 5 percentage points in approaches, 5 percentage points in meets, and 5 percentage points in masters.

2022-23: Reading: 70% (approaches), 39% (meets), 14% (masters); Math: 66% (approaches), 39% (meets), 10% (masters) Baseline Year

**High Priority**

**Evaluation Data Sources:** 2023 Texas Academic Performance Report (TAPR)

**Summative Evaluation:** Significant progress made toward meeting Objective

**Next Year's Recommendation:** We were very strong in some grade levels more than others. We will continue this goal and go deeper in how we are differentiated instruction in small groups and analyzing data and student work to ensure the effectiveness of our instruction and student progress.

Strategy 1 Details
<p><b>Strategy 1:</b> Shadow Oaks will begin the year with Crunch Time: Start Strong, End Strong. We will implement the following: Small groups starting Monday, August 21st, online assessments weekly, collaborative team planning, and focused Adventure Time. Staff will have access to software that enhances learning and online assessments, and supports monitoring of student achievement.</p> <p><b>Strategy's Expected Result/Impact:</b> The end result will be academic achievement by students on readiness standards on CBAs, PSTAAR and STAAR with an increase of at least 3 percentage points from the previous year.</p> <p><b>Staff Responsible for Monitoring:</b> Admin, MCLs, Interventionists, LIS/MIS/SIS, Teachers</p> <p><b>Title I:</b> 2.4, 2.5, 2.6</p> <p><b>Funding Sources:</b> Software - 211 - Title I, Part A - 211.11.6397 - \$1,465.72, Supplies and Materials - 199 PIC 30 - At Risk School Wide SCE - 199.11.6399 - \$2,640</p>

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

**Performance Objective 2: STUDENT GROWTH:** By June 2024, Shadow Oaks Elementary School will increase the percentage of students demonstrating STAAR Redesigned academic growth in reading and math by 5 percentage points or  $\geq$  to 85%.

2022-23: School Progress-Annual Growth /Accelerated Learning: 66%/31% (Reading); 63%/44% (Math) Baseline Year

**High Priority**

**Evaluation Data Sources:** 2023 TAPR

**Summative Evaluation:** Some progress made toward meeting Objective

**Next Year's Recommendation:** Tracking data in the PODs and planning intentional interventions to support our campus goals.

**Strategy 1 Details**

**Strategy 1:** Shadow Oaks will be administering weekly checkpoints, PSAs, and Practice STAAR to monitor student growth and trends. The instructional leadership team will be monitoring the depth and complexity of campus made checkpoints and assessments. Scholars will be utilizing a data binder to track where they are and what they need to improve by monitoring their own growth. Instructional leaders and teachers will meet weekly to ensure that our classrooms have the high-quality materials, assessments, and resources needed to differentiate lessons and ensure scholar growth.

**Strategy's Expected Result/Impact:** The expected result is that teachers, instructional leaders, and scholars know where they are in their learning, know what to do next to grow, and how to apply learning.

**Staff Responsible for Monitoring:** Admin, MCLs, Interventionist, MIS/LIS/SIS

**Title I:**

2.4, 2.5, 2.6

**- TEA Priorities:**

Build a foundation of reading and math, Improve low-performing schools

**- ESF Levers:**

Lever 4: High-Quality Instructional Materials and Assessments, Lever 5: Effective Instruction

**Funding Sources:** Instructional Supplies and Materials - 211 - Title I, Part A - 211.11.6399 - \$33,394.28, SPED Resources, Materials and Supplies - 199 PIC 23 - Special Education - 199.11.6399 - \$580

## Strategy 2 Details

**Strategy 2:** Shadow Oaks will be adding an Associate Teacher for 3rd Grade ELA, 3rd Grade Math, and 2nd Grade ELA. These Associate Teachers will work alongside the teacher pulling small groups, closing learning gaps and accelerating learning so scholars have the prerequisite skills to be successful in intermediate grades.

**Strategy's Expected Result/Impact:** Scholars will perform at grade level, and our 3rd grade data on state assessments will increase. Scholars in 2nd grade will leave 2nd grade reading on grade level and ready to read to learn.

**Staff Responsible for Monitoring:** Admin, MCLs, and 3rd Grade Teachers, 2nd Grade ELA teachers

**Title I:**

2.4, 2.5, 2.6

**- TEA Priorities:**

Recruit, support, retain teachers and principals, Build a foundation of reading and math, Improve low-performing schools

**- ESF Levers:**

Lever 2: Strategic Staffing, Lever 4: High-Quality Instructional Materials and Assessments, Lever 5: Effective Instruction

**Funding Sources:** Support Personnel - 211 - Title I, Part A - 211.11.6129 - \$179,002

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

**Performance Objective 3: CLOSING THE GAPS:** By June 2024, Shadow Oaks Elementary School will increase the percentage of academic achievement indicators on track to meet or exceed interim targets in the redesigned closing the gaps domain by 25 component points.

2022-23: 11 of 24 Academic Achievement Points Met; 45.8% Component Points (Baseline Year)

**High Priority**

**Evaluation Data Sources:** 2023 Federal Identification of Schools

**Summative Evaluation:** Some progress made toward meeting Objective

**Next Year's Recommendation:** Continue intentional interventions, be strategic with instructional leaders, provide professional learning

Strategy 1 Details
<p><b>Strategy 1:</b> Scholars will be engaged in after school tutorials, intentional Adventure Time (our intervention time), and small group instruction. During collaborative planning times, teachers and instructional leaders will focus on professional learning, building teacher capacity so that they have the knowledge of readiness standards to provide grade level TIER I instruction.</p> <p><b>Strategy's Expected Result/Impact:</b> Every scholar at Shadow Oaks will demonstrate at least one years' growth in every subject.</p> <p><b>Staff Responsible for Monitoring:</b> Teachers and Instructional leaders</p> <p><b>Title I:</b> 2.4, 2.5, 2.6</p> <p>- <b>TEA Priorities:</b> Build a foundation of reading and math, Improve low-performing schools</p> <p>- <b>ESF Levers:</b> Lever 4: High-Quality Instructional Materials and Assessments, Lever 5: Effective Instruction</p> <p><b>Funding Sources:</b> Tutorials - 211 - Title I, Part A - 211.11.6116 - \$16,000</p>

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

**Performance Objective 4: ENGLISH LANGUAGE ACQUISITION PROGRESS:** By June 2024, the rate of Emergent Bilingual/English Learners increasing at least one composite score level on the new TELPAS will meet or exceed the expected growth target for English Language Proficiency Status.

2022-23: New TELPAS Progress Rate 61% (Baseline Year)

**High Priority**

**Evaluation Data Sources:** 2023 Federal Identification of Schools

**Summative Evaluation:** Some progress made toward meeting Objective

**Next Year's Recommendation:** Intentional planning for writing and speaking domains.

Strategy 1 Details
<p><b>Strategy 1:</b> Teachers will be completing a new lesson plan template that incorporates the strategy: SWRL (Speaking, Writing, Reading, and Listening). Teachers will also display authentic student work showcasing their use of the English Language.</p> <p><b>Strategy's Expected Result/Impact:</b> Every scholar who takes TELPAS will make at least one year's growth.</p> <p><b>Staff Responsible for Monitoring:</b> Teachers, MCLs, Interventionists, LPAC committee, Admin</p> <p><b>Title I:</b> 2.4, 2.5, 2.6</p> <p>- <b>TEA Priorities:</b> Build a foundation of reading and math, Improve low-performing schools</p> <p>- <b>ESF Levers:</b> Lever 4: High-Quality Instructional Materials and Assessments, Lever 5: Effective Instruction</p> <p><b>Funding Sources:</b> Materials and Supplies - 199 PIC 25 - ESL/Bilingual - 211.11.6399 - \$6,080</p>

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

**Performance Objective 5: EARLY LITERACY:** By June 2024, Shadow Oaks Elementary School will increase the percentage of K-2 students on track to read at grade level by 10 percentage points or  $\geq 80\%$ .

**Evaluation Data Sources:** Kindergarten: TxKEA - Letter Names, Vocabulary, and Spelling  
Grades 1 and 2: Phonics Decoding and Encoding and Oral Reading Analysis

**Summative Evaluation:** Significant progress made toward meeting Objective

**Next Year's Recommendation:** Ms. Ferraro to meet and host data study teams with our K-2 teachers to ensure progress and any RTI protocols that need to be implemented.

#### Strategy 1 Details

**Strategy 1:** Shadow Oaks teachers and instructional leaders will complete Reading Academy training. Instructional leaders will prepare collaborative learning to coach our teachers in acquiring a depth of knowledge in their reading curriculum. Teachers will implement best practices and small groups to ensure that all scholars are excelling in their learning and closing gaps.

**Strategy's Expected Result/Impact:** At least 80% of our scholars are on their reading level.

**Staff Responsible for Monitoring:** Admin, Literacy Instructional Specialist, and ELA teachers

**Title I:**

2.4, 2.5, 2.6

**- TEA Priorities:**

Build a foundation of reading and math, Improve low-performing schools

**Funding Sources:** Instructional Materials and Supplies - 199 PIC 30 - At Risk School Wide SCE - 199.11.6399 - \$4,000

#### Strategy 2 Details

**Strategy 2:** Shadow Oaks will continue to build a range of appropriate books in our main library and classroom libraries that meet the needs of our scholars and create a love for reading. Our librarian will partner with teachers, collaborating and planning lessons across the curriculum in all grade levels, in order to enhance reading ability and implement research strategies that support scholars' thinking and comprehension.

**Strategy's Expected Result/Impact:** Scholars will close reading gaps and be on grade level.

**Staff Responsible for Monitoring:** Librarian, Teachers and Admin

**Title I:**

2.4, 2.5, 2.6

**- TEA Priorities:**

Build a foundation of reading and math

**- ESF Levers:**

Lever 4: High-Quality Instructional Materials and Assessments, Lever 5: Effective Instruction

**Funding Sources:** Library Reading Materials - 211 - Title I, Part A - 211.12.6329 - \$20,000, Other Reading Materials - 211 - Title I, Part A - 211.11.6329 - \$6,000

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

**Performance Objective 6: EARLY NUMERACY:** By June 2024, Shadow Oaks Elementary School will increase the percentage of K-2 students on track to be on grade level in foundational math skills by 10 percentage points or  $\geq 80\%$ .

**Evaluation Data Sources:** K-2 Math Progress Monitoring

**Summative Evaluation:** Significant progress made toward meeting Objective

**Next Year's Recommendation:** Continue working with our math interventionist to close gaps and identify accelerated math learners.

#### Strategy 1 Details

**Strategy 1:** Teachers will use backwards planning and the district math curriculum to plan out math lessons that support student mastery of the math standards. Teachers will plan with their team and receive support from campus and district math specialists to deepen their knowledge of their curriculum and become expert math teachers.

**Strategy's Expected Result/Impact:** Teachers will monitor scholar growth, analyze data and deliver effective instruction.

**Staff Responsible for Monitoring:** Admin, MIS, MCL, math teachers

**Title I:**

2.4, 2.5, 2.6

**- TEA Priorities:**

Recruit, support, retain teachers and principals, Build a foundation of reading and math, Improve low-performing schools

**Funding Sources:** Instructional Materials and Supplies - 199 PIC 11 - Instructional Services - 199.11.6399 - \$6,355, Instructional Materials and Supplies - 199 PIC 30 - At Risk School Wide SCE - 199.11.6399 - \$2,000

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

**Performance Objective 7: ADVANCED COURSES:** By June 2024, Shadow Oaks Elementary School will increase the number of students prepared for sixth grade advanced coursework in reading and math.

**Evaluation Data Sources:** Multiple measures

**Summative Evaluation:** Some progress made toward meeting Objective

**Next Year's Recommendation:** Continue assessing scholars and providing rigorous instruction

Strategy 1 Details
<p><b>Strategy 1:</b> Scholars will be invited to attend our summer math and science camp led by SOE teachers.</p> <p><b>Strategy's Expected Result/Impact:</b> Scholars will be ready for middle school; some scholars will be prepared to be successful on the CBE or GT testing.</p> <p><b>Staff Responsible for Monitoring:</b> Math and Science Teachers, Admin</p>

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

**Performance Objective 1:** CORE CHARACTERISTICS OF A T-2-4 READY GRADUATE: By June 2024, Shadow Oaks 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

**Summative Evaluation:** Met Objective

**Next Year's Recommendation:** Continue providing T-2-4 opportunities for scholars and families at SOE.

**Strategy 1 Details**

**Strategy 1:** Our counselor will develop lessons and opportunities during community time linked to our district's core characteristics monthly. SOE will offer opportunities that allow scholars to show their academic preparedness, such as our Campus and District Spelling Bee.

**Strategy's Expected Result/Impact:** Our scholars are T-2-4 ready and ready to be productive and successful learners in middle school.

**Staff Responsible for Monitoring:** Admin, Counselor, and all staff

**Title I:**

2.5, 2.6

**- TEA Priorities:**

Connect high school to career and college

**- ESF Levers:**

Lever 3: Positive School Culture

**Funding Sources:** Instructional Supplies and Materials - 199 PIC 11 - Instructional Services - 199.11.6399 - \$5,000, Entry Fee - 211 - Title I, Part A - 211.11.6412.000.113.30.0.000.FB - \$200

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

**Performance Objective 2: INTERVENTIONS:** By June 2024, Shadow Oaks Elementary School will implement TIER interventions with students identified as needing academic or behavioral supports.

**Evaluation Data Sources:** Multiple measures

Strategy 1 Details
<p><b>Strategy 1:</b> Shadow Oaks will implement Adventure Time (our intervention time during instructional hours) and after school tutorials to intentionally work on readiness standards and provide prerequisite knowledge so that our scholars are more successful during grade level instruction.</p> <p><b>Strategy's Expected Result/Impact:</b> Closing gaps and meeting HB 1416 expectations</p> <p><b>Staff Responsible for Monitoring:</b> Teachers and Instructional Leaders and Admin</p> <p><b>Title I:</b> 2.4, 2.5, 2.6</p> <p><b>Funding Sources:</b> Supplies and Materials - 199 PIC 11 - Instructional Services - 199.11.6399 - \$10,000</p>

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

**Performance Objective 3: STUDENT ATTENDANCE:** By June 2024, student attendance at Shadow Oaks Elementary School will increase or will be  $\geq 98\%$ .

**Evaluation Data Sources:** Skyward data, TAPR

Strategy 1 Details
<p><b>Strategy 1:</b> Shadow Oaks will develop an attendance committee with important stakeholders to encourage higher attendance, analyze trends and patterns, and provide solutions, education and incentives to get our scholars to school, thereby meeting our daily attendance goal.</p> <p><b>Strategy's Expected Result/Impact:</b> Meeting our daily attendance goal</p> <p><b>Staff Responsible for Monitoring:</b> Attendance committee and Admin</p> <p><b>Title I:</b> 2.5, 2.6, 4.1, 4.2</p> <p>- <b>TEA Priorities:</b> Build a foundation of reading and math, Improve low-performing schools</p> <p>- <b>ESF Levers:</b> Lever 1: Strong School Leadership and Planning, Lever 3: Positive School Culture</p> <p><b>Funding Sources:</b> Supplies and Materials - 199 PIC 99 - Undistributed - 199.23.6499 - \$8,270</p>

**Goal 3: SAFE SCHOOLS.** Shadow Oaks Elementary School will ensure a safe and secure learning 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**

**Strategy 1:** Shadow Oaks will develop behavior matrices for both students and staff to ensure an alignment in expectations and to maximize learning time. We monitor our progress and successes through the Discipline Data Dashboard. We will continue to provide opportunities for our families to partner with us on school safety.

**Strategy's Expected Result/Impact:** We will see a decrease in interruptions to the learning environment and will maintain a safe school for all.

**Staff Responsible for Monitoring:** All of SOE Staff

**Title I:**

2.5, 2.6, 4.2

**Goal 3: SAFE SCHOOLS.** Shadow Oaks Elementary School will ensure a safe and secure learning 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 and calendar

Strategy 1 Details
<p><b>Strategy 1:</b> Continue utilizing our Campus Safety Committee, composed of a cross section of stakeholders, to look at matters related to campus safety. We will continue with our Deputy Dads.</p> <p><b>Strategy's Expected Result/Impact:</b> Shadow Oaks will recruit a safety team and provide a roster. Each campus team will meet three times per year in order to refine safety practices.</p> <p><b>Staff Responsible for Monitoring:</b> Admin and SOE Staff</p> <p><b>Funding Sources:</b> Safety Materials - 199 PIC 11 - Instructional Services - 199.11.6399 - \$5,000</p>

**Goal 3: SAFE SCHOOLS.** Shadow Oaks Elementary School will ensure a safe and secure learning 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
<p><b>Strategy 1:</b> Campus EOP will align to the best practices from the Texas School Safety Center and the Standard Operating Procedures.</p> <p><b>Strategy's Expected Result/Impact:</b> Campus EOP is turned in and filed by September 1st.</p> <p><b>Staff Responsible for Monitoring:</b> Admin and all SOE staff</p>

**Goal 4: FISCAL RESPONSIBILITY.** Shadow Oaks 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**

**Strategy 1:** Conduct frequent budget meetings with Administrative Assistant to review and manage money.

**Strategy's Expected Result/Impact:** Error free records. Documentation of purchases and orders. Meeting campus needs.

**Staff Responsible for Monitoring:** Principal and Admin Assistant

**Title I:**

2.6

**Strategy 2 Details**

**Strategy 2:** Meals and snacks will be provided during campus professional development days, and snacks will be provided during parent engagement events. We will host parent engagement opportunities and meetings at least once a month. As an incentive, SOE will pay certified staff and paraprofessionals working curriculum nights in order to support parent engagement.

**Strategy's Expected Result/Impact:** We will see an increase in parent engagement, we will support parents in how to actively participate in their child's education, and build a strong educated community.

**Staff Responsible for Monitoring:** Admin, Instructional Leaders

**Title I:**

2.5, 4.1, 4.2

- **TEA Priorities:**

Build a foundation of reading and math, Improve low-performing schools

- **ESF Levers:**

Lever 3: Positive School Culture

**Funding Sources:** Parent Engagement Pay for Certified Staff - 211 - Title I, Part A - 211.61.6116 - \$10,000, Parent Supplies - 211 - Title I, Part A - 211.61.6399 - \$1,344, Parent Snacks - 211 - Title I, Part A - 211.61.6499 - \$1,344, Supplies and Materials - 199 PIC 99 - Undistributed - 199.23.6499 - \$2,200

# Campus Funding Summary

<b>199 PIC 11 - Instructional Services</b>					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
1	6	1	Instructional Materials and Supplies	199.11.6399	\$6,355.00
2	1	1	Instructional Supplies and Materials	199.11.6399	\$5,000.00
2	2	1	Supplies and Materials	199.11.6399	\$10,000.00
3	2	1	Safety Materials	199.11.6399	\$5,000.00
<b>Sub-Total</b>					\$26,355.00
<b>Budgeted Fund Source Amount</b>					\$26,355.00
<b>+/- Difference</b>					\$0.00
<b>199 PIC 23 - Special Education</b>					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
1	2	1	SPED Resources, Materials and Supplies	199.11.6399	\$580.00
<b>Sub-Total</b>					\$580.00
<b>Budgeted Fund Source Amount</b>					\$580.00
<b>+/- Difference</b>					\$0.00
<b>199 PIC 25 - ESL/Bilingual</b>					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
1	4	1	Materials and Supplies	211.11.6399	\$6,080.00
<b>Sub-Total</b>					\$6,080.00
<b>Budgeted Fund Source Amount</b>					\$6,080.00
<b>+/- Difference</b>					\$0.00
<b>199 PIC 30 - At Risk School Wide SCE</b>					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
1	1	1	Supplies and Materials	199.11.6399	\$2,640.00
1	5	1	Instructional Materials and Supplies	199.11.6399	\$4,000.00
1	6	1	Instructional Materials and Supplies	199.11.6399	\$2,000.00
<b>Sub-Total</b>					\$8,640.00
<b>Budgeted Fund Source Amount</b>					\$8,640.00

199 PIC 30 - At Risk School Wide SCE					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
<b>+/- Difference</b>					\$0.00
199 PIC 99 - Undistributed					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
2	3	1	Supplies and Materials	199.23.6499	\$8,270.00
4	1	2	Supplies and Materials	199.23.6499	\$2,200.00
<b>Sub-Total</b>					\$10,470.00
<b>Budgeted Fund Source Amount</b>					\$10,470.00
<b>+/- Difference</b>					\$0.00
211 - Title I, Part A					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
1	1	1	Software	211.11.6397	\$1,465.72
1	2	1	Instructional Supplies and Materials	211.11.6399	\$33,394.28
1	2	2	Support Personnel	211.11.6129	\$179,002.00
1	3	1	Tutorials	211.11.6116	\$16,000.00
1	5	2	Library Reading Materials	211.12.6329	\$20,000.00
1	5	2	Other Reading Materials	211.11.6329	\$6,000.00
2	1	1	Entry Fee	211.11.6412.000.113. 30.0.000.FB	\$200.00
4	1	2	Parent Snacks	211.61.6499	\$1,344.00
4	1	2	Parent Supplies	211.61.6399	\$1,344.00
4	1	2	Parent Engagement Pay for Certified Staff	211.61.6116	\$10,000.00
<b>Sub-Total</b>					\$268,750.00
<b>Budgeted Fund Source Amount</b>					\$268,750.00
<b>+/- Difference</b>					\$0.00
<b>Grand Total Budgeted</b>					\$320,875.00
<b>Grand Total Spent</b>					\$320,875.00
<b>+/- Difference</b>					\$0.00