



School Improvement Plan

2025-2026

Purpose: The purpose of the School Improvement Plan (SIP) is to enhance student achievement and school performance by identifying areas for improvement and developing targeted strategies for those focused areas in support of students. In the Hillsboro School District, SIPs should address each school's unique needs based on data analysis and input from various constituent groups. At the same time, the SIPs should align with the district's strategic plan's universal and focused growth targets to ensure progress toward district wide [strategic plan goals](#). Regular monitoring and evaluation of SIPs is necessary to track progress, identify areas for plan improvement, and make strategic adjustments.

★**Tip:** Create [Student Learning Growth Goals](#) (SLGGs) that support the SIP and align with the Strategic Plan.

School Improvement Plan:

1. [School/Team Info](#)
 2. [Strategic Plan Alignment](#)
 3. [Collect & Analyze Data](#)
 4. [SMART Goals](#)
 5. [Communication](#)
 6. [Planning Guidance](#)
- * [FSI Designated Schools](#)

1. School/Team Info

School Site	Administrator
Reedville Elementary	Haley Christensen

Team Members: To be effective, admin should proactively seek out and embrace diverse voices and perspectives from across the school community.

Member Name	Role	Suggested Participants
Haley Christensen	Principal	
Angel Gonzalez	Bilingual Coach/EL Specialist	
Melissa Hancock	Math Coach/EL Specialist	
Christy Jorgensen	EL Specialist/Case Manager	
Izzy Bosze	Counselor	
Roger Grinnell	Student Success Coach/CCV Team	
Luis Lopez	Primary Teacher	
Esmeralda Rossi	Intermediate Teacher/CCV Team	
5th/6th Student Leaders	Student Leadership Team	

2. Strategic Plan Alignment: Goals & Metrics

HSD Strategic Plan Goals & Metrics 2023-2027

GOAL #1

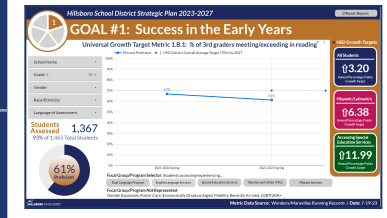


Success in the Early Years

Every student will acquire the social-emotional readiness and foundational academic skills for future success.

- A. % of kindergarteners who attended a licensed daycare or preschool
- B. % of 3rd graders meeting/exceeding in reading, math, and writing.
- C. % of 4th graders self reporting social-emotional learning skills

Growth Targets



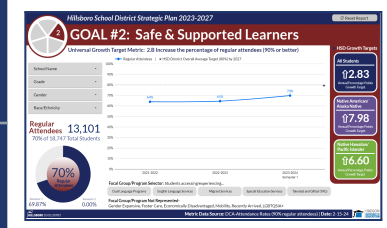
GOAL #2



Safe & Supported Learners

Every student will develop the habits and skills necessary to confidently demonstrate self and social awareness, and access available resources and supports.

- A. % of 5-12 grade students who respond favorably to statements on Student Survey regarding safe and welcoming schools, belonging at school, and students treating one another with respect.
- B. Attendance rates (90% regular attendees)



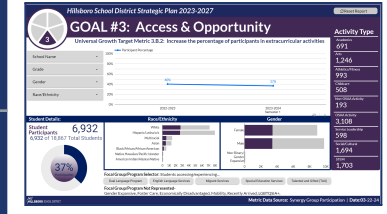
GOAL #3



Access & Opportunity

Every student will receive equitable treatment and needed supports and services in order to eliminate barriers and increase predictability of future success.

- A. Reduce the disparity of disciplinary referrals, suspensions and expulsions.
- B. Demographic representation in college-level opportunities, extracurriculars, and career pathways.
- C. Increase the % of students who have been active English learners for 5+ years achieving language proficiency in grades 6-12



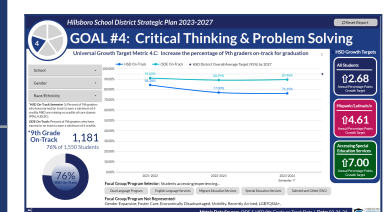
GOAL #4



Critical Thinking & Problem Solving

Every student will be an empowered, engaged, critical, creative thinker who demonstrates proficiency across content areas.

- A. % of students in grades 7-12 meeting core academic standards.
- B. % of seniors who demonstrate employability skills.
- C. % of high school students on-track for graduation.



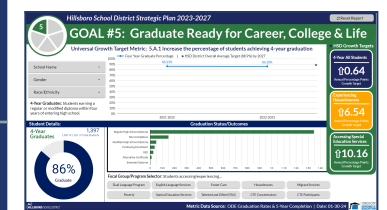
GOAL #5



Graduate Ready for Career, College and Life

Every student will successfully navigate significant transitions with access to supports to graduate from high school ready for career, college and life.

- A. % of students achieving 4-year graduation & 5-year completion.
- B. % of students 9-12 enrolled in a career pathway, AP/IB, and Dual Credit courses, and students successfully completing a CCP.
- C. % of students accessing career-related learning experiences (Experiential Learning Opportunities, Internships, and Apprenticeships).



Strategic Plan Alignment: School Focus Areas 2025-26

HSD Focus Areas: Preparing Students for Career, College & Life

Focus	PLC	ES	MS	HS
CORE	Student Focused & Data Driven	- Math, Writing & Reading for Grade Level Achievement -Differentiated Instruction	-Standards Based Learning/ Equitable Grading Practices -Engagement -Differentiated Instruction	-Standards Based Learning/ Equitable Grading Practices -Course Outcomes & Rubrics -On Track Systems
Oregon tSEL		- CASEL Framework: Focus & Integration -3 Signature Practices	-CASEL Framework: Focus & Integration -3 Signature Practices	-CASEL Framework: Focus & Integration -3 Signature Practices
LANGUAGE		-Structured Scaffolds -Student Discourse -Focused and Integrated ELD	-Structured Scaffolds -Student Discourse -Focused and Integrated ELD	-Structured Scaffolds -Student Discourse -Focused and Integrated ELD

The Hillsboro School District promise: **Know, Value, and Empower** Every Student To Achieve Their Dreams

3. Collect & Analyze Data

Collect and Analyze the Data: What data informs your plan related to the district strategic plan and school needs? Collect all school and focal group student data on achievement, attendance, behavior, and participation, as well as gathering parent and student feedback through interviews, surveys, and participation. Analyze the data to identify areas of strength and areas in need of improvement.

Directions: Identify and prioritize 3-4 student-focused areas that need significant attention based on data analysis, constituent input, and the goals of the district and state. Identify key demographic groups (gender, race/ethnicity, other focal groups) that need targeted attention. Add your identified areas of focus to the table below. Use the drop-down options in the table to indicate the designated focus area in alignment to district goals and metrics, and select the key student focal groups that will be targeted for support within each area.

An example has been provided:

Identified Areas of Focus	Alignment	HSD Student Focal Groups		
		Gender	Race/Ethnicity	Groups/Programs
EXAMPLE: Attendance of High School Students	GOAL 2: Safe & S... ▾	Male ▾	Multiracial ▾	Students Accessing Spe... ▾
1. Writing	GOAL 1: Success ... ▾	All Students ▾	All Students ▾	All Students ▾
2. Math	GOAL 1: Success ... ▾	All Students ▾	All Students ▾	All Students ▾
3. Increase # of students who have been active English learners for 5+ years achieving language proficiency in grades 6-12.	GOAL 3: Access ... ▾	All Students ▾	All Students ▾	All Students ▾
4. Family Engagement	★ School Specific ▾	All Students ▾	All Students ▾	All Students ▾
List Data Source(s):				
• District-Created Writing Assessment Checklist • Curriculum-based grade level Math Performance Tasks • ELPA 25-26 Scores • Family Survey Title 1 Fall 2025/Spring 2026 • Family Event Attendance Data				

4. SMART Goals: Example

SMART Goals: A framework for setting well-defined goals that are Specific, Measurable, Attainable, Reasonable, Time-bound.

Directions: Create 3-5 student-focused SMART goals aligned to the strategic plan using the templates. Add additional rows for actions steps as needed.

Family Engagement: Include at least one family engagement strategy for one SMART goal.

SMART Goal: Example

By June 2026, we will increase our ELPA exit rate from ____% to ____%, an overall 4% increase.

HSD Strategic Plan Goal Alignment

GOAL 3: Access & Opportunity ▾

Action Steps		Professional Development	Designated Staff	Timeline/Dates
1	Routine use of scaffolds by teachers throughout the building, demonstrated by 95% of teachers using routinely	- Language Scaffolds Modules (from ELC/SLC) Training - Common Agreements	Case manager leads ALL teaching staff PD	Sep 19, 2025
2	Implementations of Systematic ELD curriculum	- Systematic ELD Curriculum Training for EL specialists - Constructing Meaning	Intermediate Teachers (4)	Oct 1, 2025 Nov 7, 2025 Jan 9, 2026
3	Student language goals with case managers	Goal Setting w/ Ellevation	Case Managers (2)	Sep 24, 2025
4	Collaborate with families quarterly in the setting/monitoring of individual student goals.	SLGG Goal Setting/ Collaboration	Case Manager, Family Liaison	Quarterly



Equity | Access | Engagement: Focused Guiding Questions

Consider the following questions in relation to educational equity and the planned action steps of the SMART goal:

- ☒ Whose voice is and isn't represented in this strategy?
- ☒ Who does this strategy benefit or burden?
- ☒ Is this strategy in alignment with the HSD Equity Policy?
- ☒ Does this strategy close or widen access, opportunity, and expectation gaps?

Family Engagement (required for at least one SIP SMART goal)

- ☒ Check box if goal fulfills Federal Programs requirement. Add details to the action step to ensure grant compliance.
 1. What steps does the school take to remove barriers for families to participate?
 2. What is the plan for continuous family engagement throughout the year?

SMART Goal: #1

By June of 2026, all Kinder - 6th students will demonstrate growth in at least two areas on the district writing evaluation checklist. (state rubrics to measure growth)

HSD Strategic Plan Goal Alignment

GOAL 1: Success in the Early Years ▾

<u>Action Steps</u>		<u>Professional Development</u>	<u>Designated Staff</u>	<u>Timeline/Dates</u>
1	- All classroom teachers will use the adopted W/M curriculum as base to teach writing instruction. - Small groups occur in every classroom and lessons are provided to target student literacy areas of need (groups are flexible and change throughout the year).	August, as needed during PLCs HSD Writing Intervention Bank	Principal Angel	Aug. 2025-June 2026
2	All classroom will implement best practice writing strategies: - Dictado - Quickwrites - Integrate cognitive writing strategies in all content areas? - UDL - Universal Design for Learning in writing	Dictado Quickwrites Cognitive Writing (Cross-Curricular Writing)	Classroom Teachers Principal Angel	Aug. 2025-June 2026
3	Foundational skills: - K-2 teachers will use UFLI as the primary resource to teach English foundational skills and track progress of lessons/skills. K-2 teachers will use Estrellitas to teach Spanish foundational skills paired with Estrellita progress monitoring. Heggerty will be utilized when students need support in phonemic awareness. 3-6 grade teachers will implement W/M morphology focus for foundational skills.	UFLI Estrellitas Morphology	Classroom Teachers Principal Angel	Aug. 2025-June 2026
4	All classrooms will utilize student-friendly writing rubrics for students to self-assess progress in writing. (Focus during writing rotations of PLCs)	HSD-created student-friendly writing rubrics BoY PD on rubrics, utilized throughout PLC	Classroom Teachers Principal Angel	Aug. 2025-June 2026
5	Backwards mapping writing tasks in wonders/maravillas units			



Equity | Access | Engagement: Focused Guiding Questions

Consider the following questions in relation to educational equity and the planned action steps of the SMART goal:

- ☐ Whose voice is and isn't represented in this strategy?
- ☐ Who does this strategy benefit or burden?
- ☐ Is this strategy in alignment with the HSD Equity Policy?
- ☐ Does this strategy close or widen access, opportunity, and expectation gaps?

Family Engagement (required for at least one SIP SMART goal)

- ☐ Check box if goal fulfills Federal Programs requirement. Add details to the action step to ensure grant compliance.
 1. What steps does the school take to remove barriers for families to participate?
 2. What is the plan for continuous family engagement throughout the year?

SMART Goal: #2

By June of 2026 students will increase their performance on grade-level curriculum based quarter 3 Mathematics Performance Tasks from fall 2025-spring 2026 by 10%.

HSD Strategic Plan Goal Alignment

GOAL 1: Success in the Early Years ▾

Action Steps		Professional Development	Designated Staff	Timeline/Dates
1	All teachers will use Bridges, iReady, or CPM as their core curriculum including Building Fact Fluency.	Inservice, ongoing throughout year	Classroom Teachers Principal Melissa	Aug. 2025-June 2026
2	Provide language scaffolds within instruction. (Cognates and intentional vocab building)	Modeling lessons & planning lessons with teachers (GLAD, SIOP, AIM4S3)	Classroom Teachers Principal Melissa	Aug. 2025-June 2026
3	Teachers will use the Effective Mathematics Teaching Practices during their instruction and in PLC conversations.	A minimum of three one hour academic seminars for teachers to learn/reflect on practices.	Classroom Teachers Principal Melissa	Quarterly
4	Teachers will use the Bridges Screeners in each unit & quarterly Performance Tasks to identify gaps in students' knowledge to help guide intervention instruction. Teachers will implement re-engagement activities suggested by the screener from Bridges Interventions to help form their small group instruction. EA & Math Coach support with interview portions of screeners. Teachers will re-assess students on the screener question they used to create small groups to measure post- growth. Teachers will input screener data into google spreadsheet to help track student performance. ○ Math Data Folder 25-26	MTSS Aug. inservice review interventions & data collection Midyear reflection & refresher on interventions	Classroom Teachers Principal Melissa	Monthly (prior to units being taught)
5				



Equity | Access | Engagement: Focused Guiding Questions

Consider the following questions in relation to educational equity and the planned action steps of the SMART goal:

- ☐ Whose voice is and isn't represented in this strategy?
- ☐ Who does this strategy benefit or burden?
- ☐ Is this strategy in alignment with the HSD Equity Policy?
- ☐ Does this strategy close or widen access, opportunity, and expectation gaps?

Family Engagement (required for at least one SIP SMART goal)

- ☐ Check box if goal fulfills Federal Programs requirement. Add details to the action step to ensure grant compliance.
 1. What steps does the school take to remove barriers for families to participate?
 2. What is the plan for continuous family engagement throughout the year?

SMART Goal: #3

By June 2026 we will increase our exited ELPA rate from 8% (June 2025) to 13%, an overall 5% increase.

HSD Strategic Plan Goal Alignment

GOAL 3: Access & Opportunity ▾

Action Steps		Professional Development	Designated Staff	Timeline/Dates
1	Discourse Strategy PD once each quarter with implementation of selected strategy by classroom teacher (3 times per quarter throughout content areas)	Quarterly Academic Seminars for licensed staff	Principal EL Specialist (Christy)	Quarterly
2	Students will engage in at least one recorded speaking assignment each quarter (list options for recording that teachers can choose from)	Program TBD	Classroom Teachers	Quarterly
3	All classrooms will utilize formative assessment tools to gather data of student talk during implementation of discourse strategies	Structured Student Talk Planning Rubrics	Classroom Teachers Principal EL Specialist (Christy)	
4	EL Specialist will put out an EL Newsletter each quarter with information and resources for our multilingual learners.		EL Specialist /Outreach Liaison	Quarterly
5	EL Specialists will attend one PAC meeting to enhance information about EL services/programs with our parents and community.	Collaboration	Family Outreach Liaison EL Specialist (Christy Jorgensen)/Principal	Yearly



Equity | Access | Engagement: Focused Guiding Questions

Consider the following questions in relation to educational equity and the planned action steps of the SMART goal:

- ☐ Whose voice is and isn't represented in this strategy?
- ☐ Who does this strategy benefit or burden?
- ☐ Is this strategy in alignment with the HSD Equity Policy?
- ☐ Does this strategy close or widen access, opportunity, and expectation gaps?

Family Engagement (required for at least one SIP SMART goal)

- ☐ Check box if goal fulfills Federal Programs requirement. Add details to the action step to ensure grant compliance.
 1. What steps does the school take to remove barriers for families to participate?
 2. What is the plan for continuous family engagement throughout the year?

SMART Goal: #4 Family Engagement

By June of 2025, we will increase family engagement by 5% as measured by attendance to evening events, PAC meetings, and volunteer opportunities.

HSD Strategic Plan Goal Alignment

-Select HSD Strategic Plan Goal- ▾

<u>Action Steps</u>		<u>Professional Development</u>	<u>Designated Staff</u>	<u>Timeline/Dates</u>
1	Family Outreach events: Popsicle with the principal, Back to School Open House, Multicultural Night, celebration of learning night, PAC meetings and events		Principal Teachers Outreach Liaison	Ongoing
2	Family engagement committee will support PAC parent group in creating family engagement events/nights throughout the school year. Collaborate with PAC to provide family events throughout year in different months.	Committee attending PAC meetings	Family Engagement Committee Principal Outreach Liaison	Ongoing
3	EL Specialist will put out an EL Newsletter each quarter with information and resources for our multilingual learners & attend one PAC meeting to enhance information about EL services/program with our parents and community.	Collaboration	EL Specialist /Outreach Liaison	Quarterly & Yearly
4	Providing 1:1 support to complete volunteer background check and ensuring ParentSquare access with Outreach Liaison, at front office, district tech department support	Scheduling appointment with office staff/family liaison Inviting Tech services to outreach events	Family Liaison Office staff Principal	Ongoing
5	Co-plan & create opportunities for families to be involved in school (i.e. Career & College Fair, PAC Group, Chaperones/Volunteers, projects from home, direct classroom support, etc.)		Principal Teachers Outreach Liaison	Ongoing



Equity | Access | Engagement: Focused Guiding Questions

Consider the following questions in relation to educational equity and the planned action steps of the SMART goal:

- ☐ Whose voice is and isn't represented in this strategy?
- ☐ Who does this strategy benefit or burden?
- ☐ Is this strategy in alignment with the HSD Equity Policy?
- ☐ Does this strategy close or widen access, opportunity, and expectation gaps?

Family Engagement (required for at least one SIP SMART goal)

- ☐ Check box if goal fulfills Federal Programs requirement. Add details to the action step to ensure grant compliance.
 1. What steps does the school take to remove barriers for families to participate?
 2. What is the plan for continuous family engagement throughout the year?

5. Communication

Communication Plan: Communicating school improvement plans with staff and constituents is essential as it promotes collaboration, transparency, engagement, accountability, and continuous improvement. It allows for everyone to work together towards achieving the goals of the improvement plan, fosters transparency in decision-making, promotes constituent engagement, holds all everyone accountable for their responsibilities, and allows for continuous improvement through feedback and suggestions.

Directions: Create an overview/elevator speech of SIP for staff and other constituent groups eg. parent night, PACs.

An example template is provided:

1. **Introduction:** Start with a strong and attention-grabbing opening statement. For example, "As a school community, we are committed to providing the best possible education for our students."
2. **The problem:** Identify the problem that your school is facing. For example, "Unfortunately, our test scores have been lower than we would like, and we have noticed a decrease in student engagement and motivation."
3. **The solution:** Briefly explain the plan that your school has developed to address the problem. For example, "To address these issues, we have developed a comprehensive school improvement plan that includes targeted interventions to improve student learning and engagement."
4. **Action steps:** Outline the specific action steps that your school will take to implement the improvement plan. For example, "We will be providing professional development for our teachers to improve their instructional practices, implementing student-centered learning strategies, and increasing access to technology."
5. **The expected outcome:** Describe the expected outcome of your school improvement plan. For example, "We are confident that these efforts will lead to improved academic achievement, increased student engagement and motivation, and a more positive school culture overall."
6. **Call to action:** Encourage your listeners to support your school improvement efforts. For example, "We are committed to working hard to improve our school and we would greatly appreciate your support as we work towards our goal of providing the best possible education for our students."
7. **Conclusion:** End your elevator speech with a memorable and positive statement. For example, "Thank you for your time and support. We are excited about the future of our school and the positive changes that are to come."

6. Planning Guidance: School Improvement Plan

The following resources have been curated to inform and support the work of creating individual school improvement plans in alignment with the HSD strategic plan and student learning and growth goal requirements.

HSD Strategic Plan Goals

- [Strategic Plan Overview](#)
- [Strategic Plan Accountability Report - Hillsboro School District](#)
- [Strategic Plan Goals & Metrics: Admin](#)
- [Strategic Plan Almanac](#)

HSD Student Focal Groups

- Crosswalk of ODE/HSD student demographic terms for student data reporting and target focal groups: [ODE/HSD Terms Crosswalk-Draft](#)
- ODE's Integrated Guidance and information on targeted universalism and student focal groups (p. 22): [ODE EII Integrated Guidance.pdf](#)

Student Learning Growth Goals (SLGG)

A Student Learning Growth Goal (SLGG) is a specific and measurable academic goal that a student is expected to achieve within a defined period of time. It is based on the student's current level of academic achievement and is designed to promote continuous academic growth. These goals can be based on a variety of academic areas such as reading, writing, mathematics, science, and social studies, and may incorporate both content knowledge and skills. The purpose of a student learning growth goal is to provide a clear target for academic improvement, motivate the student to engage in focused learning activities, and provide a means to measure progress towards academic growth.

- [Administrator Goal Review Form, Worksheet](#)
- [Licensed Goal Review Form, Worksheet](#)

SMART Goals

SMART goals are a framework for setting and achieving goals that are **Specific, Measurable, Attainable, Reasonable, Time-bound**. Each letter in the acronym SMART represents a different aspect of a well-defined goal:

Specific: Goals should be clear, well-defined and tied to student outcomes. They should answer the questions of who, what, when, where, and why. A specific goal will help you focus your efforts and make it easier to measure progress.

Measurable: Goals should be measurable so that you can track your progress and determine whether you have achieved your objective. Measuring your progress will also help you stay motivated and identify areas where you need to improve.

Achievable: Goals should be challenging but achievable. Set goals that require you to stretch yourself, but also make sure that they are realistic and achievable with the resources and time available to you.

Relevant: Goals should be relevant to your overall objectives and aligned with your values. Make sure that your goals are consistent with your personal and professional aspirations and will contribute to your long-term success.

Time-bound: Goals should have a deadline or timeframe for completion. This will help you stay on track and provide motivation to achieve your goal within a specific timeframe.

Example of SMART goal:

By June 2026, there will be a 5% increase in regular attendance (from 75% to 80%) for students accessing special education services (90%+ attendance).

By *date*, there will be an *increase/decrease/etc* of *number/percentage* for *student focal group*.

Action Steps

Consider academic seminars, book studies or articles, conferences, training, PLCs, coaching cycles, TeachFlix videos, district support staff/coaching, required training with roving subs etc. with the overlay of equity through all.

Focus on Equity

Equity | Access | Engagement Lens: Equity Focused Guiding Questions

- Whose voice is and isn't represented in this strategy?
- Who does this strategy benefit or burden?
- Is this strategy in alignment with the HSD Equity Policy?
- Does this strategy close or widen access, opportunity, and expectation gaps?

Family Engagement

The Every Student Succeeds Act (ESSA) includes provisions that will help to ensure success for students and schools. Engaging families in the education process is one of these provisions. Engaging with families is a critical component to school planning and meeting school goals. Families, parents and guardians should be included in the planning process of the schoolwide plan and in other federally funded activities.

Our district-wide strategy for Family Engagement is to develop stronger partnerships with families and community partners in order to increase their involvement and engagement in the education of their children, develop trust, reduce isolation, and improve student achievement.

1. Who was involved in the development of the plan? - parent names must be included
2. What steps does the school take to remove barriers to participation?
3. What is the plan for continuous engagement throughout the year?

Designated Staff

Include key staff members responsible for leading and/or supporting the work of the SMART goals. Ensure that the team includes voices with diverse lived experiences.

Timeline/Dates

2025-26 District Calendar

Academic Seminar Planning Sheet 2025-26

Set specific quarterly dates and times for:

- Implementation of strategies and action steps
- Monitoring and evaluation plan to track progress
- Identification of benchmarks and indicators of success