

**Red Oak Independent School
District**

Shaw Middle School

**2025-2026
Campus
Improvement Plan**

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Comprehensive Needs Assessment

Demographics

Summary

Dr. Joy Shaw Middle School is a brand new school that serves the communities of Red Oak, Ovilla, and Glenn Heights in Ellis County. Dr. Joy Shaw Middle School educates approximately 691 students across grades 6-8.

Dr. Joy Shaw Middle School is comprised of the following ethnic distribution:

African American - 355

Hispanic - 216

White - 72

American Indian - 3

Asian - 6

Pacific Islander - 0

2 or more races - 37

Economically Disadvantaged

Emergent Bilingual

English Learners

At-Risk

Mobility Rate

SPED

504

Foster Care

Gifted/Talented

Homeless

Dyslexia

Special programs:

SPED

Dyslexia

Eco Dis

Count/Percentage of disciplinary incidents by ethnicity	Number of Disciplinary Incidents	Percentage of Disciplinary Incidents	
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Disciplinary Incident Counts/Percentages			American Indian or Alaska Native	1 0.1%
Asian	1	0.1%		
Native Hawaiian or Other Pacific Islander	7	0.9%		
Black or African American	451	60.7%		
Hispanic/Latino	195	26.2%		
White	79	10.6%		
Two or More Races	34	4.6%		
Total Number of Unique Disciplinary Incidents	743			
Special Education Students	216	29.1%		

- Count/Percentage of disciplinary incidents by gender	Number of Disciplinary Incidents	Percentage of Disciplinary Incidents
Male	506	68.1%
Female	245	33.0%
Total Number of Unique Disciplinary Incidents	743	

Strengths

Demographics Strengths

Student Profile: Attendance (Inclusive of ROMS)

2021-2022 93.5%

2022-2023 94.5%

2023-2024 94.9%

2024-2025 95%

Problem Statements Identifying Demographics Needs

Problem Statement

Root Cause


1



African American students led ROMS in discipline consequences that resulted in ISS(387 of 644), OSS(117 of 202), and DAEP placements(41 of 79) during the 2024-2025 school year.

Lack of Positive School Culture and Restorative Practice Implementation. Cultural awareness and training needs. Ineffective Campus Management Procedures.

 = Priority



Priority Problem Statements

Problem Statements Identifying Demographics Needs

Problem Statement

Root Cause

1



African American students led ROMS in discipline consequences that resulted in ISS(387 of 644), OSS(117 of 202), and DAEP placements(41 of 79) during the 2024-2025 school year.

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 = Priority



Data Documentation for CNA

Data Documentation for CNA

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

Improvement Planning Data

- District goals
- Campus goals

Accountability Data

- Texas Academic Performance Report (TAPR) data
- Student Achievement Domain
- Student Progress Domain
- Closing the Gaps Domain



Goals

Goal 1 Academics: Develop critical thinkers that will transcend college and career goals by excelling in the 4 Talons.

Performance Objective 1

Develop students who are college, career, and military ready that possess the academic skills for post-secondary success.

Strategy 1

All 7th-grade students at Dr. Joy Shaw Middle School will be enrolled in a Career Readiness course during the 2025-2026 academic year. As part of the curriculum, students will complete a comprehensive career assessment and develop a project aligned with their identified career interests.

Evidence that Demonstrates Success: Course Completion: 100% of 7th-grade students will successfully complete the Career Readiness course with a minimum final grade of 70%.

Assessment Engagement: All students will complete a standardized career assessment, with results communicated to both students and parents to support post-secondary planning.

Project-Based Learning: Each student will submit a career-focused project demonstrating understanding of career pathways, required education/training, and personal alignment with career interests.

Career Day Alignment: Career Day programming will be informed by aggregated student assessment data, ensuring representation of high-interest career fields and alignment with student aspirations.

Staff Responsible for Monitoring: Counselors
Career Readiness Teachers

ESF Levers: Lever 1: Strong School Leadership and Planning, Lever 5: Effective Instruction

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Strategy 2

Dr. Joy Shaw Middle School will utilize the daily Power Hour period to provide all students in grades 6 through 8 with structured exposure to the Career and Technical Education (CTE) programs and pathways available at Red Oak High School. This initiative aims to increase early awareness of post-secondary options and align student interests with future academic and career planning.

Evidence that Demonstrates Success: Students will demonstrate understanding of career pathways by achieving a score of 80% or higher on a culminating project. The project will assess students' ability to articulate the significance of career pathways, identify relevant CTE programs at Red Oak High School, and reflect on personal career interests.

Staff Responsible for Monitoring: Assistant Principal of Instruction
Counselor over Power Hour
Power Hour Committee
Director of Career and Technical Education
Power Hour Teachers.

TEA Priorities: Connect high school to career and college

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Strategy 3

All 8th-grade students at Dr. Joy Shaw Middle School will participate in the Preliminary SAT (PSAT) during the 2025-2026 academic year. This initiative is designed to promote early college and career readiness by familiarizing students with standardized testing formats and identifying areas for academic growth.

Evidence that Demonstrates Success: 100% of 8th-grade students will be provided the opportunity to participate in the PSAT. Participation records will be maintained and monitored to ensure full access, with a target participation rate of at least 95%.

Staff Responsible for Monitoring: Assistant Principal of Testing.
Counselors

TEA Priorities: Connect high school to career and college

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Strategy 4

Dr. Joy Shaw Middle School will increase the percentage of students achieving Meets Grade Level performance on the STAAR assessment to at least 49% across all tested content areas during the 2025-2026 academic year. Achieving this benchmark is projected to achieve a campus accountability rating of "B" as defined by the Texas Education Agency's accountability framework.

Evidence that Demonstrates Success: Assessment Performance: Students will demonstrate academic growth through improved performance on formative assessments, summative assessments, STAAR, and TELPAS. Progress will be tracked using campus-wide data systems to monitor trends and identify instructional needs.

Intervention Effectiveness: A measurable decrease in the number of students placed in Tier II and Tier III intervention groups will reflect the success of core instruction and targeted support strategies.

Staff Responsible for Monitoring: Associate Principal
Instructional Coaches
Teachers

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

ESF Levers: Lever 1: Strong School Leadership and Planning, Lever 4: High-Quality Instructional Materials and Assessments

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Strategy 5

All emergent bilingual students at Dr. Joy Shaw Middle School will participate in an ELLA course and participate in a minimum of two targeted pull-out instructional sessions--one focused on Reading/Writing and one on Listening/Speaking. These sessions will incorporate research-based strategies and best practices designed to enhance language proficiency and support student success on the TELPAS assessment.

Evidence that Demonstrates Success: Assessment Outcomes: Improved performance on the TELPAS assessment among emergent bilingual students, as evidenced by increased percentages of students advancing at least one proficiency level in one or more language domains.

Staff Responsible for Monitoring: LPAC Chairperson
LPAC Committee

TEA Priorities: Build a foundation of reading and math

ESF Levers: Lever 5: Effective Instruction

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Performance Objective 2

Equip students to be well-rounded with interpersonal skills to manage day-to-day challenges.

Strategy 1

Students will engage in weekly community-building circles conducted during SOAR on a rotating basis across classrooms. Participation will be documented and monitored to ensure consistent implementation.

Evidence that Demonstrates Success: Observable improvements in daily campus culture, as measured through student behavior data, attendance trends, and climate surveys.

Staff Responsible for Monitoring: Assistant Principal over Restorative Practices
Teachers

ESF Levers: Lever 3: Positive School Culture

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Strategy 2

All Staff will be trained in Restorative Practices including, but not limited to: Community Building Circles, Restorative Circles, Check in Circles, Academic Circles and Treatment Agreement.

Evidence that Demonstrates Success: By using these strategies the fights at Dr. Joy Shaw Middle School will go down by 10% from the fight data of Red Oak Middle School 2024 - 2025 school year.

Staff Responsible for Monitoring: Assistant Principal over Restorative Practices
Restorative Practices Committee

ESF Levers: Lever 3: Positive School Culture

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Strategy 3

Dr. Joy Shaw Middle School Administrators and Counselors will be trained in the use of Restorative Practices with Tier II and Tier III Behavioral Students.

Evidence that Demonstrates Success: All Administration and Counselors being trained

Staff Responsible for Monitoring: Assistant Principal of Restorative Practices Principal

ESF Levers: Lever 3: Positive School Culture

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Strategy 4

Dr. Joy Shaw Middle School will implement the Suite360 Social and Emotional Learning (SEL) platform as part of its SOAR programming. All students will engage with district-designed and assigned SEL lessons every Wednesday, with the goal of fostering emotional intelligence, self-regulation, and responsible decision-making.

Evidence that Demonstrates Success: Lesson Mastery: Students will achieve a score of 80% or higher on the comprehension quizzes administered at the conclusion of each Suite360 lesson, indicating understanding of key social-emotional learning objectives.

Behavioral Impact: A reduction in the number of discipline referrals requiring counseling or mediation will serve as an indicator of improved emotional regulation and conflict resolution skills among students.

Staff Responsible for Monitoring: Counselor over Power Hour
SOAR Committee
Teachers

ESF Levers: Lever 3: Positive School Culture

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Strategy 5

Students will participate in Suite 360 Intervention Lessons while in ISS, Detention and Saturday School.

Evidence that Demonstrates Success: Students will score 80% or higher on the quizzes that follow each intervention lesson.

Staff Responsible for Monitoring: Student Success Counselors
Assistant Principals
ISS Paras

ESF Levers: Lever 3: Positive School Culture

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Performance Objective 3

Engage students in meaningful learning that includes a variety of instructional strategies.

Strategy 1 Targeted Support Strategy Additional Targeted Support Strategy

Dr. Joy Shaw Middle School will implement weekly campus-wide Professional Learning Communities (PLCs) focused on instructional improvement through collaborative analysis of common assessments, student performance data, and professional development in key areas including instructional strategies, formative assessment, data-driven instruction, differentiation, and Response to Intervention (RTI). Additionally, academic departments will meet monthly during designated Learning Opportunities to review student data and collaboratively plan targeted interventions such as Saturday School and tutoring.

Evidence that Demonstrates Success: PLC Implementation: Documented execution of the four essential PLC questions across all grade levels and departments, demonstrating a consistent focus on student learning, assessment, intervention, and enrichment.

Instructional Impact: Data analysis conducted during PLCs will directly inform daily instructional practices, resulting in improved alignment with student needs and curriculum standards.

Professional Growth: Observable improvement in instructional strategies through targeted professional development sessions focused on formative assessment, differentiation, and data-driven instruction.

Collaborative Planning: Strategic Learning Opportunities and monthly departmental meetings will produce actionable plans for Saturday School and tutoring interventions.

Student Growth: Saturday School sessions will be aligned to specific student needs and monitored for effectiveness, with measurable student growth and increased academic performance compared to the previous academic year.

Staff Responsible for Monitoring: Assistant Principal of Instruction
Instructional Coaches
Principal
Teachers

TEA Priorities: Build a foundation of reading and math

ESF Levers: Lever 1: Strong School Leadership and Planning, Lever 5: Effective Instruction

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Strategy 2 Targeted Support Strategy Additional Targeted Support Strategy

Dr. Joy Shaw Middle School will provide dedicated, protected time and ongoing administrative support to ensure teachers are able to effectively internalize lesson plans.

Evidence that Demonstrates Success: Lesson Plan Integrity: Teachers will consistently demonstrate alignment between written lesson plans and instructional delivery, as evidenced through administrative walkthroughs, instructional observations, and lesson plan reviews.

Delivery Fidelity: Instructional delivery will reflect intentional planning and internalization, resulting in coherent, standards-aligned lessons that support student mastery. Fidelity will be monitored through feedback cycles and instructional coaching.

Staff Responsible for Monitoring: Assistant Principal of Instruction
Instructional Coaches
Core Content Grade Level Teams
Principal
Teachers

TEA Priorities: Recruit, support, retain teachers and principals

ESF Levers: Lever 4: High-Quality Instructional Materials and Assessments

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Strategy 3 Targeted Support Strategy Additional Targeted Support Strategy

Teachers with 0-3 years of experience will receive consistent observation and feedback on classroom procedures, routines, and rigor using the Get Better Faster Scope and Sequence.

Evidence that Demonstrates Success: Consistent observations that produce timely and specific feedback resulting in improved observations.

Staff Responsible for Monitoring: Assistant Principal of Instruction
AIM Teachers
Principal

TEA Priorities: Recruit, support, retain teachers and principals

ESF Levers: Lever 4: High-Quality Instructional Materials and Assessments

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Strategy 4 Targeted Support Strategy Additional Targeted Support Strategy

Dr. Joy Shaw Middle School will implement the Zeros Aren't Allowed Program (ZAP) as a daily academic support initiative. ZAP will be available during lunch periods, before school on Monday through Thursday, and after school on Monday, Tuesday, and Thursday.

Evidence that Demonstrates Success: The Zeros Aren't Allowed Program (ZAP) will contribute to a reduction in student failure rates, with a target of maintaining failure rates below 10% for at least 95% of classroom teachers each six-week grading period.

Staff Responsible for Monitoring: Counselor over ZAP
Assistant Principal over Instruction
Principal
Teachers

TEA Priorities: Build a foundation of reading and math

ESF Levers: Lever 3: Positive School Culture

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Strategy 5 Targeted Support Strategy Additional Targeted Support Strategy

Dr. Joy Shaw Middle School will develop and implement high-leverage instructional practices across all classrooms. Teachers will receive bi-weekly observation feedback that includes actionable steps aligned to campus instructional priorities, ensuring continuous improvement in lesson delivery and student engagement.

Evidence that Demonstrates Success: Instructional Observation Data: Observation records will reflect consistent implementation of high-leverage teaching practices across classrooms, with trends analyzed to inform professional development and coaching.

Student Outcomes: Increased student engagement and academic performance will be evidenced through improved formative and summative assessment results, classroom participation metrics, and student feedback.

Staff Responsible for Monitoring: Assistant Principals
Instructional Coaches
Teachers

ESF Levers: Lever 4: High-Quality Instructional Materials and Assessments

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Strategy 6 Targeted Support Strategy Additional Targeted Support Strategy

Dr. Joy Shaw Middle School will provide targeted professional development for Tier 3 teachers through monthly or bimonthly Learning Opportunities facilitated by instructional coaches.

Evidence that Demonstrates Success: Teacher Performance Growth: Observable improvement in instructional delivery among Tier 3 teachers, as measured through walkthroughs, formal observations, and student performance data.

Reduction in Tier 3 Classification: A decrease in the number of teachers identified as Tier 3 over time, indicating the effectiveness of targeted professional development and coaching support.

Staff Responsible for Monitoring: Instructional Coaches
Teachers
Principal
Teachers

TEA Priorities: Recruit, support, retain teachers and principals

ESF Levers: Lever 4: High-Quality Instructional Materials and Assessments

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Goal 2 Human Resources: Intentional progress to hire and retain high-quality staff to ensure best learning.

Performance Objective 1

Attract, engage, and retain top talent through competitive compensation packages.

Strategy 1

Dr. Joy Shaw Middle School will provide structured opportunities for teachers to earn supplemental income by participating in campus support programs, including Detention supervision, Saturday School instruction, Thursday Night Lights academic support, mentorship roles, and serving as Teachers of Record.

Evidence that Demonstrates Success: Teachers can earn additional pay beyond their base salary, which can be especially helpful for meeting personal or professional goals.

Flexible Options: With a variety of programs available, teachers can choose the opportunities that best fit their schedules and interests.

Staff Responsible for Monitoring: Assistant Principal in charge of Duties
Principal
Teachers

ESF Levers: Lever 2: Strategic Staffing

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Strategy 2

Establish a collaborative campus mentoring program aligned with the district's framework to support teachers in their first three years of teaching and/or tenure at Dr. Joy Shaw Middle School, fostering professional growth and instructional effectiveness.

Evidence that Demonstrates Success: Observable improvements in instructional practices and student outcomes among new teachers, as measured through classroom walkthroughs and performance evaluations

Increased retention of teachers within their first three years, supported by annual HR data and exit interview trends

Consistent and reflective documentation of mentoring activities through completed mentor logs and feedback forms

Staff Responsible for Monitoring: Mentor AP Librarian

TEA Priorities: Recruit, support, retain teachers and principals

ESF Levers: Lever 1: Strong School Leadership and Planning, Lever 3: Positive School Culture

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Strategy 3

Empower teacher leaders to share effective, research-based instructional strategies with the campus staff through structured presentations and professional learning sessions, following participation in targeted development opportunities.

Evidence that Demonstrates Success: Active participation of teacher leaders in professional development sessions, with evidence of effective dissemination and modeling of learned strategies during campus-wide instructional meetings and PLCs.

Staff Responsible for Monitoring: Admin Team Instructional Coaches

TEA Priorities: Recruit, support, retain teachers and principals

ESF Levers: Lever 1: Strong School Leadership and Planning

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Performance Objective 2

Foster a supportive and inclusive work environment through differentiated strategies that promotes employee retention.

Strategy 1

Ensure all teachers with two years or less experience in Red Oak ISD are paired with a campus mentor and engage in structured monthly mentoring sessions to support professional growth and retention.

Evidence that Demonstrates Success: 100% of assigned mentor-mentee pairs meet monthly, as verified through submitted mentoring logs and campus documentation.

Staff Responsible for Monitoring: Assistant Principal of Instruction
Instructional Media Specialist.
Mentors

TEA Priorities: Recruit, support, retain teachers and principals

ESF Levers: Lever 1: Strong School Leadership and Planning, Lever 2: Strategic Staffing, Lever 3: Positive School Culture

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Strategy 2

Sustained and ongoing professional development will be aligned to campus needs identified in the Comprehensive Needs including JSMS PD, summer staff development and Region 10 trainings.

Evidence that Demonstrates Success: Classroom implementation
Professional Development Reports

Staff Responsible for Monitoring: Admin Team
Instructional Coaches
Team Leads
Teachers

TEA Priorities: Recruit, support, retain teachers and principals

ESF Levers: Lever 2: Strategic Staffing, Lever 5: Effective Instruction

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Strategy 3

Implement a schoolwide PBIS initiative in which teachers receive "Caught Being Good" cards as recognition for positive contributions, making them eligible for weekly and six-week incentive drawings to reinforce a culture of positivity and collaboration.

Evidence that Demonstrates Success: 100% of staff receive at least one "Caught Being Good" card per six-week period, as tracked through PBIS documentation and staff recognition logs

Positive trends in staff morale and school climate, supported by survey data, anecdotal feedback, and reduced staff-related concerns

Staff Responsible for Monitoring: Assistant Principal over PBIS
PBIS Committee
Teachers

TEA Priorities: Recruit, support, retain teachers and principals

ESF Levers: Lever 3: Positive School Culture

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Strategy 4

Provide differentiated professional development for Dr. Joy Shaw Middle School teachers based on individual needs identified through tiering, classroom observation data, and discipline trends, ensuring targeted support that enhances instructional effectiveness.

Evidence that Demonstrates Success: Demonstrated growth in instructional practices and classroom management among targeted teachers, as evidenced by improved observation scores, reduced discipline referrals, and feedback from coaching and support sessions.

Staff Responsible for Monitoring: Admin Team
Instructional Coaches
Teachers

TEA Priorities: Recruit, support, retain teachers and principals

ESF Levers: Lever 2: Strategic Staffing

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Strategy 5

Engage teachers in structured coaching cycles designed to deliver personalized professional development and enhance instructional practices through ongoing feedback, reflection, and support.

Evidence that Demonstrates Success: At least 25% of teachers will complete a full coaching cycle during the first year of implementation, as documented through coaching logs, feedback forms, and instructional support records.

Staff Responsible for Monitoring: Instructional Coaches
Assistant Principals
Teachers
Principal

TEA Priorities: Recruit, support, retain teachers and principals

ESF Levers: Lever 2: Strategic Staffing, Lever 3: Positive School Culture, Lever 4: High-Quality Instructional Materials and Assessments, Lever 5: Effective Instruction

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Performance Objective 3

Develop innovative and targeted recruitment practices that meet the diverse district needs of all employees.

Strategy 1

Dr. Joy Shaw Middle School staff will actively participate in job fairs or college recruiting events annually to support strategic hiring and strengthen recruitment efforts.

Evidence that Demonstrates Success: Documented participation in at least two job fairs or college recruiting events by campus staff, as evidenced by event sign-in sheets, recruitment materials, and follow-up communications with potential candidates.

Staff Responsible for Monitoring: Campus Administrators
Instructional Coaches

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Strategy 2

Leverage social media platforms to actively promote Dr. Joy Shaw Middle School and engage with potential candidates, enhancing recruitment efforts and expanding outreach to future educators.

Evidence that Demonstrates Success: Regular and strategic social media posts promoting Dr. Joy Shaw Middle School as a desirable workplace, with engagement metrics and post frequency tracked to evaluate outreach effectiveness.

Staff Responsible for Monitoring: Campus Administrators
Instructional Coaches

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Strategy 3

Partner with alternative certification programs to identify and recruit qualified candidates for campus vacancies, expanding the pool of diverse and capable educators.

Evidence that Demonstrates Success: Documented meetings and ongoing communication with alternative certification programs, including outreach logs, partnership updates, and candidate referrals for campus vacancies.

Staff Responsible for Monitoring: Campus Administrators

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Goal 3 Finance: Maintain fiscal stewardship and accountability to ensure financial stability and transparency.

Performance Objective 1

Ensure fiscal accountability and responsibility of resources to support the district's mission.

Strategy 1

Ensure all instructional resources are purchased by February 15, 2026 to support timely integration into classroom instruction and alignment with curriculum planning.

Evidence that Demonstrates Success: All purchased instructional materials are actively in use by March 1, 2026, as verified through classroom observations, teacher feedback, and instructional planning documentation.

Staff Responsible for Monitoring: Principal
Instructional Coaches
Teachers

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Performance Objective 2

Ensure fiscal integrity by creating and maintaining a sufficient operating budget for the everyday operations of the district.

Strategy 1

The campus principal will conduct weekly financial reviews to ensure the appropriate and strategic use of school funds, supporting transparency and alignment with campus priorities.

Evidence that Demonstrates Success: Weekly budget review meetings between the principal and school secretary, documented through meeting notes and financial tracking reports to ensure responsible and strategic use of campus funds.

Staff Responsible for Monitoring: Principal
School Secretary

ESF Levers: Lever 1: Strong School Leadership and Planning, Lever 2: Strategic Staffing

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Performance Objective 3

Educate stakeholders about the public education financial system and the funding of Red Oak ISD through regular and transparent communication.

Strategy 1

Utilize family night events to inform and engage parents about the allocation and impact of campus funds at Dr. Joy Shaw Middle School, highlighting how financial resources support student achievement and success.

Evidence that Demonstrates Success: Provide transparent communication about campus fund allocation and usage during at least one designated family engagement event in the fall and one in the spring, ensuring families understand how resources support student learning and campus goals.

Staff Responsible for Monitoring: Principal

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Strategy 2

Increase overall student attendance to meet or exceed the campus target of 97% by implementing consistent monitoring practices and proactive engagement strategies.

Evidence that Demonstrates Success: Campus attendance records will reflect a 97% or higher attendance rate, supported by the implementation of engaging academic experiences and incentive programs that recognize students with perfect or near-perfect attendance (no more than one absence or tardy per grading period).

Staff Responsible for Monitoring: Attendance AP
Attendance Committee
Attendance Clerk

TEA Priorities: Improve low-performing schools

ESF Levers: Lever 3: Positive School Culture

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Goal 4 Growth, Facilities, Security: Prioritize and allocate resources to ensure safety and security and appropriate facilities.

Performance Objective 1

Provide facilities to accommodate current and future growth across the district.

Strategy 1

Conduct a comprehensive review and analysis of student programs and campus facility needs to ensure alignment with academic goals, student support services, and long-term campus planning.

Evidence that Demonstrates Success: Ensure optimal utilization of all available campus facilities to support instructional programs, student services, and extracurricular activities.

Staff Responsible for Monitoring: Principal

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Performance Objective 2

Ensure District facilities meet or exceed safety and security standards for physical requirements, technology systems, and implementation of procedures and protocols.

Strategy 1

All members of the Dr. Joy Shaw Middle School learning community will receive comprehensive training on campus safety protocols, including but not limited to: maintaining locked classroom doors, restricting access to exterior doors, and executing emergency procedures such as evacuation, lockdown, shelter-in-place, and hold drills.

Evidence that Demonstrates Success: Weekly door audits will reflect 100% compliance with campus safety protocols, including locked and secured classroom doors.

All staff and students will participate in required safety drills, with documentation maintained to ensure compliance with district and state safety standards.

Staff Responsible for Monitoring: Campus Security Team
Assistant Principal over Safety
Teachers

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Strategy 2

Monitor campus for needed safety improvements and communicate needs to District Facilities Director.

Evidence that Demonstrates Success: Need areas addressed.

Staff Responsible for Monitoring: Admin Team

Custodial Staff

Security Team

Teachers

Students

TEA Priorities: Improve low-performing schools

ESF Levers: Lever 1: Strong School Leadership and Planning

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Goal 5

Communications: Ensure district is connected to the community in partnerships to further student success while communicating transparently and effectively.

Performance Objective 1

Strengthen parent-teacher communication by prioritizing consistent, transparent, and timely interactions that foster collaboration and support student success.

Strategy 1

Classroom teachers will distribute weekly student progress reports via email every Monday to maintain consistent communication with families and support academic monitoring.

Evidence that Demonstrates Success: 100% of instructional staff will consistently send weekly progress reports every Monday, as documented through administrative monitoring and communication logs.

Staff Responsible for Monitoring: T-TESS Appraisers

TEA Priorities: Improve low-performing schools

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Strategy 2

Each six weeks, teachers will make positive phone calls to the families of all students in a designated class period, following a rotating schedule: 1st period in the first six weeks, 2nd period in the second six weeks, and so on through the 6th period. During the final six weeks, teachers will use their conference period to complete calls for any remaining students.

Evidence that Demonstrates Success: At least 85% of instructional staff will complete their designated six-week positive phone calls, as verified through call logs or administrative tracking systems.

Staff Responsible for Monitoring: T-TESS Appraisers

ESF Levers: Lever 3: Positive School Culture

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Strategy 3

The campus principal will distribute the "Hawk Happenings" weekly newsletter every Sunday via email to inform families of upcoming events, campus updates, and reinforce school-wide expectations.

Evidence that Demonstrates Success: Parents will be consistently informed through clear, timely, and accessible communication that supports their engagement in the academic and social success of their students.

Strengthen partnerships between families and Red Oak Middle School by increasing opportunities for collaboration, communication, and shared decision-making.

Staff Responsible for Monitoring: Principal
Media Director

ESF Levers: Lever 3: Positive School Culture

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Performance Objective 2

Provide opportunities to foster positive relationships between students, parents, schools and staff, and the community.

Strategy 1

Launch the "Hawk Dads" initiative to promote positive relationships and increased male role model presence on campus. Fathers and father figures will be invited to volunteer during key times such as before school, lunch periods, and dismissal to support a safe, welcoming, and engaged school environment.

Evidence that Demonstrates Success: Each Hawk Dads event will engage 250 or more fathers and father figures, demonstrating strong community interest and involvement.

A minimum of 75 individual dads will volunteer on campus throughout the school year, supporting student safety, engagement, and relationship-building.

Feedback from staff, students, and families will reflect strengthened partnerships and a positive campus climate resulting from increased male role model presence.

Staff Responsible for Monitoring: Assistant Principal over Hawk Dads
Principal

ESF Levers: Lever 3: Positive School Culture

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Strategy 2

Implement school-wide cultural celebrations--such as Hispanic Heritage Month and Black History Month--that showcase the diversity of the school community. These events will feature contributions from Fine Arts programs and active participation from students, staff, and families to foster inclusivity, cultural awareness, and community pride.

Evidence that Demonstrates Success: Increase meaningful community participation through active involvement in campus events, volunteer opportunities, and cultural celebrations, fostering a strong school-community partnership.

Staff Responsible for Monitoring: Celebration Committee

ESF Levers: Lever 3: Positive School Culture

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Strategy 3

Actively promote district-level opportunities for parental involvement--such as Parent University, Coffee Talk with the Superintendent, College Fairs, and CTE Nights at Red Oak High School--to strengthen family engagement and support student success across campuses.

Evidence that Demonstrates Success: Increase meaningful community participation through active involvement in campus events, volunteer opportunities, and cultural celebrations, fostering a strong school-community partnership.

Staff Responsible for Monitoring: Counselors
Principal
School Secretary

ESF Levers: Lever 3: Positive School Culture

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Policies, Procedures, and Requirements

Policies, Procedures, and Requirements

Title	Person Responsible	Review Date	Addressed By	Addressed On
Student Welfare: Discipline/Conflict/ Violence Management	--	--	LaKesha Bass	2/27/2025
Job Description for Peace Officers, Resource Officers & Security Personnel	--	--	LaKesha Bass	2/27/2025