

## Armstrong Elementary Campus Improvement Plan 2026-2027

### Comprehensive Needs Assessment Description

For the Needs Assessment, the following data was discussed and considered: STAAR Data, MAP Data, classroom observations, school experience survey, and community feedback. Armstrong Elementary is a preschool-4th grade campus in Highland Park Independent School District school serving about 400 students. The 2026 STAAR data showed that 3rd grade students on the ELAR test performed: 71% Masters. 4th grade ELAR showed 63% Masters. The 3rd grade math STAAR test showed that 63% Masters. 4th grade math showed 62% Masters. Our MAP data shows that there was growth in each grade-level from beginning of the year, to middle of the year, and ending at the end of the year in reading, math, science, and language usage.

## Well-Educated & Well-Rounded Students

### HPISD Balanced Scorecard:

1.1 Increase academic growth and mastery in all content areas;

1.2 Provide a well-rounded offering of arts and extracurricular activities that enhance the development of character and community;

1.3 Protect the physical and emotional well-being and safety of students

Goals and Key Action Steps		Progress Monitoring			Summative
<b>Growth</b>	<b>Academic Achievement and Growth Goal 1a: Improve math outcomes at all levels, such that by 2027, the percentage of students scoring masters on Grade 3 Math STAAR grows from 63% to 66% and the percentage of students scoring masters on Grade 4 Math STAAR grows from 63% to 66%.</b>	November 2026	January 2027	April 2027	June 2027
	Key Action 1: Utilize district-approved resources such as textbooks, workbooks, and the problem solving model such as UPS Check to ensure classroom instruction is aligned to the district curriculum documents and district expectations.				
	Key Action 2: Collaborative planning with teams, instructional coach, and campus principal will focus on grade-level standards aligned with implementation of district frameworks and walkthrough forms.				
	Key Action 3: Student growth will be monitored through data talks and formal and information assessment by teachers and campus leadership teams.				
	Key Action 4: Train teachers on the new Math Textbook. Ensure all homework is assigned from the approved resource. Provide practice problems for students on a regular basis.				
	<b>Academic Achievement and Growth Goal 1b: Reading, Writing, Grammar: Improve reading, writing, and grammar outcomes at all levels, such that by 2027, the percentage of student scoring masters on Grade 3 RLA STAAR grows from 71% to 74%-and the percentage of students scoring masters on 4th grade RLA STAAR increases from 63% to 66%,-and increase the percentage of students achieving a 24 or greater on the 4th grade WrAP increases from 26% to 28%.</b>	November 2026	January 2027	April 2027	June 2027
	Key Action 1: Explicit teaching of grammar through grammar talks, modeling, revising and editing, worksheets, assessments, and journal writing that transfers into students' talking, thinking, and independent writing.				
	Key Action 2: Authentic writing, in all content areas, that fosters independent thinking (stages of the writing process) including responding to reading orally and in writing.				
	Key Action 3: Explicit comprehension instruction including comprehension strategy approach and a discipline-specific text analysis approach to use before, during, and after reading.				
	Key Action 4: Teachers will effectively integrate social studies and RLA instruction aligned with the district curriculum resources.				
<b>Academic Achievement and Growth Goal 1c: By the Spring of 2027, the 3rd and 4th grade science assessment scores will increase by 5% from BOY to EOY.</b>	November 2026	January 2027	April 2027	June 2027	

<b>Academics &amp;</b>	Key Action 1: K-4 teachers will provide structured lessons based in the 5E model (engage, explore, explain, elaborate evaluate) within the adopted resource and district curriculum documents for 45 minutes daily.				
	Key Action 2: Teachers in K-4 will provide phenomenon driven learning that develops questions or identifies problems, which establishes the need for the learning throughout the unit.				
	Key Action 3: Teachers will facilitate scientific discourse that promotes processing opportunities for students to develop explanations, conclusions, solutions, and communicate findings grounded in evidence.				
	Key Action 4: 4th grade science teachers will enrich science instruction according to formal and informal assessment data and content expertise.				
	<b>Academic Achievement and Growth Goal 1d: Routine small group instruction will be offered by all classroom teachers to support learning needs of specific students.</b>	<b>November 2026</b>	<b>January 2027</b>	<b>April 2027</b>	<b>June 2027</b>
	Key Action 1: Teachers will make data-driven decisions in determining small groups.				
	Key Action 2: Small groups will focus on specific student needs aligned to grade-level standards.				
	Key Action 3: Teachers will collect student data to track progress.				
	<b>Academic Achievement and Growth Goal 1e: Mental Health: By Spring of 2028, students will report a 3% increase from 52% to 57% in the YES survey indicator, "My schoolwork challenges me to think."</b>	<b>November 2026</b>	<b>January 2027</b>	<b>April 2027</b>	<b>June 2027</b>
	Key Action 1: Teachers will provide specific and meaningful feedback on student work to promote learning and growth.				
	Key Action 2: Students will receive weekly homework in math and ELAR aligned to the district handbook expectations.				
	Key Action 3: Teacher collaborative planning time will include differentiated activities for the specific needs of the students.				
	<b>Academic Achievement: 1f By Spring 2028, using the school experience survey, students will report an increase in positive school climate from 91% to 95% as measured in the indicator "I can talk to an adult in school if I have a personal problem."</b>	<b>November 2026</b>	<b>January 2027</b>	<b>April 2027</b>	<b>June 2027</b>
	Key Action 1: Make use of the 4th grade leadership team throughout the year in order to develop a service-oriented mindset and offer one-on-one feedback to students from an adult on campus.				
Key Action 2: Teachers will check in daily with students, greeting at the classroom door each morning, conducting morning meetings and/or community circles at minimum once per week..					
Key Action 3: Quarterly kid talk data meetings to determine, assess, and respond to individual student needs.					
<b>Technology</b>	<b>Technology Goal 1: Cell Phone Usage - Students will not use cell phones/smart watches during the instructional day.</b>	<b>November 2026</b>	<b>January 2027</b>	<b>April 2027</b>	<b>June 2027</b>
	Key Action 1: Teachers will ensure that cellphones and smartwatches are kept in student backpacks all day.				
	<b>Technology Goal 2: By the Spring of 2027, student technology usage will be implemented with fidelity and aligned to the HPISD Instructional Technology Beliefs &amp; Guidelines including the Technology Integration Triangle, as monitored by walkthrough data, to stair step the use of technology.</b>	<b>November 2026</b>	<b>January 2027</b>	<b>April 2027</b>	<b>June 2027</b>
	Key Action 1: Teacher professional development on the technology integration triangle and recommended minutes per week will be provided and revisited throughout the year.				
	Key Action 2: Principal will monitor and provide feedback on instructional use of technology through classroom walkthroughs.				

Physical & Emotional Safety	<b>Physical Safety Goal 1: <i>*By the Spring of 2028, more than 97% of students will report on the school experience survey that they feel safe at school.</i></b>	November 2026	January 2027	April 2027	June 2027
	Key Action 1: Complete and document all required safety drills throughout the year.				
	Key Action 2: Teachers and staff members will ensure that all students know emergency procedures for any incident and location in the building.				
	Key Action 3: Bullying reports will be promptly investigated as required by state and district guidelines.				
	<b>Emotional Wellness Goal 1: <i>*By the Spring of 2028, students will report an increase in the YES survey indicator on the School Experience Survey from 60% to 65%, "Students are kind to each other at my school."</i></b>	November 2026	January 2027	April 2027	June 2027
	Key Action 1: The leadership team will have grade-level meetings each semester to ensure kindness traits are being taught in all settings.				
	Key Action 2: Teachers will ensure that kindness and character traits are integrated into daily expectations and promptly respond when students report unkind or disrespectful behavior.				
Key Action 3: The counselor will implement Character Strong during monthly guidance lessons.					

**Exemplary & Committed Staff**

**HPISD Balanced Scorecard:  
2.1 Improve the culture and retention of current staff while recruiting exemplary new hires;  
2.3 Invest in staff development and continuous improvement**

	Goals and Key Action Steps	Progress Monitoring			Summative
Retention & Recruitment	<b>Staff Goal 1: <i>Staff Retention - District and campus staff will provide meaningful and routine professional development related to the use of district-approved curriculum documents and resources.</i></b>	November 2026	January 2027	April 2027	June 2027
	Key Action 1: Principal and instructional coach will attend collaborative team planning meetings to provide ongoing support utilizing approved resources.				
	Key Action 2: Principal and instructional coach will work with Education Services to create professional development opportunities based on teacher feedback and needs.				
	Key Action 3: Content area coordinators will collaborate with campus staff to provide specific content-related feedback and support.				
	<b>Staff Goal 2: <i>Staff Recruitment - Collaborate with district leadership to develop staffing guidelines that honor current enrollment and efficiently and effectively meet student needs.</i></b>	November 2026	January 2027	April 2027	June 2027
	Key Action 1: Monthly meeting to maintain staffing guidelines.				
	Key Action 2: Inform and communicate staffing guidelines to stakeholders.				
	Key Action 3: Communicate and build capacity to ensure staffing efficiencies.				
	<b>Staff Goal 3: <i>Staff Efficacy and Professional Growth will increase through a Staff Appraisal system that offers regular feedback and recognition.</i></b>	November 2026	January 2027	April 2027	June 2027
	Key Action 1: All staff will be trained in the district Appraisal System before August 18, 2026.				
	Key Action 2: Instructional staff will receive a minimum of three walkthrough visits with feedback.				
	Key Action 3: Staff will practice Goal Setting and Accountability Checkpoints within the 26-27 SDAS process.				
	Key Action 4: Staff will be offered coaching and feedback, using the walkthrough and SDAS, for the purpose of continued improvement.				

<b>Staff Culture, Re</b>	<b>Staff Goal 4: Staff Appraisal - Principal will ensure every teacher creates a growth goal and it is monitored throughout the year.</b>	<b>November 2026</b>	<b>January 2027</b>	<b>April 2027</b>	<b>June 2027</b>
	Key Action 1: Staff are required to create a student growth goal.				
	Key Action 2: Staff will monitor and discuss progress of student growth goals each nine weeks.				
	<b>Staff Goal 5: Professional Development - All instructional staff members will participate in district and campus professional learning focused on continued learning of HPISD Frameworks and Curriculum Documents.</b>	<b>November 2026</b>	<b>January 2027</b>	<b>April 2027</b>	<b>June 2027</b>
	Key Action 1: District and campus staff will provide teachers with professional learning that focus on incorporating writing opportunities across all content areas.				
	Key Action 2: Leadership team will use collaborative planning meetings to implement on-time learning focused on the use of district core resources.				
	Key Action 3: Teachers will implement new learning in the classroom as noted on classroom walkthroughs.				
	<b>Staff Goal 6: Support and Mentoring - Provide regular and ongoing opportunities for staff to receive support and mentoring.</b>	<b>November 2026</b>	<b>January 2027</b>	<b>April 2027</b>	<b>June 2027</b>
	Key Action 1: Provide mentorship opportunities including "New to Armstrong" quarterly meetings.				
Key Action 2: Mentors will follow district-provided mentor handbook to facilitate monthly meetings with mentees.					
Key Action 3: Provide feedback to teachers in regards to walkthrough data and alignment to the district frameworks.					

### Engaged Parents & Community

**HPISD Balanced Scorecard:**  
**3.1 Improve parent and community satisfaction;**  
**3.2 Strategically leverage and engage with community partners**

	<b>Goals and Key Action Steps</b>	<b>Progress Monitoring</b>			<b>Summative</b>
<b>Engaged Parents &amp; Community</b>	<b>Parent/Community Goal 1: There will be at least a 3% increase in YES responses on the 2028 School Experience Survey indicator, "I am pleased with the food choices in the cafeteria."</b>	<b>November 2026</b>	<b>January 2027</b>	<b>April 2027</b>	<b>June 2027</b>
	Key Action 1: Collaborate with the Director of Food Services on cafeteria food offerings.				
	Key Action 2: Cafeteria Manager will attend professional development in order to explore food options.				
	<b>Parent/Community Goal 2: Communication - There will be at least a 3% increase in YES responses on the 2028 School Experience Survey indicator, "Teachers give helpful feedback about student work."</b>	<b>November 2026</b>	<b>January 2027</b>	<b>April 2027</b>	<b>June 2027</b>
	Key Action 1: Teachers will communicate to parents, according to the district report card guidelines, to ensure parents understand student progress.				
	Key Action 2: Throughout the year, teachers will provide specific comments related to learning on student work.				
	<b>Parent/Community Goal 3: PTA/PTO - Maintain open communication and continued involvement with PTA and Dads Club throughout the year.</b>	<b>November 2026</b>	<b>January 2027</b>	<b>April 2027</b>	<b>June 2027</b>
	Key Action 1: Attend scheduled meetings and contribute feedback based on campus and district priorities.				
	Key Action 2: Encourage staff participation in PTA and Dads Club events.				