

Richardson Independent School District
Northlake Elementary
2022-2023 Campus Improvement Plan



Mission Statement

Northlake Elementary, growing every child, every day.

Vision

Where all students connect, learn, grow, and succeed.

Value Statement

Integrity

Inspiration

Inclusiveness

Innovation

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Comprehensive Needs Assessment

Demographics

Demographics Summary

Northlake Elementary is a diverse campus that serves students in ECSE/PreK - 6th Grade. Our enrollment remains consistent at about 600 students. Our demographic breaks down at about 44% Hispanic, 34% African American, 5% Asian, 15% White, and Multi-race 3%. These numbers have stayed consistent the last few years with a slight increase in the White and Multi-race populations. About 70% of our students qualify for free and reduced lunch and are considered economically disadvantaged. We also have an EB (emerging bilingual) population of about 39%. Our Special Education population continues to increase and currently sits at about 17%. Our attendance rates for all student groups decreased due to the pandemic and quarantine protocols from last year. We will continue to encourage all students to become involved in campus-based activities in order to promote school spirit and improve attendance.

Demographics Strengths

Because Northlake is comprised of such a diverse student population and supportive community, our students get to experience many activities outside of the regular curriculum such as Hoops in the Highlands, Lake Highlands July 4th Parade, Run the Highlands, etc... We are also the first AVID Elementary school in Richardson ISD promoting college and career readiness from PreK-6th.

Problem Statements Identifying Demographics Needs

Problem Statement 1: The free and reduced lunch numbers do not accurately reflect all families in need within our community. This will affect our title 1 funding for the school.

Root Cause: Many families choose not to report the need for free or reduced lunch (many bring their own lunch).

Student Achievement

Student Achievement Summary

At Northlake Elementary, we scored an overall 79 which gave us a Report Card rating of C. In student achievement we received a 73 (C) overall and for academic growth we scored an 80 (B). In relative performance, Northlake scored a 79 (C) and a 76 (C) in closing the gaps.

Problem Statements Identifying Student Achievement Needs

Problem Statement 1: Northlake scored a 79 (C) on the TEA Report Card for 2022. **Root Cause:** Northlake students encompass a wide spectrum of learners from students that have just entered the country, to those that need special educational supports, to emerging bilinguals, and those rich with experiences provided through family. This diversity is a strength for our campus but also makes it difficult for teachers to differentiate across a large learning spectrum.

Priority Problem Statements

Comprehensive Needs Assessment Data Documentation

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

Improvement Planning Data

- District goals
- State and federal planning requirements

Accountability Data

- Texas Academic Performance Report (TAPR) data
- Student Achievement Domain
- Student Progress Domain
- Closing the Gaps Domain
- Comprehensive, Targeted, and/or Additional Targeted Support Identification data
- Accountability Distinction Designations

Student Data: Assessments

- State and federally required assessment information
- STAAR current and longitudinal results, including all versions
- STAAR released test questions
- STAAR Emergent Bilingual (EB) progress measure data
- Texas Primary Reading Inventory (TPRI), Tejas LEE, or other alternate early reading assessment results
- Student Success Initiative (SSI) data for Grades 5 and 8
- SSI: Istation Indicators of Progress (ISIP) accelerated reading assessment data for Grades 3-5 (TEA approved statewide license)
- SSI: Compass Learning accelerated reading assessment data for Grades 6-8 (TEA approved statewide license)
- Student failure and/or retention rates
- Local diagnostic reading assessment data
- Local benchmark or common assessments data
- Running Records results
- Observation Survey results
- Istation Indicators of Progress (ISIP) reading assessment data for Grades PK-2
- Texas approved PreK - 2nd grade assessment data
- Grades that measure student performance based on the TEKS

Student Data: Student Groups

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

- Dyslexia data
- Response to Intervention (RtI) student achievement data

Student Data: Behavior and Other Indicators

- Completion rates and/or graduation rates data
- Annual dropout rate data
- Attendance data
- Mobility rate, including longitudinal data
- Discipline records
- Student surveys and/or other feedback
- Class size averages by grade and subject
- School safety data
- Enrollment trends

Employee Data

- Professional learning communities (PLC) data
- Staff surveys and/or other feedback
- Teacher/Student Ratio
- State certified and high quality staff data
- Campus leadership data
- Campus department and/or faculty meeting discussions and data
- Professional development needs assessment data
- Evaluation(s) of professional development implementation and impact
- Equity data

Parent/Community Data

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

Support Systems and Other Data

- Organizational structure data
- Processes and procedures for teaching and learning, including program implementation
- Communications data
- Capacity and resources data
- Budgets/entitlements and expenditures data
- Study of best practices
- Action research results
- Other additional data

Goals





Goal 1: We will ensure that we have diverse and engaging programs and learning opportunities to meet the expectations of the graduate profile.









Performance Objective 1: Use the RISD Graduate Profile and implement strategies in order to support students' academic and emotional intelligence growth in alignment with the Graduate Profile.

Evaluation Data Sources: Evidenced in lesson plans and campus culture and AVID campus-wide activities.

Summative Evaluation: Significant progress made toward meeting Objective

Next Year's Recommendation: Continue to use the graduate profile as we plan for the year. We will also be part of the pioneer pilot and continue our journey as an AVID showcase campus.









Strategy 1 Details	Reviews			
<p>Strategy 1: Teachers will facilitate goal setting conferences, using MAP data, for students to systematically set goals for themselves and monitor their progress over time.</p> <p>Strategy's Expected Result/Impact: Students will acquire problem-solving skills that can be applied to all areas of content and real world applications.</p> <p>Staff Responsible for Monitoring: Classroom Teachers ILT Administration</p> <p>Title I: 2.4, 2.5, 2.6</p> <p>- TEA Priorities: Build a foundation of reading and math, Improve low-performing schools</p> <p>- ESF Levers: Lever 3: Positive School Culture, Lever 5: Effective Instruction</p> <p>- Additional Targeted Support Strategy</p>	Formative			Summative
	Nov	Jan	Mar	June
				

Strategy 2 Details	Reviews			
<p>Strategy 2: 6th Grade Team, Counselors, other staff, and Administrators will work with students, including using AVID strategies to ensure a smooth transitional plan to middle school.</p> <p>Strategy's Expected Result/Impact: 6th Grade students will have a smoother transition into 7th grade and be aware of what the responsibilities and expectations are for a 7th grader in RISD.</p> <p>Staff Responsible for Monitoring: 6th grade team, Counselors, Administrators</p> <p>Title I: 2.4, 2.6</p> <p>- TEA Priorities: Connect high school to career and college, Improve low-performing schools</p> <p>- ESF Levers: Lever 1: Strong School Leadership and Planning, Lever 2: Strategic Staffing, Lever 3: Positive School Culture</p> <p>- Targeted Support Strategy</p>	Formative			Summative
	Nov	Jan	Mar	June
				
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Goal 1: We will ensure that we have diverse and engaging programs and learning opportunities to meet the expectations of the graduate profile.

Performance Objective 2: Integrate digital content and tools into instruction in meaningful ways to encourage student use of available resources to enhance learning

- Evaluation Data Sources:** Move as a campus from Proficient to Advanced in overall measurement in the area of classroom on the BrightBytes Survey. This includes teacher and student use of the 4C's (Communication, Collaboration, Critical Thinking & Creativity), teacher and student Digital Citizenship skills, and using digital methods for assessment within the classroom.
- Summative Evaluation:** Some progress made toward meeting Objective
- Next Year's Recommendation:** Continue to find ways to use technology to enhance learning in the classroom.

Strategy 1 Details	Reviews			
Strategy 1: Students will participate in digital citizenship and internet safety lessons provided by our LITE. Strategy's Expected Result/Impact: Students will learn the importance of internet safety as they utilize their technology and different learning platforms to access curriculum. Staff Responsible for Monitoring: Teachers, LITE, Computer Lab Tech, Administration ESF Levers: Lever 3: Positive School Culture, Lever 5: Effective Instruction	Formative			Summative
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Goal 1: We will ensure that we have diverse and engaging programs and learning opportunities to meet the expectations of the graduate profile.

Performance Objective 3: Implement activities to support students' academic, social and emotional growth

Evaluation Data Sources: All students will engage in an SEL implementation and strategies daily

Summative Evaluation: Significant progress made toward meeting Objective

Next Year's Recommendation: Continue to focus on SEL and positive peer relationships/effective communication next year.

Strategy 1 Details	Reviews			
Strategy 1: Teachers will use resources (Second Step) to facilitate social and emotional growth during designated time in master schedule. Strategy's Expected Result/Impact: Students will develop coping strategies for dealing with stress or other difficult situations at school and at home. Increase in positive behavior data and decrease in overall office referrals. Staff Responsible for Monitoring: All Staff Title I: 2.5, 2.6 - ESF Levers: Lever 1: Strong School Leadership and Planning, Lever 3: Positive School Culture, Lever 5: Effective Instruction - Additional Targeted Support Strategy	Formative			Summative
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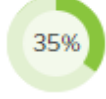







Goal 1: We will ensure that we have diverse and engaging programs and learning opportunities to meet the expectations of the graduate profile.

















Performance Objective 4: Implement Pk-6 programing to support healthy life choices by students and staff using the coordinated health program.

Evaluation Data Sources: 100% of students identify programs and levels of support available when in crisis (student survey)

Summative Evaluation: Significant progress made toward meeting Objective

Next Year's Recommendation: Continue to utilize district lessons and resources to promote healthy choices.

Strategy 1 Details	Reviews			
Strategy 1: Use information provided by Student Services to present Suicide Abuse Prevention and Substance Abuse Prevention and Intervention Training for all faculty and staff. Strategy's Expected Result/Impact: Staff will have increased awareness of how to locate and use resources to support mental health. Staff Responsible for Monitoring: Counselor Administration	Formative			Summative
	Nov	Jan	Mar	June
				
Strategy 2 Details	Reviews			
Strategy 2: School nurse will monitor immunization compliance of the student body. Strategy's Expected Result/Impact: Students will have appropriate immunizations required by state law. Staff Responsible for Monitoring: School Nurse	Formative			Summative
	Nov	Jan	Mar	June
				
Strategy 3 Details	Reviews			
Strategy 3: School Nurse will conduct AED Drills and train the emergency response team each semester in order to be prepared to respond quickly if a cardiac event should occur on campus as outlined in our coordinated health program. Strategy's Expected Result/Impact: The AED Team will be prepared in the event of an emergency. Staff Responsible for Monitoring: School Nurse Administration	Formative			Summative
	Nov	Jan	Mar	June
				

Strategy 4 Details	Reviews			
Strategy 4: School Nurse will monitor absence information in order to monitor communicable disease issues on the campus. Strategy's Expected Result/Impact: School Nurse will be aware of any patterns in health concerns and notify appropriate stakeholders as needed. Staff Responsible for Monitoring: School Nurse Administration	Formative			Summative
	Nov	Jan	Mar	June
				
Strategy 5 Details	Reviews			
Strategy 5: Bullying prevention (including cyber-bullying) and harassment will be addressed during guidance lessons with the counselor, through SEL lessons in the classroom, and the LITE. Strategy's Expected Result/Impact: Students will be aware of how to report harassment or bullying as well as understand the definition of both harassment and bullying. Staff Responsible for Monitoring: All staff	Formative			Summative
	Nov	Jan	Mar	June
				
Strategy 6 Details	Reviews			
Strategy 6: Counselor and administrators will work with teachers and parents to communicate bullying concerns. Strategy's Expected Result/Impact: Parents will be informed of any investigations pertaining to their child. Staff Responsible for Monitoring: All staff	Formative			Summative
	Nov	Jan	Mar	June
				
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Goal 1: We will ensure that we have diverse and engaging programs and learning opportunities to meet the expectations of the graduate profile.

Performance Objective 5: Ensure a culture and environment that embraces equity, diversity and inclusion throughout RISD programs and systems of support

Evaluation Data Sources: Increase hiring and representation of staff and students in all areas of district function, including increased achievement of Hispanic, AA, Asian, ELL and SPED performance as measured by STAAR (see performance growth goals).

Summative Evaluation: Met Objective

Next Year's Recommendation: Continue to plan with the Inclusion team to promote and celebrate our diversity.

Strategy 1 Details	Reviews			
Strategy 1: We will work to ensure all students have the opportunity to participate in extracurricular and community activities (Running Club, Art Club, Spelling Club, Hoops in the Highlands, 4th of July Parade, etc.) Strategy's Expected Result/Impact: Increase in student participation in all clubs and school/community events. Staff Responsible for Monitoring: All Staff PTA Title I: 2.4, 2.5, 2.6, 4.1, 4.2 - TEA Priorities: Improve low-performing schools - ESF Levers: Lever 1: Strong School Leadership and Planning, Lever 3: Positive School Culture	Formative			Summative
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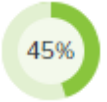






Goal 1: We will ensure that we have diverse and engaging programs and learning opportunities to meet the expectations of the graduate profile.

Performance Objective 6: Ensure the use of a clear and consistent discipline management plan.

Evaluation Data Sources: All staff and students will understand and use Positive Behavior Supports and Interventions.

Summative Evaluation: Met Objective

Next Year's Recommendation: Continue to work with the PBIS committee to monitor discipline across the campus.

Strategy 1 Details	Reviews			
Strategy 1: The PBIS team will meet monthly to look at data and provide training and updates for staff based on the high priority needs. Strategy's Expected Result/Impact: All Northlake staff will use PBIS and CHAMPS strategies based on campus needs. Staff Responsible for Monitoring: PBIS Team Administrators	Formative			Summative
	Nov	Jan	Mar	June
				
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Goal 2: We will guarantee that all students will perform at or above grade level.













Performance Objective 1: Improve student performance and ensure a rating of B on the TEA Report Card.

Evaluation Data Sources: Campus meets or exceeds performance growth goals (see addendum)

Summative Evaluation: Some progress made toward meeting Objective

Next Year's Recommendation: Continue to monitor student growth throughout the year.

Strategy 1 Details	Reviews			
Strategy 1: Implement AVID strategies in grades PK-6 to support student engagement. Strategy's Expected Result/Impact: Ongoing data analysis during PLC's. Increased use of AVID strategies vertically aligned across the campus. Recognized as an AVID Elementary school. Staff Responsible for Monitoring: All Staff Administration District AVID Coordinator Title I: 2.4, 2.5, 2.6 - Additional Targeted Support Strategy	Formative			Summative
	Nov	Jan	Mar	June
				
Strategy 2 Details	Reviews			
Strategy 2: Utilize data analysis (MAP, IXL) and the 4 essential PLC questions to inform instructional decisions through the continuous improvement cycle of PLC's and in vertical alignment planning through resources such as TRS and Lead4ward. Strategy's Expected Result/Impact: Use of district and campus data to create specific and flexible student learning groups. I Time Planning and Delivery Delivery of core instruction that is specific to student needs. Staff Responsible for Monitoring: All Staff Title I: 2.4, 2.5, 2.6 - Additional Targeted Support Strategy	Formative			Summative
	Nov	Jan	Mar	June
				

Strategy 3 Details	Reviews			
Strategy 3: Increase number of students moving from 'approaches' to 'meets' and 'meets' to 'masters' in all tested areas using QSAs, MAP, Simulation data and STAAR data to monitor growth. Strategy's Expected Result/Impact: Increased students performing at meets or masters levels. Staff Responsible for Monitoring: All staff	Formative			Summative
	Nov	Jan	Mar	June
				
Strategy 4 Details	Reviews			
Strategy 4: Teachers will plan with Instructional Specialists during PLCs using the RSSP cycle in order to provide targeted instruction which will improve 3rd grade reading scores. Strategy's Expected Result/Impact: Increase in 4th grade reading scores at all performance levels (Accomplished, Meets & Masters). Staff Responsible for Monitoring: 4th Grade Team ILT Teachers Administration Title I: 2.4, 2.5, 2.6 - TEA Priorities: Build a foundation of reading and math - ESF Levers: Lever 1: Strong School Leadership and Planning, Lever 3: Positive School Culture, Lever 5: Effective Instruction	Formative			Summative
	Nov	Jan	Mar	June
				
Strategy 5 Details	Reviews			
Strategy 5: Interventionists and ESSER teachers will support campus-wide in order to support students and close learning gaps. Strategy's Expected Result/Impact: Students will be able to close learning gaps caused during the pandemic. Tier 3 students will decrease while Tier 2 and 1 students will increase. Staff Responsible for Monitoring: Administration, ILT, Literacy and Intervention Department, and all staff. 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 1: Strong School Leadership and Planning, Lever 5: Effective Instruction - Targeted Support Strategy - Additional Targeted Support Strategy - Results Driven Accountability	Formative			Summative
	Nov	Jan	Mar	June
				



No Progress



Accomplished



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Goal 2: We will guarantee that all students will perform at or above grade level.

Performance Objective 2: Implement written, taught, and assessed curriculum at all grade levels and in all subject areas (TRS, Lead4Ward and PLC)

- Evaluation Data Sources:** Campus meets or exceeds performance growth goals (see addendum)
- Summative Evaluation:** Significant progress made toward meeting Objective
- Next Year's Recommendation:** Continue next year.

Strategy 1 Details	Reviews			
Strategy 1: Teachers will meet in regular PLC's to ensure implementation of the curriculum designed by the district. Strategy's Expected Result/Impact: Teachers will plan lessons that meet the needs of their specific students (lesson plans). Walk-throughs PLC Agendas TTESS Evidence Attendance at Professional Development Staff Responsible for Monitoring: Teachers Support Staff Administrators Title I: 2.4, 2.5, 2.6 - Additional Targeted Support Strategy	Formative			Summative
	Nov	Jan	Mar	June
				

Strategy 2 Details		Reviews			
Strategy 2: Use MAP data to inform lesson planning and teaching practices. Teachers will use MAP data to support students in creating learning goals. Strategy's Expected Result/Impact: MAP will serve as a data point for the cycle of continuous improvement which will result in increased numbers of students moving from Tier 3 to Tier 2 and Tier 2 to Tier 1. Staff Responsible for Monitoring: All professional staff: Classroom teachers, Instructional Leadership Team, EL/BIL, SpED, Administration. Title I: 2.4, 2.5, 2.6 - TEA Priorities: Recruit, support, retain teachers and principals, Build a foundation of reading and math, Connect high school to career and college, Improve low-performing schools - ESF Levers: Lever 1: Strong School Leadership and Planning, Lever 5: Effective Instruction		Formative			Summative
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Strategy 3 Details		Reviews			
Strategy 3: Accelerated learning plans will be implemented during iTime, daily, in grades 4-6 who did not meet standard on STAAR 2022. Strategy's Expected Result/Impact: Students will close learning gaps and reach grade level expectations. Staff Responsible for Monitoring: All staff. Title I: 2.4, 2.5, 2.6, 4.2 - TEA Priorities: Build a foundation of reading and math, Connect high school to career and college, Improve low-performing schools - ESF Levers: Lever 1: Strong School Leadership and Planning, Lever 5: Effective Instruction - Targeted Support Strategy - Additional Targeted Support Strategy - Results Driven Accountability		Formative			Summative
		Nov	Jan	Mar	June
					

Strategy 4 Details	Reviews			
Strategy 4: 2nd and 3rd Grade teachers will attend the Texas Reading Academies. Strategy's Expected Result/Impact: Increase in students reading at grade level before moving on to the next grade. Increase in teacher capacity in grades 2 and 3. Staff Responsible for Monitoring: Literacy and Intervention Department, Administration 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 1: Strong School Leadership and Planning, Lever 5: Effective Instruction - Targeted Support Strategy - Additional Targeted Support Strategy - Results Driven Accountability	Formative			Summative
	Nov	Jan	Mar	June
				
Strategy 5 Details	Reviews			
Strategy 5: We will use student data binders with each student throughout the year to set small goals and monitor progress based on MAP data. Individualized support will be provided during iTime, and stakeholders will monitor progress through scheduled data meetings that follow common assessments. Strategy's Expected Result/Impact: At least 60% of students at Northlake will finish the year in one of the high growth quadrants of MAP in both reading and math. Staff Responsible for Monitoring: Classroom Teachers, iTime Support Staff, ILT, Administration Title I: 2.4, 2.5, 2.6 - TEA Priorities: Recruit, support, retain teachers and principals, Build a foundation of reading and math, Connect high school to career and college, Improve low-performing schools - ESF Levers: Lever 1: Strong School Leadership and Planning, Lever 3: Positive School Culture, Lever 5: Effective Instruction - Targeted Support Strategy - Additional Targeted Support Strategy - Results Driven Accountability	Formative			Summative
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Goal 2: We will guarantee that all students will perform at or above grade level.

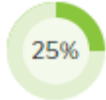







Performance Objective 3: Implement a systematic approach to ensure quality instruction and supports for ALL students.









Evaluation Data Sources: Student performance meets or exceeds campus performance growth goal (see addendum)

Summative Evaluation: Significant progress made toward meeting Objective

Next Year's Recommendation: Continue next year.

Strategy 1 Details	Reviews			
Strategy 1: Monitor strategies to promote continuous improvement in Special Education, Dyslexia, 504 services, and RTI. Strategy's Expected Result/Impact: Staff will meet with administration at least every six weeks to review student performance data. Data will include district designed assessment results. Increase in students identified that show a need for services. Monitoring of individual student groups. Staff Responsible for Monitoring: All Staff Administration District Specialists Title I: 2.4, 2.5, 2.6 - Additional Targeted Support Strategy	Formative			Summative
	Nov	Jan	Mar	June
				

Strategy 2 Details	Reviews			
Strategy 2: Evaluate ARD, LPAC, 504 and other campus leadership committee decisions concerning state and district assessments and interventions. Strategy's Expected Result/Impact: Schedule and minutes of meetings Accommodations spreadsheet analysis Staff Responsible for Monitoring: All Staff SpED Teachers ESL/BIL Teachers Dyslexia Specialists 504 Coordinator Title I: 2.4, 2.5, 2.6 - Additional Targeted Support Strategy	Formative			Summative
	Nov	Jan	Mar	June
				
Strategy 3 Details	Reviews			
Strategy 3: All professional staff will receive and implement Gifted and Talented professional development in order to meet the needs of gifted learners. Strategy's Expected Result/Impact: Students identified as gifted learners will receive daily instruction that is challenging and encourages continued growth in their academic and SEL needs. Identification of GT students will have a more equitable distribution across races and socio-economic populations. Staff Responsible for Monitoring: Advanced Learning Teachers Classroom Teachers Administration Title I: 2.4, 2.5 - TEA Priorities: Recruit, support, retain teachers and principals, Build a foundation of reading and math, Connect high school to career and college, Improve low-performing schools	Formative			Summative
	Nov	Jan	Mar	June
				

Strategy 4 Details	Reviews			
<p>Strategy 4: All teachers will use MTSS to provide intervention and scaffolded support to all students. Teachers will use Branching Minds to document and track student interventions and progress.</p> <p>Strategy's Expected Result/Impact: Student needs (behavioral, academic, etc...) will be addressed in strategies developed to support all students.</p> <p>Staff Responsible for Monitoring: All Staff</p> <p>Title I: 2.4, 2.6</p> <p>- TEA Priorities: Recruit, support, retain teachers and principals, Build a foundation of reading and math, Improve low-performing schools</p> <p>- ESF Levers: Lever 1: Strong School Leadership and Planning, Lever 2: Strategic Staffing, Lever 3: Positive School Culture, Lever 4: High-Quality Instructional Materials and Assessments, Lever 5: Effective Instruction</p> <p>- Targeted Support Strategy - Results Driven Accountability</p>	Formative			Summative
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Goal 2: We will guarantee that all students will perform at or above grade level.

Performance Objective 4: Ensure 100% of Emerging Bilingual (EB) students will make progress towards an advanced level in proficiency in Reading, Writing, Listening and Speaking. 80% or more EB students will meet all passing standards for all district and state assessments.

- Evaluation Data Sources:** Student performance meets or exceeds campus performance growth goal (see addendum)
- Summative Evaluation:** Some progress made toward meeting Objective
- Next Year's Recommendation:** Continue next year.

Strategy 1 Details		Reviews			
Strategy 1: Monitor strategies to promote continuous improvement in EB programs using Elevation, Flipgrid, and other resources. Strategy's Expected Result/Impact: Number of students moving in proficiency levels or exiting TELPAS will increase. Staff Responsible for Monitoring: All Staff ESL/Bilingual Teachers Administration District Specialists Title I: 2.4, 2.5, 2.6 - Additional Targeted Support Strategy		Formative			Summative
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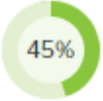






Goal 2: We will guarantee that all students will perform at or above grade level.

Performance Objective 5: Implement AVID Elementary in grades PreK-6.

Evaluation Data Sources: AVID Certification Data, Walk Thru Data, Lesson Plans

Summative Evaluation: Met Objective









Next Year's Recommendation: Continue next year.

Strategy 1 Details	Reviews			
Strategy 1: AVID Site Team will meet monthly and spearhead AVID initiatives across campus based on the four AVID domains of Culture, Leadership, Systems, and Organization. Strategy's Expected Result/Impact: Increase in AVID strategies used across campus as indicated in the AVID CCI (Coaching and Certification Instrument). Staff Responsible for Monitoring: AVID Site Team Administrators Joan Swim Title I: 2.4, 2.5, 2.6 - TEA Priorities: Recruit, support, retain teachers and principals - ESF Levers: Lever 1: Strong School Leadership and Planning, Lever 3: Positive School Culture, Lever 5: Effective Instruction	Formative			Summative
	Nov	Jan	Mar	June
				
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Goal 2: We will guarantee that all students will perform at or above grade level.

Performance Objective 6: Implement strategies to increase student attendance. Collaborate with Communities in Schools to target students with frequent attendance issues. Offer parent education and communication regarding attendance as well as positive rewards for good attendance.

- Evaluation Data Sources:** Attendance data (A2A)
- Summative Evaluation:** Some progress made toward meeting Objective
- Next Year's Recommendation:** Continue next year.

Strategy 1 Details		Reviews			
Strategy 1: Administrators will hold parent conferences when attendance concerns arise, and the PBIS Team will hold an assembly each nine weeks to recognize good attendance. Strategy's Expected Result/Impact: Increase in average daily attendance for the 2021-2022 school year. Staff Responsible for Monitoring: Administrators Student Data Specialist Communities in Schools Liaison		Formative			Summative
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Goal 3: We will recruit, retain, and reward quality personnel.

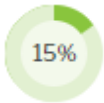
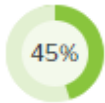






Performance Objective 1: Seek employee input and feedback from staff to inform decision making

Evaluation Data Sources: Increase in positive response rate of staff in focus group response and/or staff survey responses

Increase teacher response rate from 37% to 75%

Summative Evaluation: Significant progress made toward meeting Objective

Next Year's Recommendation: Continue next year.

Strategy 1 Details	Reviews			
Strategy 1: Seek employee feedback input via Staff Climate Survey and informal Google Forms. Strategy's Expected Result/Impact: Increased positive feedback on Staff Climate Survey results. Staff Responsible for Monitoring: Administration Title I: 2.4, 2.5, 2.6	Formative			Summative
	Nov	Jan	Mar	June
				
<div><div> No Progress</div><div> Accomplished</div><div> Continue/Modify</div><div> Discontinue</div></div>				





Goal 3: We will recruit, retain, and reward quality personnel.









Performance Objective 2: Ensure necessary professional development to successfully implement campus goals.

Evaluation Data Sources: Increase in feedback during site-team meetings (AVID, PBIS, TRS, Lead4Ward, Benchmark, Balanced Literacy, PLC's, SEL, SPED).

Summative Evaluation: Significant progress made toward meeting Objective

Next Year's Recommendation: Continue next year.

Strategy 1 Details	Reviews			
Strategy 1: Maintain and build capacity by recruiting, developing, and retaining high-performing employees who are vested in personal and professional growth (including PD on TRS, Lead4Ward and strategies to serve students with learning differences). Strategy's Expected Result/Impact: TPESS, TTESS, and paraprofessional Growth Goals Professional development plans Staff demographic that closely mirrors school demographic. Turnover resulting from staff promotions. Low turnover percentages to maintain highly qualified staff. Staff Responsible for Monitoring: Administration ILT All Staff Title I: 2.4, 2.5, 2.6 - Additional Targeted Support Strategy	Formative			Summative
	Nov	Jan	Mar	June
				

Strategy 2 Details	Reviews			
<p>Strategy 2: Teachers will complete required PD from the Literacy and Intervention Department and implement learned strategies in order to ensure K-3 students will reach grade level reading requirements.</p> <p>Strategy's Expected Result/Impact: K-3 students will be reading on grade level by the end of the school year. Increase teacher capacity in grades K-3.</p> <p>Staff Responsible for Monitoring: K-3 Teams District and campus support Administration</p> <p>Title I: 2.4, 2.5, 2.6</p> <p>- TEA Priorities: Recruit, support, retain teachers and principals, Build a foundation of reading and math, Improve low-performing schools</p> <p>- ESF Levers: Lever 1: Strong School Leadership and Planning, Lever 2: Strategic Staffing, Lever 4: High-Quality Instructional Materials and Assessments, Lever 5: Effective Instruction</p> <p>- Targeted Support Strategy - Results Driven Accountability</p>	Formative			Summative
	Nov	Jan	Mar	June
				
<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				













Goal 3: We will recruit, retain, and reward quality personnel.

Performance Objective 3: Employ recruiting and hiring practices that ensure the hiring of diverse staff that reflect the NLE student population.

Evaluation Data Sources: Increase in diverse demographic representation in NLE staff members.

Summative Evaluation: Some progress made toward meeting Objective

Next Year's Recommendation: Continue next year.

Strategy 1 Details	Reviews			
Strategy 1: We will provide mentoring to all new to RISD teachers and new to NLE teachers. Strategy's Expected Result/Impact: Build capacity with new teachers and decrease teacher turnover. Staff Responsible for Monitoring: Mentor Facilitators (ILT) Administration TEA Priorities: Recruit, support, retain teachers and principals, Improve low-performing schools - ESF Levers: Lever 1: Strong School Leadership and Planning, Lever 3: Positive School Culture, Lever 5: Effective Instruction	Formative			Summative
	Nov	Jan	Mar	June
				
Strategy 2 Details	Reviews			
Strategy 2: Monthly planning meetings for new to NLE/RISD teachers and their mentors. New teachers will also participate in the new teacher academies. Strategy's Expected Result/Impact: Build capacity among teachers by giving them timely support throughout the year. Increase in positive school culture and level of teacher preparedness. Staff Responsible for Monitoring: Mentor Facilitators (ILT) Administration TEA Priorities: Recruit, support, retain teachers and principals, Build a foundation of reading and math, Improve low-performing schools	Formative			Summative
	Nov	Jan	Mar	June
				
<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				









Goal 3: We will recruit, retain, and reward quality personnel.

Performance Objective 4: Provide teachers with specific feedback in order to promote teacher growth and success.

Evaluation Data Sources: Walk through data, TTESS, retain highly qualified teachers

Summative Evaluation: Some progress made toward meeting Objective

Next Year's Recommendation: Continue next year.

Strategy 1 Details	Reviews			
Strategy 1: Provide relevant and timely feedback through the Eduphoria walk through form to ensure consistent delivery of district curriculum and continued growth on TTESS goals. Strategy's Expected Result/Impact: Build capacity by improving daily teaching and best practices. Staff Responsible for Monitoring: Administration Title I: 2.5 - TEA Priorities: Recruit, support, retain teachers and principals, Improve low-performing schools - ESF Levers: Lever 1: Strong School Leadership and Planning, Lever 3: Positive School Culture	Formative			Summative
	Nov	Jan	Mar	June
				
<div><div> No Progress</div><div> Accomplished</div><div> Continue/Modify</div><div> Discontinue</div></div>				








Goal 4: We will ensure that ALL families, businesses, and community partners are fully engaged in the mission of our campus.

Performance Objective 1: Increase links between home and school by providing systemic opportunities for parent engagement

Evaluation Data Sources: Increase in positive response rate by parent/community in focus groups meetings and/or survey results at or above 85%. Monitor Blackboard Connect Mass Notifications and S'more users/readers. Parent sign in sheets at school wide events.

Summative Evaluation: Significant progress made toward meeting Objective

Next Year's Recommendation: Continue next year.

Strategy 1 Details		Reviews			
Strategy 1: Continue to work with PTA and Parent Ed to support parent engagement and offer volunteer opportunities. Strategy's Expected Result/Impact: Increase PTA Membership Increase Parent attendance at PTA events Increase Parent attendance at Parent Ed events. Increase Parent volunteer hours Staff Responsible for Monitoring: Teachers Administrators PTA Board Parent Ed Rep Title I: 4.1		Formative			Summative
		Nov	Jan	Mar	June
					
		 No Progress  Accomplished  Continue/Modify  Discontinue			



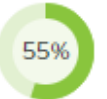





Goal 4: We will ensure that ALL families, businesses, and community partners are fully engaged in the mission of our campus.

Performance Objective 2: Enhance communication processes to provide stakeholders with timely, effective and reliable communication via a dynamic communication system

Evaluation Data Sources: Increase of positive response rate from internal and external stakeholders in focus group and/or survey responses at or above 85%

Summative Evaluation: Significant progress made toward meeting Objective

Next Year's Recommendation: Continue next year.

Strategy 1 Details		Reviews			
Strategy 1: Administration and teachers will utilize Blackboard Connect Mass Notifications, Smore Newsletters, Twitter and newsletters to communicate to stakeholders on regular basis. Strategy's Expected Result/Impact: Increased parent response and involvement. Staff Responsible for Monitoring: All Staff TEA Priorities: Improve low-performing schools - ESF Levers: Lever 3: Positive School Culture		Formative			Summative
		Nov	Jan	Mar	June
					
		 No Progress  Accomplished  Continue/Modify  Discontinue			









Goal 4: We will ensure that ALL families, businesses, and community partners are fully engaged in the mission of our campus.

Performance Objective 3: Expand volunteer opportunities for existing partners and create opportunities for community groups and corporations while working within pandemic guidelines.

Evaluation Data Sources: Number of volunteers logged on PTA sign ups, volunteer sign in logs

Summative Evaluation: Significant progress made toward meeting Objective

Next Year's Recommendation: Continue next year.

Strategy 1 Details	Reviews			
Strategy 1: Establish and implement a volunteer orientation and catalog of volunteer opportunities available at Northlake. Strategy's Expected Result/Impact: By offering a streamlined system, we will better be able to match volunteers to open opportunities at Northlake. Support for staff and students. Staff Responsible for Monitoring: Administration Front Office Staff Teachers PTA Board Title I: 2.4, 2.5, 2.6, 4.1, 4.2 - TEA Priorities: Improve low-performing schools - ESF Levers: Lever 1: Strong School Leadership and Planning, Lever 3: Positive School Culture, Lever 5: Effective Instruction	Formative			Summative
	Nov	Jan	Mar	June
				
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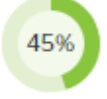


Goal 4: We will ensure that ALL families, businesses, and community partners are fully engaged in the mission of our campus.

Performance Objective 4: Evaluate and develop opportunities to promote students and staff of Northlake.

Evaluation Data Sources: PTA membership, monitoring volunteers at events. (Carnival, Hoops in the Highlands, Parade, etc.)

Summative Evaluation: Significant progress made toward meeting Objective

Next Year's Recommendation: Continue next year.

Strategy 1 Details	Reviews			
Strategy 1: All NLE staff will join PTA and volunteer at PTA sponsored events. Strategy's Expected Result/Impact: 100% PTA staff membership and attendance at PTA events. Staff Responsible for Monitoring: PTA Membership Chair Administration Title I: 2.5 - TEA Priorities: Recruit, support, retain teachers and principals, Improve low-performing schools - ESF Levers: Lever 1: Strong School Leadership and Planning, Lever 3: Positive School Culture	Formative			Summative
	Nov	Jan	Mar	June
				
Strategy 2 Details	Reviews			
Strategy 2: Northlake students will be involved in all Lake Highlands community events. (Hoops in the Highlands, July 4th parade, Run the Highlands, etc.) Strategy's Expected Result/Impact: Positive school culture and image in the community. Staff Responsible for Monitoring: Administration Staff PTA Board Title I: 2.5 - TEA Priorities: Improve low-performing schools - ESF Levers: Lever 1: Strong School Leadership and Planning, Lever 3: Positive School Culture	Formative			Summative
	Nov	Jan	Mar	June
				



No Progress



Accomplished



Continue/Modify



Discontinue









Goal 4: We will ensure that ALL families, businesses, and community partners are fully engaged in the mission of our campus.

Performance Objective 5: Provide opportunities that will engage all parents to promote a more inclusive community.

Evaluation Data Sources: Number of volunteers that sign in at NLE, attendance at school wide events, increase in parents that read NLE Notes.

Summative Evaluation: Some progress made toward meeting Objective

Next Year's Recommendation: Continue next year, this will be a focus with our new PTA Board.

Strategy 1 Details	Reviews			
Strategy 1: Provide a variety of ways for parents to volunteer and get involved at Northlake (Wednesday morning cart, homeroom moms, PTA committees, School committees, SBDMC, etc. Strategy's Expected Result/Impact: Increase in parent engagement. Staff Responsible for Monitoring: Administration Teachers Front Office Staff Title I: 4.1, 4.2 - TEA Priorities: Improve low-performing schools - ESF Levers: Lever 3: Positive School Culture	Formative			Summative
	Nov	Jan	Mar	June
				
Strategy 2 Details	Reviews			
Strategy 2: Provide translation services at school wide events (using headphones provided by the NIC) and in our campus newsletter. Strategy's Expected Result/Impact: Parents will have access to information presented and rolled out by the campus. Staff Responsible for Monitoring: Administration PTA Bilingual Translators at NLE Title I: 4.1 - TEA Priorities: Improve low-performing schools - ESF Levers: Lever 3: Positive School Culture	Formative			Summative
	Nov	Jan	Mar	June
				



No Progress



Accomplished



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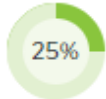
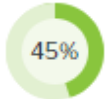










Goal 5: We will actively pursue creative funding sources and responsibly manage current resources to support our mission.

Performance Objective 1: Operate in a fiscally responsible, effective, and efficient manner in all financial matters to ensure adequate resources to support continuous improvement in student achievement

Evaluation Data Sources: Maintain campus budget, Title 1 and Compensatory Ed Funding

Summative Evaluation: Met Objective

Next Year's Recommendation: Continue next year.

Strategy 1 Details	Reviews			
Strategy 1: Administration collaborates with the NLE Executive Assistant and RISD Title One Director to ensure fiscal responsibility. Strategy's Expected Result/Impact: Northlake will maintain a balanced budget and act responsibly with monies that support our teachers and students. Staff Responsible for Monitoring: Administration Title I: 2.6, 4.1 - TEA Priorities: Improve low-performing schools - ESF Levers: Lever 1: Strong School Leadership and Planning, Lever 5: Effective Instruction	Formative			Summative
	Nov	Jan	Mar	June
				
Strategy 2 Details	Reviews			
Strategy 2: Staff will be provided with training in both the fall (September 8) and spring (January 12) and support throughout the school year for all processing PDs, sub payment, procurement and ordering of goods, et al to ensure all proper policies and procedures are being followed. Strategy's Expected Result/Impact: Money and budgets will be handled according to RISD policies and procedures. Staff Responsible for Monitoring: Grade level chairs, Admin, Executive Assistant, and district support	Formative			Summative
	Nov	Jan	Mar	June
				
Strategy 3 Details	Reviews			
Strategy 3: Staff collaborates with administration and Executive Assistant to ensure necessary materials are available and expenditures support student outcomes and teacher morale/retention. Strategy's Expected Result/Impact: Students and staff will have all the necessary materials needed and supplied for day to day learning. Staff Responsible for Monitoring: All staff, administration, and Executive Assistant.	Formative			Summative
	Nov	Jan	Mar	June
				



No Progress



Accomplished



Continue/Modify



Discontinue

Goal 5: We will actively pursue creative funding sources and responsibly manage current resources to support our mission.

Performance Objective 2: Actively seek alternative revenue services to meet the needs of our campus.

- Evaluation Data Sources:** Revenue generated from any sources outside the NLE operating budget.
- Summative Evaluation:** Significant progress made toward meeting Objective
- Next Year's Recommendation:** Continue to work with community groups to support NLE.

Strategy 1 Details	Reviews			
Strategy 1: NLE will seek alternate funding through grant requests and donations made to the EIE, Lake Highlands Women's League, Donor's Choose, 100 Women of Lake Highlands, The Exchange Club of Lake Highlands and other community donors. Strategy's Expected Result/Impact: Amount of requests made and amount of money received. Impact of any grants. Staff Responsible for Monitoring: Administration Executive Assistant PTA Board Title I: 2.5 - TEA Priorities: Improve low-performing schools - ESF Levers: Lever 1: Strong School Leadership and Planning, Lever 3: Positive School Culture	Formative			Summative
	Nov	Jan	Mar	June
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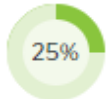
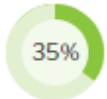










Goal 6: We will ensure that our facilities and infrastructure adapt to support our mission.

Performance Objective 1: Provide a safe, comfortable, and well-maintained environment.

Evaluation Data Sources: All stakeholders feel safe and comfortable during the school day and at school-wide events.

Summative Evaluation: Some progress made toward meeting Objective

Next Year's Recommendation: Continue next year.

Strategy 1 Details	Reviews			
Strategy 1: Provide a clean, well-maintained environment for students, staff and community members. Strategy's Expected Result/Impact: Clean and well maintained facilities - indoor and outdoor. Pest control Groundskeeping and curb appeal. Staff Responsible for Monitoring: All Staff District Facilities	Formative			Summative
	Nov	Jan	Mar	June
				
Strategy 2 Details	Reviews			
Strategy 2: Use information provided by Student Services "Live Wise, Live Healthy" initiative to increase student and teacher awareness of district programs that support healthy life choices. Strategy's Expected Result/Impact: Students and staff will have increased awareness of how to identify programs and levels of support when in crisis. Staff Responsible for Monitoring: Counselor, Administration, Teachers, CIS Title I: 2.5, 2.6 -	Formative			Summative
	Nov	Jan	Mar	June
				
 No Progress  Accomplished  Continue/Modify  Discontinue				









Goal 6: We will ensure that our facilities and infrastructure adapt to support our mission.

















Performance Objective 2: Provide safe and secure environment.

Evaluation Data Sources: District documentation for drills, power points and lessons for I Know What to do Days and presentations for parent information.

Summative Evaluation: Met Objective

Next Year's Recommendation: Continue next year.

Strategy 1 Details	Reviews			
Strategy 1: Implement and plan monthly safety drills. Plan and participate in "I Know What to do Days" and RISD Safety Week per the district calendar. Communicate safety protocols to staff and parents. Train staff and students on safety protocols. Strategy's Expected Result/Impact: Student, staff and parent surveys will show that people feel safe at Northlake. Staff Responsible for Monitoring: Administration Safety Team Staff ESF Levers: Lever 1: Strong School Leadership and Planning, Lever 3: Positive School Culture	Formative			Summative
	Nov	Jan	Mar	June
				
Strategy 2 Details	Reviews			
Strategy 2: The Northlake CIP will updated quarterly to show progress and completion. Strategy's Expected Result/Impact: Progress will be made on all CIP goals. Staff Responsible for Monitoring: Administration, ILT Title I: 2.4, 2.5 - TEA Priorities: Recruit, support, retain teachers and principals, Build a foundation of reading and math, Connect high school to career and college, Improve low-performing schools - ESF Levers: Lever 1: Strong School Leadership and Planning	Formative			Summative
	Nov	Jan	Mar	June
				

Strategy 3 Details	Reviews			
Strategy 3: Administration will communicate ongoing safety protocols to student and staff using various methods of communication (newsletters, staff meetings, RISD website updates, emails). Strategy's Expected Result/Impact: Community and school will be aware of the safety protocols in place for COVID and other safety concerns. Staff Responsible for Monitoring: Administration and Safety Team Title I: 4.1, 4.2 - ESF Levers: Lever 3: Positive School Culture	Formative			Summative
	Nov	Jan	Mar	June
				
Strategy 4 Details	Reviews			
Strategy 4: RISD students will follow the dress code and cell phone policies as set forth by the district. The dress code and cell phone policy will be enforced by school staff in order to maintain a culture of learning. Strategy's Expected Result/Impact: Students will stay focused on learning in a safe environment, free from distractions. Staff Responsible for Monitoring: All staff	Formative			Summative
	Nov	Jan	Mar	June
				
Strategy 5 Details	Reviews			
Strategy 5: All visitors to Northlake will provide proper identification and be screened through the Raptor system before participating in school activities. Strategy's Expected Result/Impact: Safe learning environment for all Staff Responsible for Monitoring: Front office and administration	Formative			Summative
	Nov	Jan	Mar	June
				
<div>  No Progress  Accomplished  Continue/Modify  Discontinue </div>				