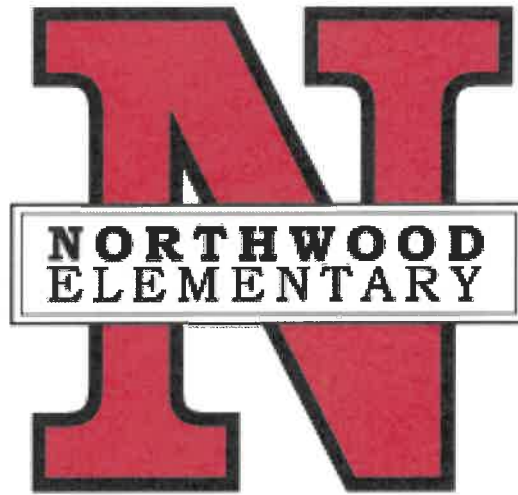


Northwood Elementary



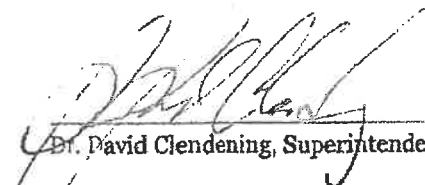
School Improvement Plan

965 Grizzly Cub Drive
Franklin, IN 46131
317-346-8900

**Northwood Elementary (3461)
Franklin Community School District (4225)**

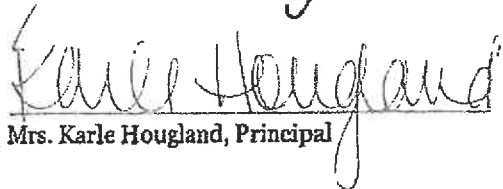
Signature Page

I have read and approved the Northwood Elementary School Improvement Plan.



Dr. David Clendening, Superintendent

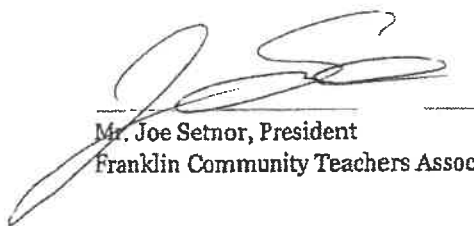
9/3/25
Date



Mrs. Karle Hougland, Principal

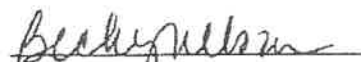
9-8-25
Date

I have read and approved the Northwood Elementary Professional Development Plan.



Mr. Joe Setnor, President
Franklin Community Teachers Association

9/17/2025
Date



Mrs. Becky Nelson, President
Board of School Trustees

9/8/25
Date

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1. Vision, Mission, and Guiding Principles

Northwood Elementary supports and encourages the FCS district-wide mission, vision, and beliefs:

Mission Statement: Together, we empower greatness in all learners through collaboration, dynamic partnerships, and rich experiences that develop a world-class learning environment.

Vision Statement: Franklin Community Schools - where education is student-centered and innovative, and learners are inspired to become great!

Guiding Principles:

Communication: Franklin Community Schools will share and receive information in a clear, concise, and timely manner.

Individual Student Growth: Franklin Community Schools will provide learning experiences that maximize individual student potential.

Collaboration: Franklin Community Schools will provide opportunities for teachers, students, support staff, and administrative leaders to work together to achieve common goals.

Systemic Continuous Improvement: Franklin Community Schools will utilize a fluid process that engages stakeholders in defining, analyzing, and evaluating possible solutions.

Trust: Franklin Community Schools will build an atmosphere of confidence through an open and transparent environment.

Northwood Elementary Mission: To ensure all students can learn at grade level or higher.

Northwood Elementary Motto: Work Hard, Be Kind!

Northwood Elementary Owl Oath:

We choose to be respectful, be responsible, and be safe. In the nest, we are a family, and together we fly. Work hard, be kind!

School Improvement Plan Committee Members

Karle Hougland, Principal

Mathew Worland, Assistant Principal

Hannah Richardson, Counselor

Sarah Linn, Instructional Coach

Carisa Delph, MTSS/Intervention Teacher

Diana Brown, MTSS/Intervention Teacher
 Heather Kepner-Trueblood, Teacher
 Grace Kriech, Teacher
 Tisha O'Neill, Teacher
 Jennifer Lulfs, Teacher
 Megan Oliver, Teacher
 Taylor Bechert, Community Stakeholder/Parent/PTO Representative
 Heather Clawson, Community Stakeholder/Parent/PTO Representative
 Rilee Findley, Parent/PTO Representative/Teacher

2. Educational Climate

Support for Academic Standards

The school uses district-established, board-approved curricula aligned to the Indiana Academic Standards. Curriculum maps and pacing guides are used to plan and teach a standards-based curriculum aligned with the ILEARN Checkpoints. Teachers have engaged in cross-grade-level articulation of standards. A culturally responsive curriculum ensures that all students' cultural differences are recognized and appreciated. The curriculum is available to all families at the Central Office.

Activities and Programs for the Learning Needs of All Students

The building values the learning needs of all students. Student learning data is consistently monitored to identify students for Tier II and Tier III instruction. Northwood Elementary uses DIBELS (Dynamic Indicators of Basic Early Literacy Skills) and literacy cadre-provided encoding/decoding screeners to assess students' skills. These assessments are used comprehensively across all grade levels or employed for specific grade-level interventions. We also administer the ILEARN Checkpoints and use IXL Learning Pathways to assist students with standards yet to be mastered.

Franklin Community Schools has a Dyslexia screening plan in place. All kindergarten, first grade, and second grade students are screened using the DIBELS assessment. Students in grades K-2 are given dyslexia screeners during the first 90 days of school. A student in third grade or higher who has difficulty as noted by the classroom teacher in the below six components of reading acquisition will also be given a screener. If a student is determined to be "At Risk", FCS will administer a Level 1 dyslexia screener to the student. Based on the results of the level 1 screener, FCS may administer a level 2 screener. Both level 1 and 2 screeners must include Phonological and Phonemic

Awareness, Sound and Symbol Relationships, Alphabet Knowledge, Decoding Skills, Rapid Naming Skills, and Encoding Skills.

Intervention staff assist students with lagging skills during Tier III instruction time allocated in the master schedule.

Parental Involvement

The school is deeply committed to maximizing family engagement and improve academic achievement. Research verifies that strong partnerships between home and school result in better academic outcomes for students. Parents/families can engage through a range of opportunities, including participating in our PTO, parent-teacher conference, volunteer opportunities, weekly messages and newsletters, and school-wide events.

Family engagement helps maximize student attendance by building stronger relationships and a positive school culture. Our teachers and staff know that strong communication between home and school is crucial for addressing chronic absenteeism. Consistent communication via our PowerSchool app helps families track their student's academic and attendance status.

Teachers, admin, and staff bridge cultural differences by using ParentSquare, our district's electronic communication tool. This tool provides an app and email for families in their home language.

Northwood Elementary actively promotes parent involvement in a few different ways. One way includes VIP (Very Important Parent) trainings, which are mandatory for all volunteers and chaperones to ensure a thorough understanding of our safety protocols for working with our students. We also offer a meet the teacher night at the beginning of the school year, volunteer experiences within the school day, host interactive Title I reading and math family nights, and conduct informative Title I meetings. Additionally, our music teacher invites 1st grade families to attend their child's music class in the month of April and organizes programs for each grade level in which parents are invited to attend and watch their student's performance. Lastly, we hold a Walk-a-Thon event at our school and encourage families to come and walk with their student.

We ensure parents and families receive individual academic assessment results through various channels. These include parent-teacher-student conferences, where specific results are discussed, and weekly messages/newsletters that may provide general updates on academic progress and direct parents to where they can access their child's

detailed results. Our counseling program also plays a role in supporting families in understanding academic progress and available resources.

Assessment results are mailed home to families, sent via ParentSquare to parents/guardians, or sent home in student folders. Families are encouraged to contact their teachers or building administrators with questions.

We encourage and invite parents to be integral members of our school improvement planning committees. This ensures their perspectives and priorities are directly incorporated into the development and refinement of our strategic goals. Furthermore, we leverage our monthly PTO meetings as a key forum for sharing updates on the schoolwide plan, gathering valuable feedback from parents, and discussing areas for improvement. This ongoing dialogue ensures transparency and empowers parents to be active participants in shaping the educational environment for all students.

Technology as a Teaching Tool

All students have access to a Chromebook for learning purposes. The district has online resources available for all content areas. Students in grades 3-12 transport their Chromebooks home daily. Devices are used to promote learning via IXL and eSpark while students are at home. These tools are used to assist with Tier II and III instruction. Furthermore, digital literacy is taught to all students in Grades K-6.

Devices are also used to enhance student, teacher, and parent collaboration and communication via the Google Suite, especially Google Classroom. The district-level technology coaches train teachers, parents, and staff on the tools necessary to promote student learning.

Protocols and criteria are used to review and select technology hardware, software, and instructional programs. The district has established procedures for maintaining technology equipment for students and staff. Sufficient infrastructure exists to support instructional, assessment, and operational needs.

Career Development and Awareness

Career Awareness/Development Activities	
Career Simulation (JA/Biztown, etc.)	Job Shadowing
Guest Speakers	Senior Project

Career-focused clubs (robotics, ag, STEM, etc.)	Coop Programming
Career-focused classroom lessons focused on Employability Skills	Certifications/Credentials
Career-related courses	Job-Site Tours
Career day/fair or community day	College Go Week
Online career navigation program (BigCampus, etc.)	

Safe & Disciplined Environment

Practices are in place to develop and maintain a positive school climate between staff, students, and families. Multi-tiered systems of support (RTI and Kids Team) support students with academic, behavioral, and mental support and early intervention. Northwood Elementary uses Positive Behavioral Interventions and Supports (PBIS) to promote students demonstrating respect, responsibility, safety, on-task, and kindness. Discipline rules are established and shared with students and parents via the student handbook. Students and parents sign off acknowledging that they have read and understood the expectations. Discipline rules are in place to prevent bullying. A suicide awareness and prevention plan is in place and all required staff have been appropriately trained. High expectations for behavior and attendance are communicated to families and consistently reinforced by all staff. Building teams meet with families once a student has accumulated five unexcused absences. All staff believe that all students can learn and consistently encourage students to succeed. The school develops staff capacity to create positive classrooms and school climates that are responsive to individual student needs.

Practices are also in place to ensure a safe school environment for all students and staff. These practices include:

- Detailed safety plans, which are maintained at the building and district levels,
- SROs assigned to all buildings,
- Criminal background checks for all staff and volunteers,
- The implementation of all required emergency drills,
- Bus evacuation drills for all bus riders,
- Locked classroom and outside doors during the school day,
- Tabletop safety scenarios at monthly cabinet meetings,
- Monthly building safety team meetings,

- On-site school counselors in every building (Licensed mental health therapists or social workers are housed at the intermediate, middle, and high schools.),
- A tobacco-free campus,
- Regular classroom lessons focused on the Employability Skills taught by school counselors in Grades K-8, and
- Behavior interventions in all buildings.

3. Student Data & Assessment Plan

- [Northwood Elementary GPS Dashboard](#)
- At our school, we closely monitor student performance through Indiana's GPS system, with a strong focus on literacy and mathematics. We track literacy progress using IREAD and ILEARN ELA scores, as well as math achievement through ILEARN assessments. Our goal is not only for every student to meet their individual projected growth, but also to meet or exceed state grade-level expectations, ensuring that all learners are on track for long-term academic success.

4. School Improvement Plan

IREAD Progress Indicators Goal: 92% IREAD Pass Rate Strategies/ Interventions: Heggerty (K-3), Differentiated OG K-4, TIER 3 OG, Tier 3 6-Step Lesson Plans for Phonics & Fluency, DIBELS Benchmarks, Reading Plans for DNP Students				
ORF WRC % @/above Benchmark	BOY	MOY	EOY	IREAD Pass Rate
1st Grade	43%			
2nd Grade	50%			Goal: 55% Actual:
3rd Grade	52%			Goal: 92% Actual:
4th Grade	47%			Spring 25: 88% Goal: 90% Actual:

ILEARN 3rd and 4th Grade ELA Progress Indicators Goal: At or Above State Pass Rate Strategies/ Interventions: Heggerty K-3, OG, 6-Step Lesson Plan with Fluency & Phonics, IXL Skill Plans				
Check-In Schedule	Checkpoint 1	Checkpoint 2	Checkpoint 3	Summative
3rd Grade At/ Above Proficiency				
4th Grade At/ Above Proficiency				
Tier 2 Intervention Plan Based on Data				

ILEARN Math Progress Indicators Goal: At or Above State Pass Rate Strategies/ Interventions: Reflex Math, IXL Skillplans, ALEKS Pie, Tier 2 Math Interventions based on Data Cycles, Reveal Math Differentiated Resources				
Check-In Schedule	Checkpoint 1	Checkpoint 2	Checkpoint 3	Summative
3rd Grade At/ Above Proficiency				
4th Grade At/ Above Proficiency				
Tier 2 Intervention Plan Based on Data				

Northwood DIBELS K-3

	2024 Composite/ORF EOY Proficient or Above	2025 Composite/ORF EOY Proficient or Above	Projection 2026 Composite/ORF EOY Proficient or Above
Kindergarten	74%/NA	80%/NA	85%
1st Grade	54%/50%	66%/59%	70%/65%
2nd Grade	58%/47%	56%/42%	65%/55%
3rd Grade	44%/41%	50%/44%	55%/55%

Northwood State Testing

	Spring 2023	Spring 2024	Spring 2025	Projection 2026
IREAD (3rd grade)	73%	77%	88%	92%
IREAD (2nd grade)	38%	46%	50%	55%
ILEARN ELA (4th)	48%	36%	47%	52%
ILEARN Math (4th)	50%	40%	49%	52%
ILEARN ELA (3rd)	36%	29%	36%	41%
ILEARN Math (3rd)	54%	46%	51%	54%

Northwood Attendance**Goal: 95%**

Strategies/ Interventions: Monthly Attendance Recognition, Classroom Attendance Incentives, Attendance Meetings with Families, Personal Attendance Plans & Incentives

Check-In Schedule	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Quarterly Attendance Check				
Historical Data		23-24	24-25	Goal 25-26
		94.33%	93.97%	95%

5. Title I Schools Operating a Schoolwide Program

Ultimately, federal, state, and local funds are used to promote student success and growth. The district's ESSA reporting continues to reveal compliance between Title I and non-Title I elementary schools. Staffing and supplies are used to determine our PPE in our Title and Non-Title schools. The district allocates state and local funds by the Per Pupil Expenditure calculation of staffing and supplies. Staffing is assigned to each building in compliance with our board policy of a teacher-to-student building ratio not to exceed 1:25. Supplies are prorated according to the ADM of each building. There is a slight variance in PPE per building because of the experience level of teachers. The salaries of the same number of teachers in two buildings vary due to years of experience and licensure requirements. Franklin Community School Corporation assures that the schools within the district are equitably funded with state and local dollars before federal funds are allocated to the schools.

The Title I schools at FCS are the elementary schools with the highest poverty rates as determined by IDOE data from the prior year. Four (Creekside, Needham, Northwood, and Webb) of the five elementary schools receive Title I dollars as all four buildings exceed the 40% poverty level. Poverty rates are determined by the percentage of students from low-income families within the school population. Ensuring students can read is a state and local strategic initiative, which is closely aligned to the allocation of Title I dollars at FCS.

Franklin Community Schools provides a continuum of programs and services for students with disabilities ages 3 through 22. Preschool special education services are available to eligible students who are at least three (3) years old until they are of an age where they are eligible for enrollment in kindergarten. Preschool special education services are provided at Creekside Elementary. Initial educational evaluations and First Step referrals are processed by our Preschool Assessment Team which consists of a school psychologist, intake coordinator/teacher, occupational therapist, speech language pathologist, and physical therapist, and when needed there is also a blind low vision teacher and deaf/hard of hearing teacher available. Students enrolled in the developmental preschool program currently attend five days per week for three hours each day or four days per week for 2 hours 30 minutes each day.

FCS is committed to working with families, teachers, and administrators to educate each student in the least restrictive environment. The majority of the students with disabilities attend their neighborhood school and are educated with non-disabled peers to the maximum extent appropriate, as described in their Individualized Education Plan. The local services are supplemented with administrative and itinerant support within Franklin Community Schools. Students who have not acquired developmentally

appropriate skills and need more interaction with typically developing peers may be placed in a Community Preschool classroom by his/her case conference committee. Students who attend the Developmental Preschool Program are provided transportation by Franklin Community Schools.

The Developmental Preschool is a program for students who require assistance in learning routines and other developmentally appropriate skills. The developmental preschool program includes Peer Models who are students who are 3 and 4 years of age but do not have a disability. Daily Routines include: independent skills (unpack, unzip, folder out), gross motor, fine motor, arts/crafts, bathrooming, social skills, circle time, snack, curriculum, more gross motor to conclude the day.

There are also speech and language therapy services available for preschool-aged students whose sole disability area is either speech and/or language impairment. These services are provided on an outreach basis with the number of minutes per week determined by the student's case conference committee. Currently, outreach services are provided at Webb Elementary. If a parent chooses to deny FAPE (Free and Appropriate Education), a service plan is offered/written to continue to support those students through Franklin Community Schools.

Franklin Community Schools is committed to attracting and retaining high-quality teachers. Franklin has started an education pathway, taught by the 2024 State Teacher of the Year, to attract high-quality high school students into the teaching profession. This graduation pathway has been developed in partnership with Ivy Tech. Additionally, all new teachers engage in a New Teacher Orientation program that lasts throughout the entire first year of teaching. The district's instructional, technology, and literacy coaches work with teachers on assessments, instructional practices, the district's instructional model, and classroom management. They also provide professional development to PLCs around data literacy. Additionally, the district assists teachers with in-house daycare and preschool and provides a tuition reimbursement program for those pursuing additional credentials. The district also supports paraprofessionals who wish to become special education or general education teachers.