

**HORIZON MONTESSORI III  
CAMPUS IMPROVEMENT  
PLAN  
2015/2016**

## CAMPUS IMPROVEMENT ADVISORY TEAM

Richard Atkinson–Principal

Martha Valdez-Assistant Principal

Anika Lozano–3<sup>nd</sup> Grade Teacher

Marian Maldonado–Middle School Teacher

Edna Gloria-Parent-SBDM

Gloria Cepeda-PSP-Community

## Vision Statement

The vision of Horizon Montessori III is to empower students to elevate their confidence, productivity and responsibility as young adults; so that students will succeed as productive members of society.

## Mission Statement

Our mission at Horizon Montessori III is to maximize the education potential and the experience of continuous learning for every student within the school and community environment. Horizon Montessori II assumes the responsibility for providing a well-organized, flexible and varied program of classroom and out-of-classroom activities.

## COMPREHENSIVE NEEDS ASSESMENTS

AREAS OF CONCERN	DATA SOURCE
Teacher Retention	Recruitment
Academic Performance	State Accountability (AEIS)
Overall Campus Attendance Rate	State Accountability (AEIS)
Extra Curricular Opportunities	Recruitment
Parental/Community Involvement	Events and Logs
Technology Improvements	Teacher Survey

## State Compensatory Education

### State of Texas Student Eligibility Criteria

A student under 21 years of age and who:

1. Is in prekindergarten – grade 3 and did not perform satisfactorily on a readiness test/assessment given during the current school year.
2. Is in grades 7-12 and did not maintain a 70 average in two or more subjects in the foundation curriculum during a semester in the preceding or current school year or is not maintaining a 70 average in two or more foundation subjects in the current semester.
3. Was not advanced from one grade to the next for one or more school years
4. Did not perform satisfactorily on a state assessment instrument, and has not in the previous or current school year performed on that instrument or another appropriate instrument at a level equal to at least 110 percent of the level of satisfactory performance on that instrument.
5. Is pregnant or is a parent
6. Has been placed in and AEP during the preceding or current school year
7. Has been expelled during the preceding or current school year
8. Is currently on parole, probation, deferred prosecution, or other conditional release
9. Was previously reported through PEIMS to have dropped out of school
10. Is a student of limited English proficiency
11. Is in the custody or care of DPRS or has, during the current school year, been referred to DPRS
12. Is homeless
13. Resided in the previous school year or resides in the current school year in a residential placement facility in the district, including a detention facility, substance abuse treatment facility, emergency shelter, psychiatric hospital, halfway house, or foster group home.

## Personnel/Human Capital Goals

Horizon Montessori III Campus Improvement Plan 2015/2016				
Campus Goal:	To retain our current certified teachers.			
Performance Objective:	95% of our teachers will remain employed in our district.			
Summative Evaluation	Teachers will resume employment on the scheduled date.			
Strategies and Initiatives	Persons Responsible	Timeline Start/End	Resources	Formative Evaluation
<p>Strategy 1: Establish a Sunshine committee to help improve campus morale.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>• Ensure the committee is meeting and providing the intended incentives.</li> <li>• Conduct staff appreciation events and recognitions</li> </ul> <p>Strategy 2: Implement and provide teachers with materials needed to increase performance and productivity.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>• Provide teachers with a clear budget.</li> </ul> <p>Strategy 3: Strengthen teacher’s expertise through internal &amp; external Professional Development Program.</p> <p>Initiative:</p> <ul style="list-style-type: none"> <li>• Provide professional development programs in technology that will assist teachers with integrating technology into their classrooms and instruction.</li> <li>• Attend district Professional Development for certified teachers and paraprofessionals in order to update current knowledge and skills in the teaching field.</li> </ul>	Dean of Instruction Curriculum Specialist Principal Instructional Officer Counselor Community Relations Specialist	August 1, 2015- May 31, 2016	Activity funds, federal funds, or state funds	Teacher retention rate Weekly Agendas

Horizon Montessori III Campus Improvement Plan 2015/2016				
Campus Goal:	Recruit all teaching staff by June.			
Performance Objective:	The campus will recruit 95% of the teaching staff by June.			
Summative Evaluation:	Review teaching positions needed			
Strategies and Initiative	Person Responsible	Timeline Start/End	Resources	Formative Evaluation
Strategy 1: Improve the marketing process. Initiatives: <ul style="list-style-type: none"> <li>Publicize positions on the HMPS and Region One website (Oneapp).</li> <li>Utilize a local billboard to market our school.</li> </ul>	HR Director Marketing Director Principal	August 1, 2015 – July 31, 2016	Activity funds, federal funds, or state funds	Vacancy List Staff Roster
Horizon Montessori III Campus Improvement Plan 2015/2016				
Campus Goal:	Teachers will be fully certified and highly qualified.			
Performance Objective:	100% of the teachers will be fully certified and highly qualified.			
Summative Evaluation:	Teacher certifications			
Strategies and Initiatives:	Person Responsible	Timeline Start/End	Resource	Formative Evaluation
Strategy 1: Require newly hired teachers to be fully certified and highly qualified. Initiatives: <ul style="list-style-type: none"> <li>Provide district-wide training</li> <li>Promote outsourced trainings</li> <li>Promote higher education</li> </ul>	HR director Dean of Instruction Principal	August 1, 2015 – July 31, 2016	App one (region one) and SBEC	HR HQ documentation



# Academic Performance

Horizon Montessori III Campus Improvement Plan 2015/2016				
Campus Goal:	To provide our students with a sound comprehensive educational program that will prepare them to successfully compete in society.			
Performance Objective:	90% of the student population will achieve mastery on all STAAR tests.			
Summative Evaluation	STAAR results			
Strategies and Initiatives	Persons Responsible	Timeline Start/End	Resources	Formative Evaluation
<p>Strategy 1: Provide teachers with a district curriculum guide for students in grades PreK-8<sup>th</sup> that aligns ELA, Mathematics, Science, and Social Studies TEKS with the State of Texas Assessments of Academic Readiness (STAAR).</p> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>• Ensure the Pre K-8 C Scope curriculum is consistently and uniformly taught throughout the campus.</li> <li>• Ensure that teachers have input as to the timeline of the scope and sequence to ensure fluidity.</li> <li>• Ensure that a variety of resources are used to implement the curriculum TEKS Resource System</li> </ul> <p>Strategy 2: Implement sustainable PreK-8 programs based on best practices. Programs will be academically rigorous and relevant to developing skills and relationships in preparation for higher education.</p>	Dean of Instruction Curriculum Specialist Principal Instructional Officer Counselor	August 1, 2015 – July 31, 2016	State Funds	Benchmark Tests STAAR Results WSAR

<p>Strategy 3: Offer opportunities for students to gain awareness and appreciation for various cultures by integrating multicultural education throughout the curriculum.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>• Purchase textbooks that depict cultures reflecting the global society in which we live.</li> <li>• Provide research based professional development workshops to classroom teachers regarding integration of multicultural instruction throughout all subject areas.</li> <li>• Implement targeted recruitment of a diverse candidate pool that will increase diversity in the district’s workforce.</li> </ul> <p>Strategy 4: Support students who are struggling with academics, attendance and/or behavior by intervening as early and as often as necessary to enable students to succeed.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>• Implementation of Compass Learning Lab and after school tutoring.</li> <li>• Provide additional benchmark assessment and/or end of year assessments to ensure early intervention such as IStation, SRI, SMI</li> <li>• Hiring of Math and Reading Coach to help struggling learners in grades 3<sup>rd</sup> thru 8<sup>th</sup>.</li> </ul>				
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<ul style="list-style-type: none"> <li>• Purchase and use of Student Planners</li> </ul> <p>Strategy 5: Develop an exemplary Montessori Preschool program to ensure every child who enters kindergarten is ready to learn and has a solid foundation for literacy.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>• Attend district mandated Montessori Training</li> <li>• Coordinate Peer evaluations of Montessori classrooms</li> <li>• Facilitate common planning of all Montessori teachers weekly during common planning period</li> </ul> <p>Strategy 6: Strengthen teacher’s expertise through the district’s Professional Development Program and external resources.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>• Establish a learning community within the campus to share ideas and teaching methods.</li> <li>• Provide professional development programs within the district based on teacher input.</li> <li>• Afford the opportunity for teachers to attend professional development programs outside the district.</li> <li>• Provide professional development programs in technology that will assist teachers with integrating</li> </ul>				
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<p>technology into their classrooms and instruction.</p> <p>Strategy 7: Increase student learning through high quality and varied instruction.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>• Implement instruction that uses a variety of best practices with focus on math and literacy.</li> <li>• Provide resources that enhance basic math skills such as Brainetics.</li> <li>• Provide resources that enhance literacy such as Kurzweil.</li> <li>• Create Middle School Robotics Team</li> <li>• Enhance Fine Arts instruction through creation of music classes to include choir, guitar and recorder</li> </ul>				
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**Horizon Montessori II Campus Improvement Plan 2015/2016**

Campus Goal:	Ensuring that every student has access to outstanding classroom instruction, creating multiple pathways to successful graduation while expanding opportunities for challenging coursework.			
Performance Objective:	Student grade promotion rate will be 98% or higher.			
Summative Evaluation:	End of year student promotion rate.			
Strategies and Initiatives	Persons Responsible	Timeline Start/End	Resources	Formative Evaluation
<p>Strategy 1: High expectations and academic rigor.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>• High expectations for all students.</li> <li>• Review course offering and master schedules to ensure academic rigor and the appropriate utilization of technology.</li> </ul>	<p>Dean of Instruction Curriculum Specialists Principal Instructional Officer Counselor</p>	<p>August 1, 2015 – July 31, 2016</p>	<p>State Funds</p>	<p>Student Report cards Student Rosters AR Reports Compass Learning Reports</p>

<ul style="list-style-type: none"> <li>• Examine educational programs that expand students' understanding of different cultures, international issues, and the global economy for success in post-secondary educational opportunities and the global marketplace.</li> <li>• Teachers will create student data folders that will track performance on STAAR and STAAR benchmarks</li> <li>• Conduct awards assemblies each six weeks grading period to recognize perfect attendance, A and AB Honor Roll, Most Improved and Outstanding Student</li> </ul> <p>Strategy 2: Strong student supports and services. Initiatives:</p> <ul style="list-style-type: none"> <li>• Academic and personal advising.</li> <li>• Career Day</li> <li>• High School site visits</li> <li>• College Visits</li> <li>• Student Planners</li> </ul> <p>Strategy 3: Increase student learning through high quality and varied instruction. Initiatives:</p> <ul style="list-style-type: none"> <li>• Identify teachers to attend TAG certification training.</li> <li>• Participation in Campus and District Spelling Bee competition</li> <li>• Participation in Campus Math Bee Competition</li> <li>• Participation in Accelerated Reader Program</li> </ul>				
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<ul style="list-style-type: none"> <li>Compass Learning Lab</li> <li>BYU on-line advance course program</li> </ul>				
<b>Horizon Montessori III Campus Improvement Plan 2015/2016</b>				
<b>Campus Goal:</b>	To develop a well-rounded curriculum by including electives such as Choir, Art, and Music.			
<b>Performance Objective:</b>	The student population will be provided with a variety of electives.			
<b>Summative Evaluation:</b>	Staff Weekly Survey			
<b>Strategies and Initiative</b>	<b>Person Responsible</b>	<b>Timeline Start/End</b>	<b>Resources</b>	<b>Formative Evaluation</b>
<p>Strategy 1: Provide professional development for elective teachers.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>Design elective programs.</li> <li>Determine which electives will be assigned to each grade level.</li> <li>Provide the opportunity for students to showcase their skills.</li> </ul> <p>Strategy 2: Increase student learning through high quality instruction.</p> <p>Initiative:</p> <ul style="list-style-type: none"> <li>Provide professional development opportunities in the teacher's specific elective.</li> </ul>	Dean of Instruction Curriculum Specialists HR Director Principal Instructional Officer	August 1, 2015 – July 31, 2016	State Funds	WSAR

## Enrollment/Attendance Goals

Horizon Montessori II Campus Improvement Plan 2012/2013				
Campus Goal:	Increase student retention by 10%			
Performance Objective:				
Summative Evaluation:	PEIMS Data			
Strategies and Initiative	Person Responsible	Timeline Start/End	Resources	Formative Evaluation
<p>Strategy 1: Build positive parent-school relationships.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>• Schedule monthly Parental Involvement opportunities such as Meet the Teacher, Report Card Night, Awards Ceremonies, Grandparents Luncheon, Veterans Day Ceremony, Math Night, Reading Night, Movie Night, Fall Festival, End of the Year Family Appreciation Dinner</li> <li>• Communicate weekly with parents</li> <li>• Establish monthly newsletter</li> <li>• Creation of SBDM</li> <li>• Purchase and use of Student Planners</li> <li>• On-line access via Web-Site email with all staff</li> <li>• Staff Webpages</li> </ul>	Principal Instructional Officer Counselor Community Relations Specialist Teachers Parents Students	August 1, 2015 – July 31, 2016	Federal Funds State Funds Local Funds	Student Rosters Parent Volunteer Rosters Parent Sign In Sheets Monthly Newsletter Climate Survey

<p>Strategy 2: Positive student-teacher relationships.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>• Increase communication with individual students</li> <li>• Round table discussions</li> <li>• Provide opportunities for students to be heard</li> <li>• After School Tutoring</li> </ul> <p>Strategy 3: Offer opportunities for students to become stakeholders in their learning</p> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>• Awards Assemblies</li> <li>• Community-School Involvement such as food drives, Toys for Tots, Pennies for Pasta</li> <li>• Wall of Honor</li> <li>• Student Council</li> <li>• Cheerleading</li> <li>• Chess Club</li> <li>• Art Club</li> <li>• Middle School Robotics Team</li> <li>• Spelling Bee</li> </ul>				
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Horizon Montessori III Campus Improvement Plan 2015/2016				
Campus Goal:	Increase student enrollment to 350 students.			
Performance Objective:	Increase enrollment by 40%.			
Summative Evaluation:	PEIMS Data			
Strategies and Initiative	Person Responsible	Timeline Start/End	Resources	Formative Evaluation
Strategy 1: Promotion of campus  Initiatives: <ul style="list-style-type: none"> <li>• Conduct Open House 3x in the Spring</li> <li>• Direct home mail out to students in HCISD and SBCISD</li> <li>• Conduct visits and drop off brochures to nearby apartment complexes and area businesses such as clinics and daycares</li> <li>• Provide opportunities for Newspaper, Radio and Television coverage of school events</li> <li>• Newspaper and Television advertising</li> </ul>	Marketing Director Principal Community Relations Specialist Counselor Teachers	August 1, 2015 – July 31, 2016	Federal Funds State Funds Local Funds	Sign In sheets Brochures Mail Out Postcards Ads
Horizon Montessori III Campus Improvement Plan 2015/2016				
Campus Goal:	Increase school attendance			
Performance Objective:	The campus will maintain a 97% overall attendance or better.			
Summative Evaluation:	AEIS Results			
Strategies and Initiative	Person Responsible	Timeline Start/End	Resources	Formative Evaluation
Strategy 1: Increase the PreK-8 <sup>th</sup> attendance rate to meet or exceed state requirement for AYP.  Initiatives: <ul style="list-style-type: none"> <li>• Implement a student information program to analyze and monitor student attendance data.</li> </ul>	Principal Instructional Officer Community Relations Specialist Counselor Teachers	August 13, 2012- June 7, 2013	Federal Funds State Funds Local Funds	Quarterly Attendance

<ul style="list-style-type: none"> <li>• Increase parent awareness and involvement by active monitoring via phone calls by teacher and Community Relations Specialist when student is absent.</li> <li>• Identify attendance patterns to design strategies for improvement.</li> <li>• Promote a sense of responsibility on the part of students, parents and staff to ensure maximum attendance by students through direct contact by administration via parent letters and conferences after 5, 10 and 16 days absent</li> </ul> <p>Strategy 2: Develop and implement programs and plans to encourage improved attendance.</p> <p>Initiative:</p> <ul style="list-style-type: none"> <li>• Provide perfect attendance awards every six weeks and pizza party</li> <li>• Drawing for Tablets after Winter Break</li> </ul> <p>Strategy 3: Refer students with frequent absences to a counselor,</p>				
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## Extracurricular Goals

Horizon Montessori III Campus Improvement Plan 2015/2016				
Campus Goal:	To provide students with valuable educational experiences through organized extracurricular activities			
Performance Objective:	Student will be provided with opportunities that will challenge them to grow academically in a competitive setting.			
Summative Evaluation:	Overall district performance in campus and district meets.			
Strategies and Initiative	Person Responsible	Timeline Start/End	Resources	Formative Evaluation
Strategy 1: Create opportunities for students to engage with each other on the campus and district level and with other school districts. Initiatives: <ul style="list-style-type: none"> <li>• Middle School Robotics Team</li> <li>• Spelling Bee</li> <li>• Chess</li> <li>• Intramural Sports</li> <li>• Cheerleading</li> <li>• Choir</li> <li>• Art Club</li> <li>• Girl Scouts</li> <li>• Boy Scouts</li> <li>• Student Council</li> <li>• National Junior Honor Society</li> <li>• Duke University</li> <li>• Tech Prep</li> <li>• BYU On-line Advance Course Program</li> </ul>	Dean of Instruction Principal Instructional Officer Counselor Community Relations Specialist Teachers	August 1, 2015 thru July 31, 2016	Federal funds State Funds Local Funds	Student rosters Flyers Monthly Newsletters

## Parental/Community Involvement Goals

Horizon Montessori III Campus Improvement Plan 2015/2016				
Campus Goal:	To encourage and provide opportunities for parental and community involvement.			
Performance Objective:	All parents will be encouraged to become involved in the education of their child.			
Summative Evaluation:				
Strategies and Initiative	Person Responsible	Timeline Start/End	Resources	Formative Evaluation
<p>Strategy 1: Meet the Teacher Night</p> <p>Strategy 2: Progress reports sent mid-grading period. Report Cards at the end of the grading period</p> <p>Strategy 3: Parent/Teacher conferences night will be held at the end of the 1<sup>st</sup>, 3<sup>rd</sup> and 5<sup>th</sup> six-week grading period and as needed.</p> <p>Strategy 4: Parent/Teacher conferences will be held after the results of the benchmark exams for students who receive after-school and/or Saturday instruction.</p> <p>Strategy 5: Opportunities for parents to volunteer will be provided.</p> <p>Strategy 6: Open lines of communication between home and school via monthly newsletter, Tuesday Folder, Student Planner and updated postings on webpage and social media.</p> <p>Strategy 7: District BBQ</p> <p>Strategy 8: Awards Assemblies held at the end of each six weeks grading period.</p>	<p>Principal Instructional Officer Counselor Community Relations Specialist Teachers</p>		<p>Federal funds State Funds Local Funds</p>	<p>Sign In Sheets Monthly Newsletter Report Cards Progress Reports Flyers</p>

<p>Strategy 9: Opportunities for parents and students to enjoy movie night and other events throughout the school year.</p> <p>Strategy 10: Creation of SBDM</p>				
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## Instructional Technology Goals

Horizon Montessori II Campus Improvement Plan 2012/2013				
Campus Goal:	Increase the use of technology by students and staff by encouraging and providing opportunities for training in technology programs for teachers that will lead to increased use of instructional technology in each classroom			
Performance Objective:	Integrate instructional technology in lessons to prepare students for the future, maximize use of available technology, and minimize downtime of devices for office staff.			
Summative Evaluation:				
Strategies and Initiative	Person Responsible	Timeline Start/End	Resources	Formative Evaluation
<p>Strategy 1: Provide adequate staff training for existing and new technology programs.</p> <p>Strategy 2: Continue to update technology for staff and students replacing obsolete computers in labs and classrooms.</p> <p>Strategy 3: Provide wireless connectivity for the entire campus.</p> <p>Strategy 4: Purchase of COW-Computers on Wheels</p> <p>Strategy 5: Purchase laptops for teaching staff.</p>	<p>Dean of Instruction Technology Coordinator Principal</p>	<p>August 1, 2015- July 31, 2016</p>	<p>Federal Funds State Funds Local Funds</p>	<p>Purchase Orders Sign In sheets</p>