

HORIZON MONTESSORI I

**CAMPUS IMPROVEMENT PLAN
2020-2021**



Accountability Rating 2019: Met Standard

Site-Based Decision Making Committee

Patricia Masso - Principal

Emmy Diaz - Instructional Officer

Edna Serna - Academic Counselor

Mary Rosas - Parental Liaison

Sarah Sariñana - Pre-K - 1st Teacher Representative

Diana Solis - 2nd - 3rd Teacher Representative

Rebecca Reyna - 4th - 5th Teacher Representative

Norma Borrego - 6th - 8th Teacher Representative

Mark Garza - IT Representative

Daniela Velarde - Parent /Community Member

Harlan D. Garrett - Parent /Community Member

Mission Statement

Horizon Montessori I will instill the value of learning in each student and prepare them to be future leaders in society.

Vision

The mission of Horizon Montessori I is to inspire future leaders by embracing diversity, promoting independent thinking, maintaining high expectations, and providing an array of opportunities and challenges to become successful contributors in a changing, diverse world.

We BELIEVE

Horizon Montessori students are our first priority.

All are accountable to themselves and others

With hard work, integrity, and respect, while striving to

Kindle the life-long love for learning and to

Soar above and beyond as future leaders.

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GOAL 1: Teacher Retention

Horizon Montessori I

Campus Improvement Plan 2020 - 2021

Campus Goal: 1	Develop and retain Highly Qualified Staff			
Performance Objective: 1	Horizon Montessori I will ensure that 100% of its teachers are Highly Qualified			
Strategies and Initiatives	Persons	Timeline Start/End	Resources	Formative Evaluation
Strategy 1: Adhere to Highly Qualified requirements to ensure qualified personnel are recruited, hired, and retained.	Principal HR Director	August 2020 - June 2021	Title I Funds Local Funds	100% of classrooms will have certified and highly qualified teachers.
Strategy 2: Maintain 100% qualified teachers on campus. *District Retention Stipends *Title I funds for Professional Development *Recognitions: - Teacher of the Year - Grade level Celebrations by Month - Teacher Appreciation Week - Faculty Meeting/ Incentives - Team Building Activities	Principal Instructional Officer Counselor SBDM Committee	August 2020 - June 2021	Provide different types of recognition with small gift items, certificates and celebrations.	
Strategy 3: Improve staff attendance *District Attendance Stipends	Principal HR Director	August 2020 - May 2021	Title I Funds Local Funds	
Strategy 4: Have a Social Committee assigned to organize staff events. *Monthly Celebrations * Team Building * Staff Calendar of Events * Pot Lucks / Snacks for Staff Meetings	Principal Instructional Officer Counselor HMI Social Committee	August 2020 - June 2021	Organize fundraisers to provide different types of recognitions, small gift items, certificates and celebrations.	

GOAL 1: Teacher Retention
Horizon Montessori I
Campus Improvement Plan 2020 - 2021

Campus Goal: 1	Develop and retain Highly Qualified Staff			
Performance Objective: 2	The campus will develop, implement, and monitor all professional learning to ensure quality and effectiveness of all teachers.			
Strategies and Initiatives	Persons	Timeline Start/End	Resources	Formative Evaluation
Strategy 1: Participate in professional development programs to ensure quality & fidelity for student success. *Needs Assessment *Teacher Evaluations *Professional Development Calendar (incorporating PD before the school year and during each 6 week period.)	Central Office/Dean Principal Instructional Officer Curriculum Coordinators	August 2020 - May 2021	Federal funds or local funds	Retention of teachers at the end of the year.
Strategy 2: Participate in scheduled vertical and horizontal alignment planning time. *Increase communication *Increase support *Enhance curriculum understanding *Increase intentional planning *Setting instructional goals	Principal Instructional Officer Teachers Special Ed Teachers	August 2020 - May 2021		Retention of teachers at the end of the year.
Strategy 3: Provide a Mentorship program for all first-year teachers. *Coaching *Increase support and communication *Peer-to-Peer observations *Setting growth goals	Principal Instructional Officer Teachers	August 2020 - May 2021		Retention of teachers at the end of the year.

GOAL 2: Academic Performance

Horizon Montessori I Campus Improvement Plan 2020 - 2021

Campus Goal: 2	Students will be encouraged and challenged to meet their full educational potential by utilizing a well-balanced and appropriate curriculum.			
Performance Objective:1	The campus will supplement the instructional programs to meet the special needs of all special			
Strategies and Initiatives	Persons	Timeline Start/End	Resources	Formative Evaluation
Strategy 1: Monitor implementation of district curriculum to ensure fidelity. *Scope and Sequence, TEKS, ELPS *Montessori / Curriculum Guidelines *Usage monitoring of all programs *DMAC, TEKS Resource, Lead4ward *Circle, TPRI, AR, Lesson Plans	Principal Instructional Officer Counselor	August 2020- May 2021		Walk-throughs Sign-ins Lesson Plans Scope and Sequence
Strategy 2: Ensure the implementation of ELPS, Sheltered Instruction, IEP's, IAP's, and academic vocabulary in all content areas through lesson plans, PD, PLC's, walk-throughs, and CBA's.	Central Office Principal Instructional Officer Teachers	August 2020- May 2021		PLC's Data reports Walk-throughs
Strategy 3: Monitor ELL students every 12 weeks to review data including attendance, grades, benchmark scores—to recommend instructional interventions and appropriate accommodations, as needed.	Instructional Officer Counselor	August 2020- May 2021		PLC's Data reports
Strategy 4: Meet with parents of ELL parental denials to address the benefits of the bilingual/ESL program and document conference.	Principal Instructional Officer Counselor	August 2020- May 2021		Parent Denial Forms Meeting Sign-Ins, Meeting Agenda and Documentation

GOAL 2: Academic Performance

Horizon Montessori I Campus Improvement Plan 2020 - 2021

Campus Goal: 2	Students will be encouraged and challenged to meet their full educational potential by utilizing a well-balanced and appropriate curriculum.			
Performance Objective:1	The campus will supplement the instructional programs to meet the special needs of all special			
Strategies and Initiatives	Persons	Timeline Start/End	Resources	Formative Evaluation
Strategy 5: Monitor RTI and 504 students' progress every 6 weeks to review data including attendance, grades, CBA's and benchmark scores—to recommend interventions.	Principal Instructional Officer Counselor Teachers Interventionist	August 2020- May 2021		Benchmark for STAAR DMAC reports TEKS Lead4ward reports PLC Meetings
Strategy 6: Monitor the ARD process & implementation of IEP's to ensure that students are participating in the appropriate assessments that are aligned to instruction with allowable accommodations.	Principal Instructional Officer Central Office Special Ed Teachers Gen Ed Teachers	August 2019-May 2020		Grade level meetings Agendas, Sign-ins, Participation in ARD's, and walk-throughs
Strategy 7: Monitor Special Ed students' progress every 6 weeks to review data including attendance, grades, CBA's, service logs, and benchmark scores—to recommend interventions. *Provide a separate progress report * Provide a parent notice of student's progress report, in addition to the standard report card, every 6 weeks	Principal Instructional Officer Gen Ed Teachers Special Ed Teachers	August 2020- May 2021		PLC's Data reports
Strategy 8: Professional Development to be offered to teachers to better serve our Special Pops. *RTI, 504, Dyslexia, Autism, ARD's, GT *SIOP, TELPAS, Sheltered Instruction	Principal Instructional Officer Central Office Bilingual Coordinator SpEd Coordinator	August 2020- May 2021		

GOAL 2: Academic Performance

Horizon Montessori I

Campus Improvement Plan 2020 - 2021

Campus Goal: 2	Improve Academic Performance in the Core Areas			
Performance Objective: 2	Students will show an increase (a 10-15% improvement) on all STAAR tests			
Strategies and Initiatives	Persons	Timeline Start/End	Resources	Formative Evaluation
Strategy 1: Implement a challenging and rigorous curriculum that addresses the state standards and meets the state and federal mandates under the ESSA.	Principal Instructional Officer Teachers	August 2020 - May 2021	Federal or local funds	Benchmarks, 6 Wk Tests, Mini Assessments Data Tracking Walk-Throughs
Strategy 2: Utilize high quality instructional resources that support the curriculum *I-station diagnostics / TPRI *Montessori / Curriculum Guidelines *Accelerated Reader & Accelerated Math *Study Island, Think Central, IXL, Brain Pop *Khan Academy *Mentoring Minds - Think UP Workbooks *STAAR Master – Updated Revised Versions	Central Office Principal Instructional Officer Teachers	August 2020 - May 2021	Federal or local funds	Data Portfolios PLC's Usage Reports Walk-throughs
Strategy 3: Utilize updated district's curriculum/scope and sequence to maintain alignment with state standards and assessments. *TEKS Resource *DMAC *Lead4ward	Central Office Principal Instructional Officer District Coordinators Teachers	August 2020 - May 2021	Federal or local funds	Benchmark Assessments Mini Assessments Data Tracking Folders DMAC Tracking
Strategy 4: Monitor student progress every 3 weeks through walkthroughs and six weeks tests/CBA's.	Principal Instructional Officer Teachers	August 2020 - May 2021		Data Reports DMAC Tracking PLC's Program Usage Reports Attendance

<p>Strategy 5: Identify and address the areas of critical need noted from STAAR 2019, EOY 2020, and progress monitoring. Provide for interventions for all categories scoring below the STATE requirements.</p> <p>Strategy 6: Utilize research-based practices in all content areas to improve student performances such as building academic vocabulary, using graphic organizers, teaching critical and creative thinking, DOK, and engaging students in the learning through hands-on activities. *PD in DOK, Ratiocination, Strategies *Instructional Team meetings, PLC's, Vertical Alignment planning</p> <p>Strategy 7: Meet with teachers to review student data for all subject areas and to address action plans to provide interventions every 3-6 weeks to support areas of critical needs. *Weekly PLC's *Instructional Team meetings *Professional Development</p> <p>Strategy 8: Provide a rigorous, in depth preK-9th English Language Arts program that prepares all students for success in reading, writing, and on all State exams.</p> <p>Strategy 9: Provide literature, instructional materials and other resources to facilitate teacher implementation of research-based reading and writing strategies. *I-Station/AR, IXL, Think-Up, Class Novels *PD for teachers on Reading and Writing *Book Study - Improving Rdg & Wtg Skills</p>	Principal Instructional Officer Teachers Counselors	August 2020- May 2021	Federal or local funds	Benchmarks Assessment Results Mini Assessments Data Tracking Folders DMAC Tracking
	Principal Instructional Officer District Coordinators Teachers	August 2020- May 2021	Federal or local funds	Walk-Throughs PLC's & Team Planning Agendas & Sign-Ins
	Principal Instructional Officer Teachers	August 2020- May 2021	Federal or local funds	PLC's & Team Planning Agendas & Sign-Ins Data Tracking & Reports
	Principal Instructional Officer Teachers	August 2020- May 2021	Federal or local funds	PLC's & Team Planning Progress Monitoring Walk-Throughs
	Principal Instructional Officer Teachers	August 2020- May 2021	Federal or local funds	PLC's & Team Planning Progress Monitoring Walk-Throughs

Strategy 10: Utilize STAR Early Literacy Assessments, Circle, and TPRI to identify areas of need and provide interventions to students in Kinder – 2nd grades.	Principal Instructional Officer Teachers	August 2020- May 2021	Federal or local funds	Benchmarks Assessments Data Tracking / DMAC Data Reports
Strategy 11: Implement reading and writing Across the Curriculum for all grade levels. *DEAR & all Content Journal Writing daily *AR / I-station incentives *Writing in every subject daily *Writing and Reading Goals –Self-track	Principal Instructional Officer Teachers Librarian	August 2020- May 2021	Federal or local funds	Walkthroughs Lesson Plans PLC's
Strategy 12: Provide a more challenging science program for students. *Provide science lab equipment / materials *Organize a school-wide Science Fair	Principal Instructional Officer Teachers	August 2020- May 2021	Federal or local funds	Walkthroughs Lesson Plans PLC's
Strategy 13: Provide GT services to identified students. *Service Plan of Action & Lesson Planning *PD for teachers	Instructional Officer Counselor Teachers	August 2020- May 2021	Federal or local funds	Identification of GT Students GT trainings
Strategy 14: Establish a College/Career Readiness Culture *Career Day (PK-9 th) March / Career Expo *Writing to colleges / Writing about colleges *Aptitude Exam / Career Readiness Skills *College T-Shirt day—Fridays *Hall banners / Pennants of diff. colleges	Principal Instructional Officer Teachers Counselor	August 2019- May 2020		
Strategy 15: Conduct classroom walk-throughs weekly to ensure that progress monitoring procedures are in place and that lesson plans are being implemented.	Principal Instructional Officer	August 2019- May 2020		Walkthroughs Lesson Plans
Strategy 16: Assess all classroom environments to ensure they are conducive to small group and whole group instruction.	Principal Instructional Officer	August 2019- May 2020		Walkthroughs

<p>Strategy 17: Increase implementation of technology and online resources to be used regularly in the classroom for instructional delivery.</p> <ul style="list-style-type: none"> *Google Classroom *Online Resources * PD for Technology / Resources <p>Strategy 18: Use of Student Planners to be used daily to build time management and organization skills and another means for communication.</p> <ul style="list-style-type: none"> * PD for teachers to use planners across all grade levels <p>Strategy 19: Develop the whole-child through character education, fine-art appreciation, and skill development in the areas of music, art, and technology.</p>	Principal Instructional Officer Teachers	August 2020- May 2021	Federal or local funds	Benchmarks Assessments Data Tracking / DMAC Data Reports
	Principal Instructional Officer Teachers Librarian	August 2020- May 2021	Federal or local funds	Walkthroughs Lesson Plans PLC's
	Principal Instructional Officer General Ed Teachers Elective Teachers Counselor	August 2020- May 2021	Federal or local funds	Walkthroughs Lesson Plans PLC's

GOAL 3: Community and Parental Involvement

Horizon Montessori I

Campus Improvement Plan 2020 - 2021

Campus Goal: 3	Increase parental and community involvement			
Performance Objective: 1	To involve all parents and families with opportunities to be partners in their children's education.			
Strategies and Initiatives	Persons	Timeline Start/End	Resources	Formative Evaluation
Strategy 1: Campus Instructional leaders will fulfill Title I and parental involvement requirements.	Principal Instructional Officer Parental Liaison	August 2020 – May 2021	Title I or local funds	Agendas Sign-Ins
Strategy 2: Recruit and coordinate efforts to increase parent / community participation in campus-wide meetings and activities. *Building Community Partnerships *Parent Volunteer Initiative *Parent Classes	Principal Instructional Officer Parental Liaison	August 2020 – May 2021		Log of Partners in Education Parent Volunteer Approval Packets
Strategy 3: Host parent meetings /or provide information on various programs: *College /Career Readiness *Guidance and Counseling *STAAR / Tests Expectations *Meet the Teacher Night *Open House *Report Card Nights *School Performances / Art Exhibits *International Fest *Muffins w/Mom & Donuts w/ Dad *Grandparents Day *Career Day / Guest Speakers *Award Assemblies *Literacy Night/AR Nights *Toy Drive / Gingerbread House Event	Principal Instructional Officer Parental Liaison Counselor Teachers	August 2020 – May 2021		Agendas Sign-Ins Event Calendars

GOAL 3: Community and Parental Involvement

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Campus Improvement Plan 2020 - 2021

Campus Goal: 3	Increase parental and community involvement			
Performance Objective: 1	To involve all parents and families with opportunities to be partners in their children's education.			
Strategies and Initiatives	Persons	Timeline Start/End	Resources	Formative Evaluation
Strategy 4: Provide different means to communicate with parents: *Campus Website *Teacher webpage PD to keep updated *Campus Facebook *Class Dojo *Remind 101 *Newsletters *Monthly meetings/Title I Meetings *Student Planners *Parent –Teacher conferences *Google Classroom Communication Thread *School Admin. Emails *Outside banners and signage	Principal Instructional Officer Parental Liaison Teachers	August 2020 – May 2021	Title I or local funds	Database of communication sent out to parents. Sign-ins Agendas School Facebook Feed School Website Feed

GOAL 4: Safe Learning Environment

Horizon Montessori I

Campus Improvement Plan 2020 - 2021

Campus Goal: 4	Maintain a safe and secure and disciplined environment conducive to student learning.			
Performance Objective: 1	Provide on-going training, support programs and instructional strategies for students and staff.			
Strategies and Initiatives	Persons	Timeline Start/End	Resources	Formative Evaluation
Strategy 1: Use a Character-Building Curriculum to improve social-emotional competencies, promote positive behavior and improve academic performance.	Counselor Instructional Officer Principal Teachers	August 2020- June 2021	Local Funds	Curriculum Guide Reduce number of office referrals.
Strategy 2: Emphasize positive character traits by presenting in various modes on a daily basis through morning announcements.	Principal Counselor Students	August 2020- June 2021		Daily Announcements Improved Classroom Management Walkthroughs
Strategy 3: Provide guidance and counseling to all student population. *Different topics by month and by grade levels.	Principal Counselor	August 2020- June 2021		Counselor's Lesson Plans/Timelines
Strategy 4: Provide staff & students with guidance & awareness on the following: *Anti-bullying *Suicide Prevention *Character Education *Drug Awareness *Sexual Harassment	Principal Counselor	August 2020- June 2021	Local Funds	Counselor's Annual Calendar Counselor's Lessons Plans/Timelines
Strategy 5: Participate in Red Ribbon Week and Drug Awareness.	Principal/ Counselor Teachers & All Staff Students	October, 2020	Local Funds	School-wide initiatives
Strategy 6: Display anti-bullying banners to promote awareness and distribute brochures to help prevent bullying.	Counselor Teachers	August 2020- June 2021	Local Funds	Display Banners and distribute brochures.

Strategy 7: Follow HMPS Student Code of Conduct to ensure fair and consistent implementation of school-wide discipline management. *PD on Discipline Referrals and Process *PD on use of the Campus Wide Positive Behavior Initiative and the use of Tokens	Principal Instructional Officer Counselor Teachers & All Staff	August 2020- June 2021	Local Funds	Decrease in referrals.
Strategy 8: Provide opportunities for students to participate in clubs and after school extra-curricular activities. *Provide district stipends	Principal Instructional Officer Teachers	August 2020- June 2021	Local Funds	After-school program participation
Strategy 9: Engage students in exercise and challenging physical activity during Physical Education to show growth. *Fitness Gram *Provide Health Education	Coaches	August 2020- June 2021	Local Funds	Fitness Gram Report Walkthroughs
Strategy 10: Provide training and fulfill practices for fire drills and lock-downs to ensure proper procedures are in place to ensure safety for all students and staff.	Principal Instructional Officer Counselor Teachers	August 2020- June 2021	Local Funds	Agendas Sign-Ins Scheduled Drills
Strategy 11: Continue to implement the Raptor System badge identification system. Screen all visitors at the door & use access control and train all staff to question any person not wearing a pass.	Front Office Staff Principal Instructional Officer Counselor Teachers All Staff	August 2020- June 2021	Local Funds	Badges Office Clearance
Strategy 12: Recognize students for perfect attendance, A and A/B Honor Roll, and Students of the Month with certificates / incentives during an awards ceremony.	Principal Instructional Officer Counselor Teachers	August 2020- June 2021 Every Six Weeks	Local Funds	Certificates Parent Notices

GOAL 4: Safe Learning Environment

Horizon Montessori I

Campus Improvement Plan 2020 - 2021

Campus Goal: 4	Maintain a safe and secure and disciplined environment conducive to student learning.			
Performance Objective: 2	Provide a positive school culture with a continuous improvement mindset and high expectations for all students, staff, and community members.			
Strategies and Initiatives	Persons	Timeline Start/End	Resources	Formative Evaluation
Strategy 1: Campus-Wide “Every Minute Counts” campaign to inform all stakeholders of the importance of student/staff attendance and no tardiness. *Attendance Information for parents *Incentives for students / Awards	Principal Counselor Instructional Officer Teachers and Staff	August 2020- June 2021	Local Funds	Perfect Attendance Awards Increased Attendance Decrease morning tardies Decrease early releases
Strategy 2: Provide PD and added support for teachers to meet all expectations to reach set campus goals. *Increase communication *Monday Memos *Provide immediate effective feedback *Social Committee *Celebrations / Acknowledgments * Team Building Opportunities *Weekly Staff *Teacher of the Year *Lead teacher/mentorship opportunities *District stipends and incentives	Principal Counselor Instructional Officer Teachers and Staff	August 2020- June 2021	Local Funds	Daily Announcements Staff Participation Walkthroughs
Strategy 3: Campus-Wide Positive Behavior Plan in place with PD for proper & consistent implementation. *Incentives / Tokens / HAWK Store *Awards and Celebrations *5 & 1 Campus Wide Hand Gesture	Principal Counselor Instructional Officer Teachers and Staff	August 2020- June 2021	Local Funds	Decrease Referrals

GOAL 5: Technology

Horizon Montessori I

Campus Improvement Plan 2020 - 2021

Campus Goal: 5	Campus will ensure all students have the necessary technology resources to fulfill their education program.			
Performance Objective: 1	Students will enhance their learning by using various technology tools and resources for their instruction.			
Strategies and Initiatives	Persons	Timeline Start/End	Resources	Formative Evaluation
Strategy 1: Utilize DMAC Program and provide regular training for staff.	Principal and IO Teachers	August 2020- June 2021	Local Funds	Agendas Sign-Ins Walkthroughs Resource usage reports
Strategy 2: Utilize school-wide databases for decision-making purposes.	Principal and IO Teachers	August 2020- June 2021	Local Funds	
Strategy 3: Continue to develop teacher pages on website, keep updated, and PD.	Principal and IO Teachers	August 2020- June 2021	Local Funds	
Strategy 4: Continue to utilize STAR Reading/Accelerated Reader program.	Teachers & Librarian	August 2020- June 2021	Local Funds	
Strategy 5: Utilize computer labs for online programs to target Reading, Math, Science & Social Studies to improve STAAR performance and academic skills. *IXL, NY2, AR, Istation, Think Central * UT-HS Program	Principal Instructional Officer Teachers Technology Teacher	August 2020- June 2021	Local Funds	
Strategy 6: Continue to utilize document cameras, projectors, chrome books, tablets, as well as student computers, for daily instruction.	Principal Instructional Officer Teachers Technology Teacher	August 2020- June 2021	Local Funds	
Strategy 7: Continue to update older computers and purchase more technology for instructional use.	Principal and IT Tech	August 2020- June 2021	Local Funds	

GOAL 5: Technology

Horizon Montessori I

Campus Improvement Plan 2020 - 2021

Campus Goal: 5	Campus will ensure all students have the necessary technology resources to fulfill their education program.			
Performance Objective: 1	Students will enhance their learning by using various technology tools and resources for their instruction.			
Strategies and Initiatives	Persons	Timeline Start/End	Resources	Formative Evaluation
Strategy 8: Provide all students in 1 st – 9 th grade with a chrome book (1:1) to use throughout the year.	Principal Instructional Officer IT / Tech Teacher	August 2020- June 2021	District or Local Funds	Agendas Sign-Ins Walkthroughs Resource usage reports
Strategy 9: Teachers will get PD and support to use Google Classroom, online resources, and other platforms to use for virtual learning.	Principal Instructional Officer IT / Tech Teacher	August 2020- June 2021	Local Funds	
Strategy 10: Teachers will have their own laptops, document cameras, projectors, to plan and deliver instruction	Principal Instructional Officer IT / Tech Teacher	August 2020- June 2021	Local Funds	
Strategy 11: Provide technology classes for parents to support different platforms for virtual learning.	IT / Tech Teacher	August 2020- June 2021	Local Funds	