# **Garland Independent School District Hickman Elementary School**

2023-2024 Goals/Performance Objectives/Strategies



**Board Approval Date:** October 24, 2023 **Public Presentation Date:** August 17, 2023

# **Mission Statement**

Hickman Elementary's mission is to empower all students by building self-esteem and fostering a holistic education in order for students to achieve success in a diverse changing world.

# Vision

Reaching the future by driving excellence, one student at a time.

# **Value Statement**

We value honor, integrity, compassion, kindness, manners, and positive attitude in a nurturing environment.

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Goals

Goal 1: Garland ISD will ensure ALL students graduate prepared for college, careers, and life by increasing student performance measures, postsecondary readiness, and graduation rates and decreasing student management incidences.

# Goals

**Goal 1:** Garland ISD will ensure ALL students graduate prepared for college, careers, and life by increasing student performance measures, postsecondary readiness, and graduation rates and decreasing student management incidences.

**Performance Objective 1:** Percent of students in grades 3-5 demonstrating early literacy as measured by Meets Grade Level performance on STAAR Reading, will increase from 46% in 2023 to 50% in 2024.

Targets for Approaches, Meets, and Masters: Approaches- 80% Meets- 50% Masters- 30%

**Evaluation Data Sources:** STAAR 2024 spring administration testing data file (accountability subset)

Strategy 1 Details	Reviews			
Strategy 1: Instructional Planning and Weekly Data Meetings will be implemented in grades K-5 during PLCs with a focus		Summative		
on closing gaps of high leverage student expectations by creating commonly planned Tier 1 lessons and comparing student work to plan reteaches.  Strategy's Expected Result/Impact: Increased mastery of TEK after re-teach according to data charts. Increase percent of students at the meets and masters performance levels.  Staff Responsible for Monitoring: Leadership Team (admin & coaches)  TEA Priorities:  Build a foundation of reading and math, Improve low-performing schools  - ESF Levers:  Lever 1: Strong School Leadership and Planning, Lever 5: Effective Instruction  Problem Statements: Student Learning 1	Nov 25%	Feb	Apr	June

Strategy 2 Details		Rev	iews	
Strategy 2: Teachers will assess students daily and use formal and informal data to create targeted lessons to reteach low		Formative		Summative
performing TEKS. These strategies will apply to all students, with a particular focus on at risk, Asian, Continuously Enrolled/Non-Continuously Enrolled, African American, Emergent Bilingual, special education, and Econ.Dis. student	Nov	Feb	Apr	June
populations.				
Students will also use software daily to reinforce core skills. Teachers will use this data to differentiate instruction during	25%			
small group and stations.				
Teachers will collaborate to plan quality Tier 1 instruction, analyze data based on learning objectives based on classroom/student needs.				
Strategy's Expected Result/Impact: K-2: 70% of students will read at EOY DRA correspondent grade level. 3-5: will meet district's meet goals according to STAAR data.				
Staff Responsible for Monitoring: Leadership Team (admin & coaches)				
TEA Priorities: Build a foundation of reading and math - ESF Levers: Lever 5: Effective Instruction				
Problem Statements: Student Learning 1, 7				
<b>Funding Sources:</b> Software- Achive 3000, Progress Learning & Manipulatives for hands-on - 6300 Supplies and Materials- Title I Funds - \$10,000, Subs for Planning Sessions for ELAR & Math (small group instruction) using AESOP code 29 - 199 - PIC 24 State Comp Ed Funds - \$2,500, Supplies, manipulatives and subs for small groups for English Language Learners - 199 - PIC 25 Bil./ESL State Allotment Funds - \$4,284, Supplies and Materials for At Risk Students 199 - PIC 24 State Comp Ed Funds - \$1,975, Food Purchase for Students for STAAR Snacks and Tutoring - 199 - PIC 24 State Comp Ed Funds - \$1,540, Subs for Teacher Planning and collaboration - 6300 Supplies and Materials- Title I Funds - \$7,000, Subs for SPED Teachers to participate in planning and collaboration - 199 - PIC 23 SPED State Allotment Funds - \$666				
Strategy 3 Details		Rev	iews	
Strategy 3: Students will continuously track their progression towards their MAP goals, CBA goals aligned to the school		Formative		Summative
meets goal, and DRA levels.	Nov	Feb	Apr	June
<b>Strategy's Expected Result/Impact:</b> 70% of students will meet their MAP growth goal and be on grade level (>=55%) according to MAP.				
Staff Responsible for Monitoring: Leadership Team (admin & coaches)	25%			
TEA Priorities:				
Build a foundation of reading and math, Improve low-performing schools - ESF Levers:				
Lever 1: Strong School Leadership and Planning, Lever 5: Effective Instruction				
Problem Statements: Student Learning 1, 7				
<b>Funding Sources:</b> Markers to highlight different goals for home and school use - 6300 Parent Involvement. Supplies T1 - \$700				

Strategy 4 Details	Reviews			
Strategy 4: Hickman will adhere to the district's truancy prevention policies.	Formative			Summative
Strategy's Expected Result/Impact: Attendance Rate will increase to 97%.	Nov	Feb	Apr	June
Staff Responsible for Monitoring: Campus Administration  TEA Priorities: Build a foundation of reading and math - ESF Levers: Lever 3: Positive School Culture	25%			
Problem Statements: School Processes & Programs 2				
No Progress Continue/Modify	X Discon	tinue		

#### **Performance Objective 1 Problem Statements:**

#### **Student Learning**

**Problem Statement 1**: Lower grades showed the least growth in Reading EOY MAP with an average of 58% in the 22-23 school year. **Root Cause**: Lack of accountability system for reading improvement in lower grades.

**Problem Statement 7**: 62% of 3rd grade Asian Students, 33% of 4th Grade Asian Students, and 56% of 5th Grade Asian Students scored at the Meets level on the 22-23 STAAR Reading Test. **Root Cause**: Lack of focus on this student group in PLCs.

## **School Processes & Programs**

**Problem Statement 2**: Hickman's attendance rate for the 2022-2023 school year was 94.8%. **Root Cause**: Lack of communication about the importance of attendance to parents.

**Performance Objective 2:** Percent of students in grade 5 demonstrating scientific understanding as measured by Meets Grade Level performance on STAAR Science, will increase from 26% in 2023 to 35% in 2024.

Targets for Approaches, Meets, and Masters: Approaches- 50% Meets- 35% Masters- 20%

**Evaluation Data Sources:** STAAR 2024 Spring Administration Testing Data File.

Strategy 1 Details	Reviews			
Strategy 1: K-5 teachers will plan hands on , field based, framed and aligned Tier 1 Science lessons focusing on the		Formative		Summative
performance of all students, with a special focus on the Asian population, including Emergent Bilingual Students, African American, White, and Hispanic, relative to closing the GAPs domain target. Instruction will be differentiated to support	Nov	Feb	Apr	June
student understanding of the content.				
Strategy's Expected Result/Impact: Lesson plans will include daily Science lessons and teachers will deliver daily instruction in Science according to walk-through data.	25%			
Staff Responsible for Monitoring: Leadership Team				
TEA Priorities:				
Improve low-performing schools				
- ESF Levers:				
Lever 1: Strong School Leadership and Planning, Lever 5: Effective Instruction				
Problem Statements: Student Learning 5				
Funding Sources: Funds for Field Based Learning - 6400 Healthy Snacks/Bus/Travel - Title I Funds - \$10,000				

Strategy 2 Details		Rev	views					
Strategy 2: 5th Grade Teachers will provide spiral reviews during class time to students that are underperforming according		Formative		Summative				
to CBAs, MAP, and DOLs data.	Nov	Feb	Apr	June				
Strategy's Expected Result/Impact: 5th grade team will meet the Science meets goal of 35%								
Staff Responsible for Monitoring: Leadership Team	25%							
	25% -							
TEA Priorities:								
Improve low-performing schools								
- ESF Levers:								
Lever 1: Strong School Leadership and Planning, Lever 5: Effective Instruction								
Problem Statements: Student Learning 5								
Strategy 3 Details	Reviews				Reviews			
Strategy 3: 5th grade teachers will assess student learning on CBAs and analyze data to provide targeted instruction to	Formative		Summative					
reteach low performing TEKs using bell-ringers and small group instruction.	Nov	Feb	Apr	June				
Strategy's Expected Result/Impact: 5th grade Science STAAR Meets results will be at least 45.2%	1101	1 42						
Staff Responsible for Monitoring: 5th grade teachers	2504							
Leadership Team	25%							
TEA Priorities:								
Improve low-performing schools								
- ESF Levers:								
Lever 1: Strong School Leadership and Planning, Lever 5: Effective Instruction								
Problem Statements: Student Learning 5								
No Progress Accomplished — Continue/Modify	Discont	tinue						
No Progress Continue/Modify	X Discont	tinue						

## **Performance Objective 2 Problem Statements:**

#### **Student Learning**

**Problem Statement 5**: 35.56% of fifth graders scored at the approaches level on Science STAAR. **Root Cause**: Lack of science instruction in grades PK-4, lack of hands on instruction in 5th grade.

**Performance Objective 3:** Percent of students demonstrating mathematical proficiency as measured by Meets Grade Level performance on the STAAR Math assessment will increase from 46% in 2023 to 50% in 2024.

Targets for Approaches, Meets, and Masters: Approaches- 80% Meets- 50% Masters- 30%

**Evaluation Data Sources:** STAAR 2024 Spring Administration Testing Data File.

Strategy 1 Details	Reviews			
Strategy 1: Teachers will assess students daily and use formal and informal data to create targeted lessons and stations to		Formative		Summative
assess the quality of tier 1 instruction and to reteach low performing TEKs. These strategies will apply to all students, with a particular focus on at risk, Asian, Continuously Enrolled/Non-Continuously Enrolled, African American, special education,	Nov	Feb	Apr	June
and Econ.Dis. student populations.				
Students will utilize STAAR preparation resources daily to reinforce skills. Teachers will use this data to differentiate	25%			
instruction during small group and stations.				
Teachers will collaborate to plan, deliver quality Tier 1 instruction, and analyze data based on classroom/student needs.				
Strategy's Expected Result/Impact: K-2: 70% of students will meet their EOY growth goal on MAP.				
3-5: will meet district's meet goals according to STAAR data.				
Staff Responsible for Monitoring: Leadership Team (admin & coaches)				
TEA Priorities:				
Build a foundation of reading and math, Improve low-performing schools				
- ESF Levers:				
Lever 1: Strong School Leadership and Planning, Lever 5: Effective Instruction				
Problem Statements: Student Learning 3				
Funding Sources: Supplies and Materials (Small Group Materials, curriculum and associates workbooks, Kamico,				
Greenwood Publishing Supplies) - 6300 Supplies and Materials- Title I Funds - \$20,500, Subs for Teacher				
Collaboration and Planning - 6300 Supplies and Materials- Title I Funds - \$10,000, Subs for SPED Teacher				
Collaboration and Planning - 199 - PIC 23 SPED State Allotment Funds - \$626				

Strategy 2 Details		Rev	riews	
Strategy 2: Data Meetings will be implemented in grades 3-5 during PLCs with a focus on closing gaps of high leverage		Formative		
student expectations.	Nov	Feb	Apr	June
After CBAs, data will be analyzed in order to incorporate reteaches as a spiraling review of low performing TEKs.			•	
<b>Strategy's Expected Result/Impact:</b> Increased mastery of TEK after re-teach according to data charts. Increase percent of students at the meets and masters performance levels. Improve the quality of Tier 1 instruction.	25%			
Staff Responsible for Monitoring: Leadership Team (admin & coaches)				
TEA Priorities:				
Build a foundation of reading and math, Improve low-performing schools - ESF Levers:				
Lever 1: Strong School Leadership and Planning, Lever 5: Effective Instruction				
Problem Statements: Student Learning 3				
Strategy 3 Details		Rev	riews	
<b>Strategy 3:</b> Students will continuously track their progression towards their MAP goals, and CBA goals aligned to the school meets goal.		Formative	1	Summative
Strategy's Expected Result/Impact: 70% of students will meet their MAP growth goal and be on grade level	Nov	Feb	Apr	June
(>=55%) according to MAP.				
Staff Responsible for Monitoring: Leadership Team (admin & coaches)	25%			
TEA Priorities:				
Build a foundation of reading and math, Improve low-performing schools				
- ESF Levers:				
Lever 1: Strong School Leadership and Planning, Lever 5: Effective Instruction				
<b>Problem Statements:</b> Student Learning 3				
No Progress Accomplished Continue/Modify	X Discont	inue		

# **Performance Objective 3 Problem Statements:**

#### **Student Learning**

**Problem Statement 3**: Hickman was below district average in all three categories (Approaches, Meets, Masters) on STAAR Math. **Root Cause**: Not teaching to the level of rigor prescribed by the Math TEKS.

**Performance Objective 4:** Percentage of Emergent Bilingual Students that meet their annual TELPAS growth goal will grow from 51% in 2023 to 60% in 2024.

**Evaluation Data Sources:** EOY TELPAS Reports

	Formative		Summative
Nov	Feb	Apr	June
		_	
25%			
X Discon	tinue		
	25%		25%

#### **Performance Objective 4 Problem Statements:**

# **Student Learning**

**Problem Statement 6**: 51% of all Emergent Bilingual (EB) students showed one year's growth on TELPAS during the 22-23 school year. **Root Cause**: Lack of targeted practice with the English and Testing skills necessary to be successful on TELPAS.

**Performance Objective 5:** Percent of student management incidents resulting in exclusionary consequences [i.e., In School Suspension (ISS), Out of School Suspension (OSS), and Reassignment Rooms] will not be higher than 8.1 % by the end of the 2023-2024 school year.

Evaluation Data Sources: Review360 Incident Summary Report - total # of exclusionary consequences out of total # of consequences

Strategy 1 Details		Rev	iews	
Strategy 1: Teachers and students will implement morning meetings to improve classroom culture as well as implement		Formative		Summative
PBIS strategies to increase focus on positive behaviors.	Nov	Feb	Apr	June
Strategy's Expected Result/Impact: Decrease overall discipline incidents and exclusionary consequences.			T .	
Staff Responsible for Monitoring: Teachers & Leadership Team	25%			
TEA Priorities:				
Recruit, support, retain teachers and principals, Improve low-performing schools - ESF Levers:				
Lever 3: Positive School Culture				
Problem Statements: School Processes & Programs 1				
<b>Funding Sources:</b> Supplies and Materials from Lakeshore and School Specialty for PBIS implementation - 6300 Supplies and Materials- Title I Funds - \$2,000				
Strategy 2 Details		Rev	iews	•
Strategy 2: Staff will implement school-wide systems of Positive Behavior Interventions and Supports including		Formative		Summative
evaluating behavior data to revise common area structures and rewarding positive behavior.	Nov	Feb	Apr	June
Strategy's Expected Result/Impact: Decrease overall discipline incidents and exclusionary consequences.	1107	100	7101	June
Staff Responsible for Monitoring: Leadership Team	25%			
All Staff				
TEA Priorities:				
Improve low-performing schools				
- ESF Levers:				
Lever 1: Strong School Leadership and Planning, Lever 3: Positive School Culture				
Problem Statements: School Processes & Programs 1				

Strategy 3 Details		Reviews			
Strategy 3: Teachers will be provided with in class support and coaching on student behavior with an emphasis on keeping		Formative		Summative	
students in class while providing teachers with classroom management strategies.	Nov	Feb	Apr	June	
Strategy's Expected Result/Impact: The teacher turn over rate will decrease from 31% to 20% and at least 80% of staff will indicate that administration supports them with student discipline.  Staff Responsible for Monitoring: Campus Administration	25%				
TEA Priorities: Recruit, support, retain teachers and principals Problem Statements: Perceptions 4 Funding Sources: Materials for Behavior Support, including subs 6300 Supplies and Materials- Title I Funds - \$8,966					
No Progress Continue/Modify	X Discon	tinue			

#### **Performance Objective 5 Problem Statements:**

#### **School Processes & Programs**

**Problem Statement 1**: During the 22-23 school year, PBIS campus-wide implementation has lacked follow up and consistency. **Root Cause**: Lack of a unified system to track rewards for students.

# **Perceptions**

**Problem Statement 4**: 31% of the staff is new to Hickman for the 23-24 School Year. **Root Cause**: Staff members not feeling supported with curriculum and discipline.

**Performance Objective 6:** By June 2024, the turnover rate at Hickman Elementary School will decrease from 31% in 2023 to less than 20% in 2024.

**Evaluation Data Sources:** Staff Turn Over Data

Strategy 1 Details	Reviews			
Strategy 1: Complete campus and district on-board processes and maintain open communication with all employees		Formative		Summative
through various channels, such as face-to-face meetings, classroom observations, staff newsletters, campus events, and off site staff events.	Nov	Feb	Apr	June
Strategy's Expected Result/Impact: The turnover rate will decrease from 31% in 2023 to less than 20% in 2024.  Staff Responsible for Monitoring: Campus Administration	25%			
TEA Priorities: Recruit, support, retain teachers and principals				
Problem Statements: Perceptions 4				
No Progress Accomplished — Continue/Modify	X Discont	inue		<u> </u>

#### **Performance Objective 6 Problem Statements:**

## **Perceptions**

Problem Statement 4: 31% of the staff is new to Hickman for the 23-24 School Year. Root Cause: Staff members not feeling supported with curriculum and discipline.

**Performance Objective 7:** Percentage of families who believe that the school provides information on what students are learning and how to help their kids at home will increase from 74% to 90% by May 2024.

Evaluation Data Sources: Family Engagement Survey 2023-2024

Strategy 1 Details		Reviews			
Strategy 1: Hickman Elementary will host 3 family events per year to increase Parent and Family Engagement. The first		Formative	e Summat		
fall night will be our Math Trunk or Treat Night, where we will encourage mathematical learning at home through a Trunk or Treat. The other Fall night will be our Literacy Night, where we will have stations to teach parents how to use promote literacy at home. Our Spring Night will be our Fine Arts night where we will highlight the various arts on campus.  Strategy's Expected Result/Impact: Percentage of families who believe the school provides opportunities for their child to get extra support before or after school will increase from 85.6% to 90% by May 2023.  Staff Responsible for Monitoring: Leadership Team  ESF Levers:  Lever 1: Strong School Leadership and Planning, Lever 3: Positive School Culture  Problem Statements: Perceptions 3  Funding Sources: Snacks for Family Events - 6400 Healthy Snacks/Bus/Travel - Title I Funds - \$4,000, Paper,  Markers, and other paper supplies for spring family involvement event 6300 Parent Involvement. Supplies T1 -  \$2,251	Nov 35%	Feb	Apr	June	
Strategy 2 Details		Rev	iews		
Strategy 2: Support school readiness for incoming PK/K students through School transition meetings for families of		Formative		Summative	
incoming students to provide information to families on PK/K readiness.	Nov	Feb	Apr	June	
Strategy's Expected Result/Impact: 90% of PK and K parents will indicate that they feel that they received information on how to help their kids at home.  Staff Responsible for Monitoring: Campus Administration, Classroom Teachers.  Problem Statements: Perceptions 3	50%				

Strategy 3 Details	Reviews			
<b>Strategy 3:</b> Support transition to middle school for 5th graders moving to 6th grade by holding a transition meeting in the spring for families in collaboration with Webb Middle School to provide information on how to help students transition to middle school.	Formative			Summative
	Nov	Feb	Apr	June
<b>Strategy's Expected Result/Impact:</b> 90% of fifth grade families will indicate that they received information on how to help their kids at home on the 2024 Family Engagement Survey	25%			
Staff Responsible for Monitoring: Campus Administration and Teaching Staff.				
Problem Statements: Perceptions 3				
Strategy 4 Details	Reviews			
<b>Strategy 4:</b> Develop jointly a Parent and Family Engagement Policy and Engagement Compact that describes how the school school will inform parents of the school's participation in the Title 1, Part A program, and strategies the school will use to build the capacity of parents to support campus academic goals.	Formative			Summative
	Nov	Feb	Apr	June
<b>Strategy's Expected Result/Impact:</b> 90% of families will indicate that they know how to help their students at home on the 2024 Family Engagement Survey.	100%	100%	100%	
Staff Responsible for Monitoring: Campus Administration				
Problem Statements: Perceptions 3				
No Progress Continue/Modify	X Discon	tinue		

## **Performance Objective 7 Problem Statements:**

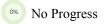
#### Perceptions

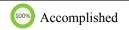
**Problem Statement 3**: 75% of parents indicated that they knew how to get their kids help before school and after school. **Root Cause**: Lack of communication from the school for notifying parents about how to help their child at home.

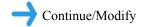
**Performance Objective 8:** FEDERAL ACCOUNTABILITY (Targeted School of Improvement): Due to one or more consistently under-performing student group in 2023 accountability, STAAR student performance in the following areas need to increase to meet the student performance targets:

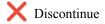
Asian Students: Reading Academic Achievement from 55% (2023) to at least 74% (min target) Asian Students: Mathematics Academic Achievement from 59% (2023) to at least 81% (min target) Asian Students: Student Success (D1 STAAR Component) from a 58 (2023) to at least a 73 (min target)

Strategy 1 Details	Reviews				
Strategy 1: Administration will create a campus tracker which will be updated after every CBA in order to track all student	Formative			Summative	
performance, with a special focus on the Asian population.  Strategy's Expected Result/Impact: Meet the the targets for Asian population for meets grade level in math and reading.  Staff Responsible for Monitoring: Administrators, Coaches, Teachers  TEA Priorities: Build a foundation of reading and math, Improve low-performing schools - ESF Levers: Lever 5: Effective Instruction - Targeted Support Strategy - Additional Targeted Support Strategy Problem Statements: Student Learning 7	Nov 25%	Feb	Apr	June	
Strategy 2 Details  Strategy 2: After Reading and Math CBAs, data will be analyzed in order to incorporate reteaches as a spiraling review of		Reviews Formative Summative			
low performing TEKs, with a special focus on re-teaching the Asian population.	Nov	Feb	Apr	June	
Strategy's Expected Result/Impact: Meet the he targets for the Asian populations for meets grade level in math and reading.  Staff Responsible for Monitoring: Administrators, Coaches, Teachers  TEA Priorities: Build a foundation of reading and math, Improve low-performing schools	25%				
- ESF Levers: Lever 5: Effective Instruction - Targeted Support Strategy - Additional Targeted Support Strategy					
Problem Statements: Student Learning 7					









## **Performance Objective 8 Problem Statements:**

#### **Student Learning**

**Problem Statement 7**: 62% of 3rd grade Asian Students, 33% of 4th Grade Asian Students, and 56% of 5th Grade Asian Students scored at the Meets level on the 22-23 STAAR Reading Test. **Root Cause**: Lack of focus on this student group in PLCs.