

**West Orange Cove Independent School District**  
**West Orange Stark Middle School**  
**2017-2018 Campus Improvement Plan**



# Mission Statement

West Orange-Stark Middle School will educate and foster the growth and development of well-rounded students in a safe, continuously evolving environment. Through collaboration with all stakeholders, our students will be equipped to take a positive role in society as productive citizens and develop their personal commitment to life-long learning.

# Vision

Through academic excellence, value added mindset, and STALLION PRIDE, West Orange ~ Stark Middle School will transform into a premier middle school where purposeful intent, sincere commitment, and uncompromisable excellence produce an environment where students and teachers ... think of the unthinkable, do the impossible, and teach and learn without limits.

# Comprehensive Needs Assessment

## Needs Assessment Overview

### Area 1: Student Achievement

- Close student achievement gaps in all core subjects
- Continue to make improvements and advancements in instructional programs
- Create student self-monitoring systems to promote student awareness of progress
- Track all student groups, including special education students, using state academic assessments and benchmark test results
- Improve general education interventions and supports. Implement an early warning monitoring system that provides timely information about students who are academically at risk
- Use math/reading universal screeners & benchmarks to strengthen RTI referral process
- Continue extended-day programs for students at-risk of failing STAAR assessments

### AREA 2: Staff Quality, Retention, and Recruitment

- Recruit, train, and support administrators in their development of instructional leaders
- Use multiple measures to identify highly-qualified instructors
- Cultivate and capitalize on instructional leadership and instructional development
- Prepare and support teachers for the specific challenges posed by working in a high needs instructional environment
- Evaluate effectiveness of professional development programs
- Continue to actively recruit teachers from diverse backgrounds
- Request additional science and social studies instructional positions

### Area 3: Family & Community Involvement

- Increase family and community involvement in all instructional activities
- Increase family and community member involvement in school decisions through committees and organizations
- Provide all stakeholders with opportunities to increase their understanding of families' background, culture, and goals for students
- Increase two-way communication between school and home
- Continue to build a strong PTA by increasing membership among all stakeholders

### Area 4: Curriculum & Instruction

- Curriculum, lesson plans, instruction, and assessments in all core areas aligned and modified with the rigor of state assessments
- Integrate curriculum horizontally across core areas
- A well-defined comprehensive, system-wide pyramid of interventions
- Increase reading and writing fluency in all grade levels
- Staff development provided in the areas of IEP implementation
- Opportunities for teachers to improve instructional delivery through observations of model teaching

#### **Area 5: School Context & Organization**

- Fill the gaps in communication among all departments
- Regain respect among the community
- Set high expectations
- Celebrate successes (ALL)
- Improve transitions between all campuses

#### **Area 6: Technology**

- Need a long term plan for maintaining and updating equipment/software on all campuses.
- Technology training needs to be done at appropriate times and by using hands on methods

#### **Area 7: School Culture and Climate**

- Increase the opportunities for parent participation
- Increase school pride and respect among staff, students, and parents

#### **Area 8: Demographics**

- Continue to use interventions and communication to improve attendance rates
- Build on the trends of increased enrollment through communication and through the promotion of a positive district and campus image

# Comprehensive Needs Assessment Data Documentation

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

## Improvement Planning Data

- District goals
- Campus goals
- Current and/or prior year(s) campus and/or district improvement plans
- Campus and/or district planning and decision making committee(s) meeting data
- State and federal planning requirements

## Accountability Data

- Texas Academic Performance Report (TAPR) data
- Performance Index Framework Data: Index 1 - Student Achievement
- Performance Index Framework Data: Index 2 - Student Progress
- Performance Index Framework Data: Index 3 - Closing Performance Gaps
- Performance Index Framework Data: Index 4 - Postsecondary Readiness
- System Safeguards and Texas Accountability Intervention System (TAIS) data
- Critical Success Factor(s) data
- Accountability Distinction Designations
- Federal Report Card Data
- PBMAS data

## Student Data: Assessments

- Progress of prior year STAAR failures
- STAAR Released Test Questions
- Texas English Language Proficiency Assessment System (TELPAS) results
- Texas Success Initiative (TSI) data for postsecondary/college-ready graduates data
- Student Success Initiative (SSI) data for Grades 5 and 8
- SSI: Think Through Math assessment data for Grades 3-8 and Algebra I (TEA approved statewide license)
- Local diagnostic reading assessment data
- Local diagnostic math assessment data
- Local benchmark or common assessments data
- Student failure and/or retention rates

## Student Data: Student Groups

- Race and ethnicity data, including number of students, academic achievement, discipline, attendance, and rates of progress between groups

- Number of students assigned to each special program, including analysis of academic achievement, race, ethnicity, gender, etc.
- Economically Disadvantaged / Non-economically disadvantaged performance and participation data
- Male / Female performance and participation data
- Special education population, including performance, discipline, attendance, and mobility
- At-Risk population, including performance, discipline, attendance, and mobility
- ELL or LEP data, including academic achievement, support and accommodation needs, race, ethnicity, gender, etc.
- Career and Technical Education (CTE) data, including academic achievement, program growth, race, ethnicity, gender, etc.
- Section 504 data
- Homeless data
- Gifted and talented data
- Dyslexia Data
- Response to Intervention (RtI) student achievement data

### **Student Data: Behavior and Other Indicators**

- Annual dropout rate data
- Attendance data
- Discipline records
- Student surveys and/or other feedback
- Class size averages by grade and subject

### **Employee Data**

- Professional learning communities (PLC) data
- Highly qualified staff data
- Teacher/Student Ratio
- Campus leadership data
- Campus department and/or faculty meeting discussions and data
- Professional development needs assessment data
- Evaluation(s) of professional development implementation and impact
- PDAS and/or T-TESS

### **Parent/Community Data**

- Parent Involvement Rate

### **Support Systems and Other Data**

- Budgets/entitlements and expenditures data
- Study of best practices
- Action research results

# Goals

## Goal 1: WOCCISD will enhance programs to meet individualized student needs.

**Performance Objective 1:** Close the gap between our current STAAR scores in 6th, 7th and 8th grades to meet the state average and increase level III scores to meet the state average

**Evaluation Data Source(s) 1:** Improved academic growth in students  
Improved performance on cycle assessments and STAAR

### Summative Evaluation 1:

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
<p><b>Critical Success Factors</b> CSF 1</p> <p>1) Student-led activities Technology integration</p>	S. Hardin, Principal T. Richard-Brown, Dean of Instruction D. Willingham/B. Allison, Assistant Principals A. Bilal, Numeracy Coach D. Cook, LiteracyCoach Teachers	Progress in student achievement; evidence of student projects				
<p><b>Critical Success Factors</b> CSF 1</p> <p>2) Academic vocabulary development for all students</p>	S. Hardin, Principal T. Richard-Brown, Dean of Instruction CILT Teachers	Increased vocabulary growth; improved performance on cycle assessments				
<p><b>Critical Success Factors</b> CSF 1</p> <p>3) Students will use journal writing to reinforce writing skills and to explain processes, experiments, record findings, record data, and to enhance literacy; students will share writing</p>	S. Hardin, Principal, T. Richard-Brown, Dean of Instruction CILT Teachers	Evidence of improved writing skills; improved performance on cycle assessments and STAAR				

<p align="center"><b>Critical Success Factors</b> CSF 1</p> <p>4) Hands-on activities Journal entries</p>	<p>S. Hardin, Principal T. Richard-Brown, Dean of Instruction CILT Teachers</p>	<p>Improved performance on cycle assessments and STAAR</p>				
<p align="center"><b>Critical Success Factors</b> CSF 1</p> <p>5) Increase focus on the student learning expectation</p>	<p>S. Hardin, Principal T. Richard-Brown, Dean of Instruction CILT D. Willingham/B. Allison, Assistant Principals Teachers</p>	<p>Student grades Formative/summative assessments Cycle assessments</p>				
<p align="center"><b>Critical Success Factors</b> CSF 1</p> <p>6) Editing and revising in writing classes</p>	<p>S. Hardin, Principal T. Richard-Brown, Dean of Instruction D. Willingham/B. Allison, Assistant Principals D. Cook, Literacy Coach ELAR Teachers</p>	<p>Student grades Formative/summative assessments Cycle assessments</p>				
<p align="center"><b>Critical Success Factors</b> CSF 1</p> <p>7) Incorporate Balanced Literacy program into reading curriculum and writers workshop into writing curriculum</p>	<p>S. Hardin, Principal T. Richard-Brown, Dean of Instruction D. Cook, Literacy Coach ELAR Teachers</p>	<p>Student Grades Formative/summative Assessments Cycle Assessments</p>				
<p align="center"><b>Critical Success Factors</b> CSF 1</p> <p>8) Inclusion support for special education students</p>	<p>S. Hardin, Principal T. Richard-Brown, Dean of Instruction A. Bilal, Numeracy Coach D. Cook, Literacy Coach S. Alexander, CILT member S. Thomas, Inclusion Teacher A. Goodman, Inclusion Teacher</p>	<p>Student grades Formative/summative assessments Cycle assessments</p>				



<p><b>Critical Success Factors</b> CSF 1 CSF 2</p> <p>9) Students will receive RTI support through I-Station, stampede, before and after school tutorials, success maker and small group instruction</p>	<p>S. Hardin, Principal T. Richard-Brown, Dean of Instruction D. Cook, Literacy Coach A. Bilal, Numeracy Coach</p>	<p>Progress Monitoring Student grades Formative and summative assessments Cycle assessments</p>				
<p><b>Critical Success Factors</b> CSF 1</p> <p>10) Integrate advanced academic programs that meet students' individual needs for all identified gifted and talented/advanced students</p>	<p>S. Hardin, Principal T. Richard-Brown, Dean of Instruction D. Willingham/B. Allison, Assistant Principals I. Smith, Counselor G. T. Certified Teachers</p>	<p>Increase in the performance of students in advanced academic classes</p>				
<p><b>Critical Success Factors</b> CSF 1</p> <p>11) Intervention programs to meet students individual educational needs such as: Dyslexia, at-risk, ESL, 504, special education, gifted and talented</p>	<p>S. Hardin, Principal T. Richard-Brown, Dean of Instruction D. Willingham/B. Allison, Assistant Principals D. Cook-Literacy Coach A. Bilal, Numeracy Coach T. Rideb-Sparks- Dyslexia Teacher I. Smith, Counselor D. Freer, Diagnostician ESL Teacher Teachers</p>	<p>Growth in performance on STAAR and cycle assessment tests</p>				







 = Accomplished
  = Continue/Modify
  = Considerable
  = Some Progress
  = No Progress
  = Discontinue

**Goal 1:** WOCCISD will enhance programs to meet individualized student needs.

**Performance Objective 2:** WOSMS will achieve overall student attendance rate at 95% or higher

**Evaluation Data Source(s) 2:** Improved attendance

**Summative Evaluation 2:**







Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
<p><b>Critical Success Factors</b> CSF 1</p> <p>1) Attendance incentives each cycle</p>	<p>S. Hardin, Principal T. Richard-Brown, Dean of Instruction D. Winn, Attendance Clerk D. Cook, Literacy Coach A. Bilal, Numeracy Coach Teachers</p>	<p>Growth in performance on STAAR and cycle assessment tests</p>				
<p>Funding Sources: 211 - ESEA Title I, Part A - \$0.00</p>						
<p>  = Accomplished            = Continue/Modify            = Considerable            = Some Progress            = No Progress            = Discontinue         </p>						

**Goal 1:** WOCCISD will enhance programs to meet individualized student needs.

**Performance Objective 3:** Students will take ownership of their own academic progress

**Evaluation Data Source(s) 3:** Student grades  
 Formative/summative assessments  
 Cycle assessments  
 STAAR Results

**Summative Evaluation 3:**







Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
<p><b>Critical Success Factors</b>                      CSF 1</p> <p>1) Students will work with teachers to track their progress toward appropriate individual goals</p>	S. Hardin, Principal T. Richard-Brown, Dean of Instruction D. Willingham/B. Allison, Assistant Principals I. Smith, Counselor All Teachers	Student grades Formative and summative assessments Cycle assessments Checkpoints STAAR results				
<p>  = Accomplished                        = Continue/Modify                        = Considerable                        = Some Progress                        = No Progress                        = Discontinue                 </p>						

**Goal 1:** WOCCISD will enhance programs to meet individualized student needs.

**Performance Objective 4:** Decrease the number of discipline offenses

**Evaluation Data Source(s) 4:** Discipline reports from Skyward

**Summative Evaluation 4:**







Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
<p><b>Critical Success Factors</b> CSF 1 CSF 6</p> <p>1) CHAMPS Verbal reinforcement Increased positive communication</p>	<p>S. Hardin, Principal D. Willingham/B. Allison, Assistant Principals Faculty</p>	<p>Decrease in disciplinary referrals, suspensions, and ISS/AAC referrals</p> <p>Increase in personal and school pride</p>				
<p>  = Accomplished              = Continue/Modify              = Considerable              = Some Progress              = No Progress              = Discontinue         </p>						

**Goal 1:** WOCCISD will enhance programs to meet individualized student needs.

**Performance Objective 5:** WOSMS will ensure the safety of our students and staff when they are on our campus and provide a productive environment conducive to learning.

**Evaluation Data Source(s) 5:** Continue to have a safe environment for our students and staff  
CHAMPS

**Summative Evaluation 5:**







Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
<p><b>Critical Success Factors</b> CSF 6</p> <p>1) Safe and Drug Free Schools</p> <p>CHAMPS</p>	<p>S. Hardin, Principal T. Richard-Brown, Dean of Instruction D. Willingham/B. Allison, Assistant Principals E. Rushing, Director Instructional Technology I. Smith, Counselor PBIS Committee All Staff</p>	<p>Continue to have a safe environment for our students and staff</p>				
<p>  = Accomplished            = Continue/Modify            = Considerable            = Some Progress            = No Progress            = Discontinue         </p>						

**Goal 2: WOCCISD will upgrade technology throughout the system.**

**Performance Objective 1:** WOSMS will increase student engagement through the use of technology.

**Evaluation Data Source(s) 1:** Chromebooks, mobile technology labs, document cameras

**Summative Evaluation 1:**

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
<p><b>Critical Success Factors</b> CSF 1</p> <p>1) BYOD</p> <p>Implement the use of kindles and chromebooks</p> <p>Improve campus and community communication</p>	<p>S. Hardin, Principal T. Richard-Brown, Dean of Instruction E. Rushing, Technology Director</p>	<p>Students have the opportunity to utilize technology with lessons and activities</p> <p>More communication between parents and staff</p>				
<p>  = Accomplished              = Continue/Modify              = Considerable              = Some Progress              = No Progress              = Discontinue         </p>						

**Goal 2:** WOCCISD will upgrade technology throughout the system.

**Performance Objective 2:** WOSMS will increase use of teacher use of technology in instruction.

**Evaluation Data Source(s) 2:** document cameras, interactive instructional tools (quizlet, plickers, kahoot, etc)

**Summative Evaluation 2:**







Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
<b>Critical Success Factors</b> CSF 1 1) Update wireless network infrastructure	E. Rushing, Technology Director	Increased use of technology in instruction				

**Goal 3: WOCCISD will provide opportunities to increase family involvement.**

**Performance Objective 1:** Increased school and community involvement

**Evaluation Data Source(s) 1:** Family access, Communication to parents, Documentation Log

**Summative Evaluation 1:**

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
<p><b>Critical Success Factors</b> CSF 5 CSF 6</p> <p>1) Increased opportunities for student campus involvement</p>	S. Hardin, Principal T. Richard-Brown, Dean of Instruction D. Willingham/B. Allison, Assistant Principals All Teachers	Extra-curricular activities UIL Student organizations Student programs				
<p><b>Critical Success Factors</b> CSF 5</p> <p>2) Increase parental Involvement</p>	S. Hardin, Principal PTA President	PTA membership				
<p><b>Critical Success Factors</b> CSF 5</p> <p>3) Blackboard call-out system</p>	S. Hardin, Principal T. Richard-Brown, Dean of Instruction D. Willingham/B. Allison, Assistant Principals	Number of Call-outs  Tech-connect				
<p>  = Accomplished            = Continue/Modify            = Considerable            = Some Progress            = No Progress            = Discontinue         </p>						









**Goal 3:** WOCCISD will provide opportunities to increase family involvement.

**Performance Objective 2:** Increase positive parent/guardian communication

**Evaluation Data Source(s) 2:** Parental Contact Documentation Logs

**Summative Evaluation 2:**

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
<p><b>Critical Success Factors</b> CSF 5</p> <p>1) Use a variety of methods to communicate with family and community</p>	<p>S. Hardin, Principal T. Richard-Brown-Dean of Instruction D. Willingham-AP B. Allison-AP D. Cook-Literacy Coach A. Bilal, Numeracy Coach All teachers</p>	<p>Utilize email, phone calls, face to face conversations as a means to communicate with parents and community</p> <p>Increased parental and community involvement</p>				
<p>  = Accomplished            = Continue/Modify            = Considerable            = Some Progress            = No Progress            = Discontinue         </p>						

**Goal 4: WOCCISD will maintain a quality staff.**

**Performance Objective 1:** Prepare and support teachers for the specific challenges posed by working in a high needs environment

**Evaluation Data Source(s) 1:** Teacher of the Month







Grade level/department lunches, etc

Positive reinforcement, interaction

Mentor programs

New Teacher meetings

**Summative Evaluation 1:**

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
<p><b>Critical Success Factors</b> CSF 7</p> <p>1) Subject specific mentor/buddy system</p> <p>Grade level meetings and campus layout</p> <p>Incentives for math and science</p> <p>PLCs</p> <p>Collaborative planning</p>	<p>S. Hardin, Principal T. Richard-Brown, Dean of Instruction D. Cook, Literacy Coach A. Bilal, Numeracy Coach D. Willingham/B. Allison, Assistant Principals Mentor teachers</p>	Smaller teacher turn-over rate				
<p>  = Accomplished              = Continue/Modify              = Considerable              = Some Progress              = No Progress              = Discontinue         </p>						


**Goal 4:** WOCCISD will maintain a quality staff.

**Performance Objective 2:** Ensure a qualified teaching staff that employs leading-edge instructional techniques

**Evaluation Data Source(s) 2:** Instruction reflects higher levels of learning T-TESS evaluations, walkthroughs, and written documentation  
 Purposeful professional development  
 Professional Learning Communities (PLC)

**Summative Evaluation 2:**

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
<p><b>Critical Success Factors</b> CSF 1 CSF 7</p> <p>1) Provide campus based staff development focusing on rigor and lesson plan development through individual, department, and campus activities</p>	All Staff	Instruction reflects higher levels of learning, T-TESS evaluations, walk-throughs, and written documentation				
<p><b>Critical Success Factors</b> CSF 1</p> <p>2) WOSMS will hire highly qualified teachers in 100% of classrooms.</p>	S. Hardin, Principal T. Richard-Brown, Dean of Instruction D. Cook, Literacy Coach A. Bilal, Numeracy Coach D. Willingham/B. Allison, Assistant Principals CILT Members	Students will receive quality education				









✔ = Accomplished  
 ➔ = Continue/Modify  
 ● = Considerable  
 ● = Some Progress  
 ● = No Progress  
 ✘ = Discontinue

**Goal 5: WOCCISD will promote a positive image.**

**Performance Objective 1:** WOSMS will provide communication through district approved media outlets.

**Evaluation Data Source(s) 1:** WOSMS will communicate with parents and community using appropriate social media, call-outs, email, newsletters, and campus and district websites.

**Summative Evaluation 1:**

Strategy Description	Monitor	Strategy's Expected Result/Impact	Reviews			
			Formative			Summative
			Nov	Jan	Mar	June
<p><b>Critical Success Factors</b> CSF 5</p> <p>1) The campus will maintain an up-to- date website.</p>	<p>S. Hardin, Principal T. Richard-Brown, Dean of Instruction D. Willingham/B. Allison, Assistant Principals E. Rushing, Director Instructional J. Tant, Campus Webmaster</p>	<p>Photos, calendar, and announcements will reflect current activities.</p>				
<p><b>Critical Success Factors</b> CSF 5</p> <p>2) WOSMS will use the call-out system and post to Facebook to communicate campus activities.</p>	<p>S. Hardin, Principal T. Richard-Brown, Dean of Instruction D. Willingham/B. Allison, Assistant Principals E. Rushing, Director Instructional L. Shannon, Director of Communication J. Tant, Campus Webmaster</p>	<p>District Facebook account, call-out system logs</p>				
<p>  = Accomplished              = Continue/Modify              = Considerable              = Some Progress              = No Progress              = Discontinue         </p>						

# State Compensatory

## Budget for West Orange Stark Middle School:

<u>Account Code</u>	<u>Account Title</u>	<u>Budget</u>
<b>6200 Professional and Contracted Services</b>		
199.11.6219.57.041.0.31.828	6219 Professional Services	\$3,800.00
199.11.6249.57.041.0.31.828	6249 Contracted Maintenance & Repair	\$1,000.00
<b>6200 Subtotal:</b>		<b>\$4,800.00</b>
<b>6300 Supplies and Services</b>		
199.11.6399.57.041.0.31.828	6399 General Supplies	\$35,409.00
<b>6300 Subtotal:</b>		<b>\$35,409.00</b>
<b>6400 Other Operating Costs</b>		
199.13.6411.57.0.41.0.31.828	6411 Employee Travel	\$2,200.00
199.11.6412.57.041.0.31.828	6412 Student Travel	\$7,500.00
199.11.6499.57.041.0.31.828	6499 Miscellaneous Operating Costs	\$1,147.00
<b>6400 Subtotal:</b>		<b>\$10,847.00</b>

## Campus Instructional Leadership Team

<b>Committee Role</b>	<b>Name</b>	<b>Position</b>
Administrator	Sherry Hardin	Principal
Administrator	Tiffany Richard-Brown	Dean of Instruction
Administrator	Denise Willingham	Assistant Principal
Administrator	Brandon Allison	Assistant Principal
Administrator	Darcus Cook	Literacy Coach
Administrator	Amina Bilal	Numeracy Coach
Classroom Teacher	Jennifer Watson	ELAR Teacher
Classroom Teacher	Kathy Ogden	ELAR Teacher
Classroom Teacher	Jessica Tant	Social Studies Teacher
Classroom Teacher	Herman Jefferson	BIM Teacher
Classroom Teacher	Michelyne Holbert	Spanish Teacher

## Campus Funding Summary

211 - ESEA Title I, Part A					
Goal	Objective	Strategy	Resources Needed	Account Code	Amount
1	2	1			\$0.00
<b>Sub-Total</b>					\$0.00
<b>Grand Total</b>					\$0.00