



# Horizon Middle School Improvement Plan

Jul 01, 2021 - Jun 30, 2023

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## **Horizon Middle School Contact Information**

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## Horizon Middle School

### *School Overview*

Horizon Middle School serves approximately 750 students in 6th-8th grade and is located on the eastern edge of Colorado Springs. Horizon is on the southwest border of District 49 boundary. Horizon is a school-wide Title 1 school with approximately 53% of our students qualifying for free or reduced lunch. All students take Math, Social Studies, Science and Language Arts. Spanish is the second language that is offered, along with Physical Health and Education, Design (PLTW, Industrial Arts, Broadcasting, Media), Arts (visual arts, choir, band, orchestra, theater).

Horizon services students who have an Individualized Education Plan (IEP), who account for approximately 13% of our school population. In addition to providing SLD (specific learning disability) and Speech-Language services, center-based programs include services for students designated SED (serious emotional disability), SSN (significant support needs), and ID (intellectual disability). Horizon's student population is diverse for our district, the make-up of our student population includes approximately 48% white, 30% Hispanic, 7% black, 13% multi-racial, and 2% Asian. Approximately 51% of our students are male and 49% female.

### *Assessment Participation*

Spring 2019 -The 95% participation rate was met overall and in all subject areas. However, although the accountability participation rate was 100% for all subject areas, the "participation rate" ranged from 87% in science, to 93% in math and 94% in language arts. We have a rating of "meets" for Academic Achievement and Academic Growth.

### *Data Review*

Historically, Horizon's performance on state assessments in reading, math and writing shows positive results over the past 5 years. In particular, the results we are seeing in Language Arts over the past 3 years show a nice upward trend. In all areas, we have improved over the 5 year and 3 year period in all grades in both English language arts and math 2019 CMAS data demonstrates continued positive results, in many areas the highest scores Horizon has achieved. This is a tribute to the work staff have done to continuously improve instruction and the changes we have made as a school over the past six years.

As we review 2019 CMAS data compared to 2018, 2017, 2016 and 2015 data, we see an increase in the % of meets/exceeds in all grades and all subject areas. Of note are the increases we have experienced in English Language Arts in all grades, but particularly 8th grade. In addition, significant increases are noted over the past five year period, and in every area except 6th grade math and 8th grade science, results are the highest results we have had as a school since CMAS has been taken. In 6th grade math we saw a slight decrease of 2% from 2018 (25%). However, 2019 (23%) results are improved over all other years in the 5 year period. 7th grade math experienced a significant increase (8%) from 2018 (22%), to 2019 (30%). These results are the highest we have experienced in the past 5 year period. 8th grade math also experienced a significant increase of (28%) in 2019 (40%) from 2018 results (12%). This can be partially attributed to the change in CMAS testing and that all 8th grade students take the same test now and Algebra isn't tested in middle school. In math, Horizon achieved higher than District averages in 7th and 8th grade and higher than state averages in 6th and 8th grades.

In English Language Arts, we again experienced significant increases in all grades in CMAS scores from 2015 to 2019. In 6th grade ELA, we experienced a 9% increase over three years from 2017 (35%) to 2018 (40%) to 2019 (44%) in the meets/exceeds categories. This is a (10%) increase over the 5 year period from 2015 (33% to 2019 (44%). In 7th grade ELA, we maintained a level percentage of students in the meets/exceeds range in the 3 year period, 2017 (48%) to 2019 (48%). However, these results show a (10%) increase over a 5 year period from (38%) in 2015 to (48%) in 2019. In 8th grade ELA, we have experienced a 24% increase over five years from 2015 (29%) to 2019 (53%) meets/exceeds





evaluated our reading intervention. To start the 2017-18 school year, we implemented a new reading intervention program, Read 180, to match our math (Math 180) intervention program. In addition, we adjusted our staffing to provide both a Reading and Math Interventionist starting with the 2017-18 school year. Results from the 2017-18 showed our Math 180 intervention had very positive results with some of the highest growth in Math 180 in the nation. During our second year of implementation of READ 180, we saw similar increases in growth of those students. We will continue to deliver both interventions as part of our instructional program. Based on the positive results we have experienced in Math 180, starting with the 2019-2020 school year we have added a second math intervention position in order to meet the needs of our students and In addition, we have a demonstrated need to improve and update or resources and curriculum for science instruction. With the start of the 2018 school year, we are now implementing Amplify science which is a blended learning curriculum that provides both hands-on experiential activities as well as one to one computer simulations and learning.

\*\*All staff is Highly Qualified each year. Staff is retained through a variety of instructional support systems and through staff development provided throughout the year as well as ongoing feedback from the Instructional Coach. A culture of pride and high expectations creates an environment and place where staff want to be.

Updated on Mar 04, 2021 21:19:57

2020-2021 School Overview submitted in school level description

### Action Plan 3.1

Progress 0%

#### Student Success

Teachers at Horizon Middle School will use standards in planning and instruction. This will be measured by ongoing classroom observations as we look for clearly written learning intentions and success criteria, along with feedback and assessments that are aligned to the standards. We will measure our success of student performance by how many students are meeting success criteria at mastery levels.

#### Associated Root Cause(s)

Student Success

#### Local Accountability Indicator Area

Student Learning

### Project (Goals) 3.1.1

Jul 01, 2021 - Jun 30, 2023

Progress 0%

Hire instructional coach to provide specific feedback and coaching to teachers on best instructional practices.

#### Checklist (No Weighting) : 0/3

- Meet with teams to plan on a weekly basis
- Work with probationary teachers on a consistent basis
- Lead team "norming" expectations for use of rubrics on a consistent basis.

#### Resources

Title I - Salary & Benefits = \$117,646

### Project (Goals) 3.1.2

Jul 01, 2021 - Jul 30, 2023

Progress 0%

Offer students the opportunity to be in the Innovation Institute. This class will be a self-contained class, open to 50 students who apply, the focus on project based learning and the utilization of technology, 1:1, to enhance their learning.

#### Resources

Zone funds

### Project (Goals) 3.1.3

Jul 01, 2021 - Jun 30, 2023

Progress 0%

Provide professional development to staff around best practices in teaching, learning and assessment.

#### Checklist (No Weighting) : 0/3

- Provide BOY and ongoing staff training in effective instructional practices and culture/relationship building (BoysTown, differentiation, Renaissance, math and reading, AVID strategies, Visible Learning, HMS instructional framework and curriculum training.
- Provide ongoing feedback related to effective instructional practices.
- Bring in BoysTown trainer for refresher course in Well-Managed schools

#### Resources

Title 1 funds- Training = \$25,000 Title I- purchase services = \$5,000



### Project (Goals) 3.1.4

Jul 01, 2021 - Jul 30, 2023

Progress 0%

Provide a variety of opportunities for students to engage in learning.

#### Checklist (No Weighting) : 0/3

- Provide opportunities for project based, PLTW (Project Lead the Way), STEM learning for all students through science, math and PRIDE classes. This includes offering after school opportunities through the Robotics Club.
- Incorporate high-impact instructional strategies (cooperative learning, effective questioning, learning maps, into planning curriculum development. Utilize backwards design to build and create quality units and assessments.
- Purchase additional supplemental materials and supplies to support core instruction as well as reading, writing, and math intervention needs: novels for ELA classes, novels for honors ELA, and other materials to support instruction and learning.

#### Resources

Title I - supplies = \$8,000 Title I- Electronic Media =\$7,000

### Project (Goals) 3.1.5

Jul 01, 2021 - Jul 30, 2023

Progress 0%

Develop master schedule to reflect time for professional development, time with Instructional Coach and collaboration.

#### Checklist (No Weighting) : 0/4

- Provide time for staff to "norm" rubrics on a continuous basis.
- Provide time for vertical alignment.
- Provide time, review expectations and continually meet in PLCs. This time will be used for planning, analyzing data, reviewing rubrics, contacting parents, collaboration and contacting parents.
- Develop a master schedule that provides common plan time for instructional staff to collaborate and plan aligned, standards based instruction.

### Action Plan 3.2

Progress 0%

#### People

Staff, students and members of Horizon's parent community will display buy-in to academic pride, school spirit and the implementation of instructional best practices.

## Associated Root Cause(s)

Culture and Climate

## Local Accountability Indicator Area

School Culture

### Project (Goals) 3.2.1

Jul 01, 2021 - Jun 30, 2023

Progress 0%

Continue work with Renaissance and Studer Education to continuously improve staff and student culture.

#### Checklist (No Weighting) : 0/3

- Work with Studer Education to create a culture of engagement, execution and excellence through a cycle of continuous improvement.
- Provide stipend for implementing Renaissance school improvement/pride program and expectations for academics and behavior. Stipend will be provided to teachers on committee and will meet throughout the year to plan activities and assemblies.
- Review, modify, implement, enforce, and review consistent, common expectations across the school for students and staff. Expectations will be taught and enforced school-wide by all staff so that there is consistency in expectations. Common expectations will include expectations for hallway, classrooms, hats, phones, etc.

#### Resources

Title I - Training =\$25,000 Title I - stipends/benefits =\$3,075

### Project (Goals) 3.2.2

Jul 01, 2021 - Jun 30, 2023

Progress 0%

Hire and utilize Instructional Coach to provide specific feedback and coaching to teachers on best instructional practices.

#### Checklist (No Weighting) : 0/1

- Provide staff training in effective instructional practice, implementation of instructional program, creating an environment/culture of high expectations focused on students. Programs include BoysTown, differentiation, Renaissance, math and reading, instructional framework, AVID strategies.

#### Resources

Title I - Salary & Benefits =\$117,646

### Project (Goals) 3.2.3

Jul 01, 2021 - Jun 30, 2023

Progress 0%

Engage community in school wide events.

#### Checklist (No Weighting) : 0/4

- Bring guest speaker in to speak to the student body and in the evening for parent community.
- Books for book study with parents and materials for parent classes (Love & Logic, BoysTown, or other similar program).
- Connect with the community through Veteran's Day assembly and other various guest speakers throughout the school.
- Provide Food for parent involvement activities (open house, parent meeting, conferences, etc.). Supplies for parents to share school information (materials, magnets, etc.).

#### Resources

Title I -Parent Involvement =\$3,786 Title I-Guest Speaker =\$3,750

### Action Plan 3.3

Progress 0%

Service

### Project (Goals) 3.3.1

Jul 01, 2020 - Jun 30, 2021

Progress 0%

Updated on Mar 04, 2021 15:29:16

√Rollout Parent Satisfaction survey results

√Rollout Student Survey results

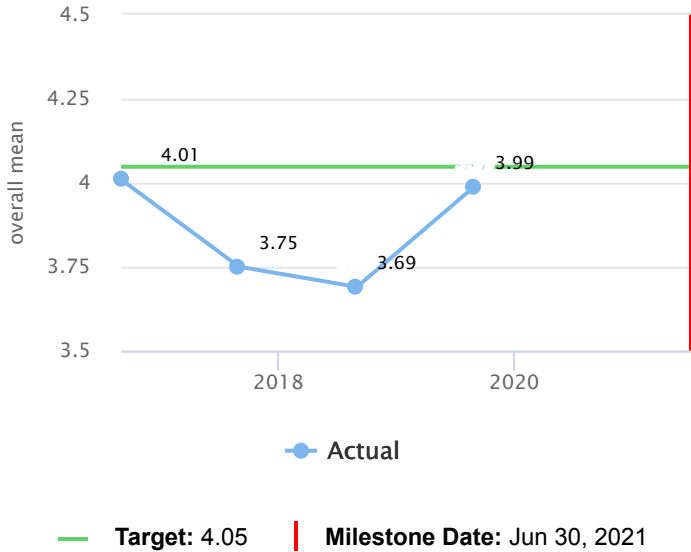
SY21 Engage regularly with stakeholders

#### Checklist (Equal Weighting) : 2/3

- Each staff member will target 13-16 students for positive parent contact
- ~~Rollout Parent Satisfaction survey results~~
- ~~Rollout Student Survey results~~

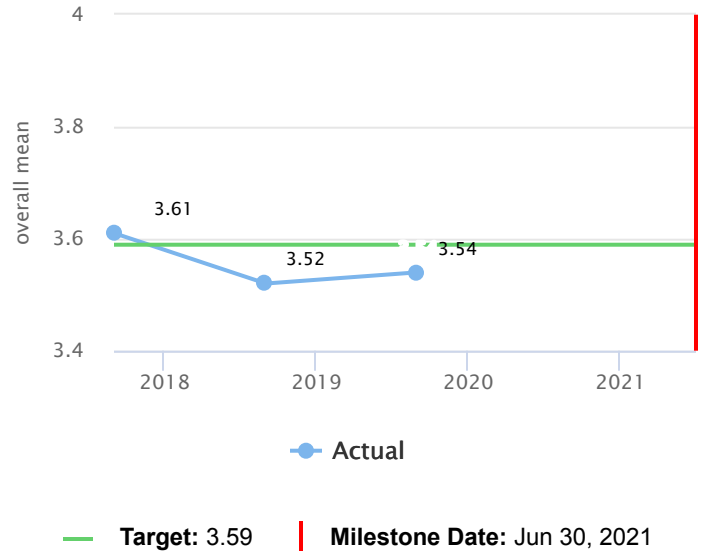
## Parent Satisfaction Survey

Last Update: Oct 05, 2020 20:18:15



## Student Engagement Survey

Last Update: Oct 05, 2020 20:18:55



### Action Plan 3.4

Progress 0%

#### Innovation & Growth

Horizon Middle School will implement an effective, purposeful, and deliberate intervention system for delivering reading and math intervention. We have consistent processes in place for providing effective intervention for students within the normal school day and we have improved in the placement of students into these programs.

This goal was determined after reflecting on our current intervention system, observing instruction in the classroom, and reviewing students within the MTSS process. Although we are providing an isolated math and reading support to students who need it as measured by our math and reading benchmark assessments, we are not seeing the transfer of supports into core classrooms. Teachers are not intentionally planning and providing instruction, with accommodations in mind, to our students who are currently being served through our intervention classes.

#### Associated Root Cause(s)

MTSS Process and Staff Professional Development

#### Local Accountability Indicator Area

Student Learning

### Project (Goals) 3.4.1

Jul 01, 2021 - Jun 30, 2023

Progress 0%

Provide Math and Reading intervention to support students who are not performing at grade level, participate in the MTSS process, collaborate with teachers, and ensure students are receiving appropriate intervention.

#### Checklist (No Weighting) : 0/4

- Hire two math interventionists to provide math intervention to students 6th-8th grade.
- Purchase and implement Math and Read 180.
- Hire Read 180 teacher to deliver reading intervention to identified students.
- Provide class overage stipend for one math intervention teacher in order to provide necessary supports for students.

#### Resources

Title I - Salary & Benefits =\$89,877 Title I - Salary & Benefits =\$67,760 Title I - Salary & Benefits =\$58,783 Title I stipends/benefits =\$8,933 Title I- Electronic Media =\$7,000 Title I supplies =\$ 12,000

## Project (Goals) 3.4.2

Jul 01, 2023 - Jul 30, 2023

Progress 0%

Provide stipends and/or overages to people for intervention, co-taught classes, additional opportunities for students, and classroom coaching.

### Checklist (No Weighting) : 0/7

- Provide a class overage stipend for math teacher in order to offer a math supported class to students in 8th grade. This class will be these students regular math class, but will be smaller in numbers and will be supported by paraprofessionals.
- Provide math coaching overage to one math teacher who has experience in evaluation and coaching for math specific instruction and assessment. Overage will allow teacher to observe, provide feedback to other math teachers within the building. In addition, teacher will plan and lead math content meetings and ensure alignment across all grade levels.
- Provide class overage stipend for ELD teacher in order to allow for co-taught ELA classes in grades 6-8. The overage allows teacher to conduct regular ELD classes in each grade level and co-taught ELA classes as well.
- Implement Honors classes at each grade level for Math and Language Arts to serve and challenge our advanced and higher level students. Our Gifted students will be serviced through Honors classes.
- Provide stipend to staff for implementing Knowledge Bowl, providing opportunity to students to showcase their skills
- Provide stipend to staff for implementing Battle of the Books, providing opportunity to students to showcase their reading and comprehension skills.
- Provide stipend for staff to implement Before/After school study lab in order to provide support to students needing assistance with school work. Stipends will be paid hourly at \$30 per hour, 3 days per week.

### Resources

Title I -Stipends/benefits =\$9,567 Title I -Stipends/benefits =\$8,582 Title I -Stipends/benefits =\$9,392 Title I -Stipends/benefits =\$29,520 Title I -Stipends =\$2,460

### Project (Goals) 3.4.3

Jul 01, 2021 - Jun 30, 2023

Progress 0%

Purchase technology and technology programs to support intervention program.

#### Checklist (No Weighting) : 0/1

- Purchase ChromeBooks to replace and replenish old technology, those 5+ years old.

#### Resources

Title I -Tech Equip =\$