

## Colorado's Unified Improvement Plan for Schools for 2015-16

Organization Code: **0880**      District Name: **DENVER COUNTY 1**      School Code: **4074**      School Name: **HOLM ELEMENTARY SCHOOL**      Official 2014 SPF: **1 Year**

### Section I: Summary Information about the School

**Directions:** This section provides an overview of the school's improvement plan. To complete this section, copy and paste the school's Priority Performance Challenges, Root Causes and Major Improvement Strategies from Section III and IV of the 2015-16 UIP once it has been completed. In the UIP online system, this section will populate automatically as the UIP is written.

#### Executive Summary

##### How are students performing? Where will school staff be focusing attention?

**Priority Performance Challenges:** *Specific statements about the school's performance challenges (not budgeting, staffing, curriculum, instruction, etc.), with at least one priority identified for each performance indicator (achievement, growth, growth gaps, PWR) where the school did not meet federal, state and/or local expectations.*

The percentage of students who Met or Exceeded Expectations on CMAS ELA (26.1%) was below the district average (33.5%).  
 The percentage of Students of Color who Met or Exceeded Expectations on CMAS ELA (22.7%) was below the district average (24.8%).  
 The percentage of ELL students who Met or Exceeded Expectations on CMAS ELA (6.7%) was below the district average (6.9%).  
 36% of students in grades Kindergarten through 3<sup>rd</sup> grade are not reading At or Above Grade Level.  
 The percentage of students identified as SBGL (7%) that moved to At/Above Grade Level was below the district average (10%).

##### Why is the school continuing to have these problems?

**Root Causes:** *Statements describing the deepest underlying cause, or causes, of the performance challenges, that, if dissolved, would result in elimination, or substantial reduction of the performance challenges.*

Teachers are continuing to develop capacity to implement the ELA CCSS and assessments while also addressing the needs of students who are not currently meeting grade level expectations.  
 Teachers are continuing to master consistent and universal, research-based practices for guided reading.

##### What action is the school taking to eliminate these challenges?

**Major Improvement Strategies:** *An overall approach that describes a series of related actions intended to result in improvements in performance.*

Literacy instruction will support all students with meeting the ELA CCSS.  
 All teachers will implement effective Guided Reading practices.

Access School Performance Frameworks here: <http://www.cde.state.co.us/schoolview/performance>

**Pre-Populated Report for the School**

**Directions:** This section summarizes program accountability requirements unique to the school based upon federal and state accountability measures. Historically, this report has included information from the School Performance Framework; because of the state assessment transition and passage of HB15-1323, 2015 SPFs will not be created. In the table below, CDE has pre-populated the school's data in **blue** text. This data shows the school's performance in meeting minimum federal and state accountability program expectations.

**Accountability Status and Requirements for Improvement Plan**

<b>Summary of School Plan Timeline</b>	October 15, 2015	The school has the option to submit the updated plan through Tracker for public posting on SchoolView.org.
	January 15, 2016	The school has the option to submit the updated plan through Tracker for public posting on SchoolView.org.
	April 15, 2016	The UIP is due to CDE for public posting on April 15, 2016 through Tracker or the UIP online system. Some program level reviews will occur at the same time. For required elements in the improvement plan, go to the Quality Criteria at: <a href="http://www.cde.state.co.us/uiip/UIP_TrainingAndSupport_Resources.asp">http://www.cde.state.co.us/uiip/UIP_TrainingAndSupport_Resources.asp</a> .

Program	Identification Process	Identification for School	Directions for Completing Improvement Plan
<b>State Accountability</b>			
READ Act	All schools that serve students in grades Kindergarten through 3 <sup>rd</sup> Grade.	Currently serving grades K-3	Schools serving grades K-3 must include targets and strategies that address the needs of K-3 students identified as having significant reading deficiencies (e.g., instructional strategies, parent involvement strategies). Schools and districts looking for the CDE approved scientifically or evidence based instructional programs and professional development to support identified strategies may access the advisory lists at <a href="http://www.cde.state.co.us/coloradoliteracy/readact/programming">http://www.cde.state.co.us/coloradoliteracy/readact/programming</a>
Plan Type Assignment	Plan type is assigned based on the school's overall 2014 official School Performance Framework rating (determined by performance on achievement, growth, growth gaps, postsecondary and workforce readiness).	Performance Plan	The school meets or exceeds state expectations for attainment on the 2014 SPF performance indicators and is required to adopt and implement a Performance Plan. The plan must be submitted to CDE by April 15, 2016 to be posted on SchoolView.org. Note that some programs may still require a review of the UIP in April. Through HB 14-1204, small, rural districts (less than 1200 students) may opt to submit their plans biennially (every other year).
<b>ESEA and Grant Accountability</b>			
Title I Focus School	Title I school with a (1) low graduation rate (regardless of plan type), and/or (2) Turnaround or Priority Improvement plan type with either (or both) a) low-achieving disaggregated student groups (i.e., minority, ELL, IEP and FRL) or b) low disaggregated graduation rate. This is a three-year designation.	Not identified as a Title I Focus School	This school is not identified as a Focus School and does not need to meet those additional requirements.

School Code: 4074

School Name: HOLM ELEMENTARY SCHOOL

<p>Tiered Intervention Grant (TIG)</p>	<p>Competitive grant (1003g) for schools identified as 5% of lowest performing Title I or Title I eligible schools, eligible to implement one of four reform models as defined by the USDE.</p>	<p>Not awarded a TIG Grant</p>	<p>This school does not receive a current TIG award and does not need to meet those additional requirements.</p>
<p>Diagnostic Review and Planning Grant</p>	<p>Title I competitive grant that includes a diagnostic review and/or improvement planning support.</p>	<p>Not awarded a current Diagnostic Review and Planning Grant</p>	<p>This school has not received a current Diagnostic Review and Planning grant and does not need to meet those additional requirements.</p>
<p>School Improvement Support (SIS) Grant</p>	<p>Title I competitive grant that supports implementation of major improvement strategies and action steps identified in the school's action plan.</p>	<p>Not a current SIS Grantee</p>	<p>This school has not received a current SIS grant and does not need to meet those additional requirements.</p>
<p>Colorado Graduation Pathways Program (CGP)</p>	<p>The program supports the development of sustainable, replicable models for dropout prevention and recovery that improve interim indicators (attendance, behavior and course completion), reduce the dropout rate and increase the graduation rate for all students participating in the program.</p>	<p>Not a CGP Funded School</p>	<p>This school does not receive funding from the CGP Program and does not need to meet these additional program requirements.</p>

## Section II: Improvement Plan Information

### Additional Information about the School

#### Comprehensive Review and Selected Grant History

Related Grant Awards	Has the school received a grant that supports the school's improvement efforts? When was the grant awarded?	
External Evaluator	Has the school partnered with an external evaluator to provide comprehensive evaluation? Indicate the year and the name of the provider/tool used.	

#### Improvement Plan Information

The school is submitting this improvement plan to satisfy requirements for (check all that apply):

- State Accreditation   
  Title I Focus School   
  Tiered Intervention Grant (TIG)   
  Diagnostic Review and Planning Grant  
 School Improvement Support Grant   
  READ Act Requirements   
  Other: \_\_\_\_\_

#### School Contact Information (Additional contacts may be added, if needed)

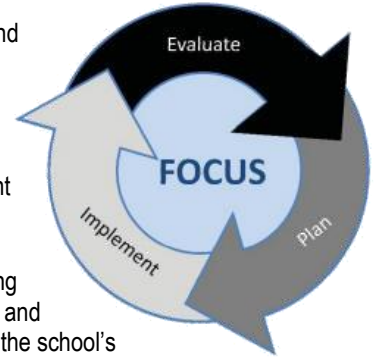
1	Name and Title	James Metcalfe
	Email	James_Metcalfe@Dpsk12.org
	Phone	720-424-6350
	Mailing Address	3185 S. Willow St. Denver, Colorado 80231
2	Name and Title	Mechelle Renfroe
	Email	Mechelle_Renfroe@dpsk12.org
	Phone	720-424-6350
	Mailing Address	3185 S. Willow St. Denver, Colorado 80231

School Code: 4074

School Name: HOLM ELEMENTARY SCHOOL

### Section III: Narrative on Data Analysis and Root Cause Identification

This section corresponds with the “Evaluate” portion of the continuous improvement cycle. The main outcome is to construct a narrative that describes the process and results of the analysis of the data for your school. The analysis should justify the performance targets and actions proposed in Section IV. Two worksheets have been provided to help organize your data analysis for your narrative. This analysis section includes: identifying where the school did not at least meet minimum state and federal accountability expectations; describing progress toward targets for the prior school year; describing what performance data were used in the analysis of trends; identifying trends and priority performance challenges (negative trends); describing how performance challenges were prioritized; identifying the root causes of performance challenges; describing how the root causes were identified and verified and what data were used; and describing stakeholder involvement in the analysis. Additional guidance on how to engage in the data analysis process is provided in Unified Improvement Planning Handbook.



**Implications of Colorado Measures of Academic Success (CMAS) on Data Analysis:** During the 2014-15 school year, Colorado transitioned from reading, writing and math TCAP assessments to CMAS PARCC English language arts and math assessments. These assessments measure related, but different content standards and are expected to have different proficiency levels. As a result, updating the data analysis this year (particularly the trend statements) may be more challenging. While the school’s data analysis is still expected to be updated, some modifications in typical practice may be needed. Refer to the UIP state assessment transition guidance document on the UIP website for options and considerations.

#### Data Narrative for School

**Directions:** In the narrative, describe the process and results of the data analysis for the school, including (1) a description of the school and the process for data analysis, (2) a review of current performance, (3) trend analysis, (4) priority performance challenges and (5) root cause analysis. A description of the expected narrative sections are included below. The narrative should not take more than five pages. Two worksheets (#1 *Progress Monitoring of Prior Year’s Performance Targets* and #2 *Data Analysis*) have been provided to organize the data referenced in the narrative.

<p><b>Description of School Setting and Process for Data Analysis:</b> Provide a very brief description of the school to set the context for readers (e.g., demographics). Include the general process for developing the UIP and participants (e.g., School Accountability Committee).</p>	<p><b>Review Current Performance:</b> Review recent state and local data. Document any areas where the school did not at least meet state/federal expectations. Consider the previous year’s progress toward the school’s targets. Identify the overall magnitude of the school’s performance challenges.</p>	<p><b>Trend Analysis:</b> Provide a description of the trend analysis that includes at least three years of data (state and local data), if available. Trend statements should be provided in the four performance indicator areas and by disaggregated groups. Trend statements should include the direction of the trend and a comparison (e.g., state expectations, state average) to indicate why the trend is notable.</p>	<p><b>Priority Performance Challenges:</b> Identify notable trends (or a combination of trends) that are the highest priority to address (priority performance challenges). No more than 3-5 are recommended. Provide a rationale for why these challenges have been selected and address the magnitude of the school’s overall performance challenges.</p>	<p><b>Root Cause Analysis:</b> Identify at least one root cause for every priority performance challenge. Root causes should address adult actions, be under the control of the school, and address the priority performance challenge(s). Provide evidence that the root cause was verified through the use of additional data. A description of the selection process for the corresponding major improvement strategy(s) is encouraged.</p>
<p>Holm School is located in the Southeast region of Denver Public Schools. It is a Title I school and follows a TNLI model. The school has approximately 500 students ECE-5. Holm offers 2 full day sessions of ECE education with 1 class in Spanish and 1 class in English. There are 3 full day kindergarten classes with 1 class in Spanish and 2 classes in English. In addition, there are 3 teachers at each grade level 1-4 and 4 teachers at the 5<sup>th</sup> grade level. There includes 1 class in Spanish at each of these grade levels. The student body speaks over 20 languages with English and Spanish being the most dominant. Registration trends indicate that students in the ELA/S program at Holm are a steady enrollment demographic, and there continues to be an influx of Arabic speakers.</p>				

School Code: 4074

School Name: HOLM ELEMENTARY SCHOOL

### Current Performance/Trend Analysis:

#### Literacy:

The percentage of students who Met or Exceeded Expectations on CMAS ELA was 17.9% in 3<sup>rd</sup> grade, 26.5% in 4<sup>th</sup> grade, and 31.6% in 5<sup>th</sup> grade. Overall, 26.1% of students in grades 3 through 5 Met or Exceeded Expectations. All grade levels were below the district averages.

The percentage of students Meeting or Exceeding Expectations on CMAS ELA was 19.6% for Hispanic students, 24.5% for Black students and 22.7% for Students of Color. The district averages were 22.6% for Hispanic students, 22.1% for Black students, and 24.8% for Students of Color. The percentage of White students Meeting or Exceeding Expectations was 43.2%.

6.7% of students identified as English Language Learners Met or Exceeded Expectations on CMAS ELA which was below the district average of 6.9%. 33.0% of students who were not identified as English Language Learners Met or Exceeded Expectations on CMAS ELA.

24.9% of students identified as receiving Free/Reduced Lunch Met or Exceeded Expectations on CMAS ELA which was above the district average of 21.8%. 32.4% of students who identified as Paid Lunch Met or Exceeded Expectations on CMAS ELA.

#### Math:

The percentage of students who Met or Exceeded Expectations on CMAS Math was 33.8% in 3<sup>rd</sup> grade, 27.1% in 4<sup>th</sup> grade, and 34.2% in 5<sup>th</sup> grade. Overall, 31.5% of students in grades 3 through 5 Met or Exceeded Expectations. All grade levels were above the district averages.

The percentage of students Meeting or Exceeding Expectations on CMAS Math was 32.8% for Hispanic students, 18.4% for Black students and 29.4% for Students of Color. The district averages were 15.2% for Hispanic students, 12.7% for Black students, and 16.8% for Students of Color. The percentage of White students Meeting or Exceeding Expectations was 43.2%.

24.5% of students identified as English Language Learners Met or Exceeded Expectations on CMAS Math which was above the district average of 7.5%. 31.3% of students who were not identified as English Language Learners Met or Exceeded Expectations on CMAS Math.

31.0% of students identified as receiving Free/Reduced Lunch Met or Exceeded Expectations on CMAS Math which was above the district average of 14.8%. 34.2% of students who identified as Paid Lunch Met or Exceeded Expectations on CMAS Math.

#### Science:

The percentage of students performing at Strong and Distinguished on CMAS Science increased from 21% in 2014 to 39% in 2015. Both years were at or above the district averages of 21% in 2014 and 19% in 2015.

#### READ Act:

The percentage of students in grades Kindergarten through 3<sup>rd</sup> grade reading At or Above Grade Level increased from 61% in 2014 to 64% in 2015 which was below the district average in 2014 and at the district average in 2015.

7% of students identified as being Significantly Below Grade Level based on Fall 2014 data moved to At/Above Grade Level in Spring 2015. This was slightly below the district average of 10%.

47% of students identified as being Significantly Below Grade Level based on Fall 2014 data moved to Below Grade Level or Above in Spring 2015. This was above the district average of 35%.

**ACCESS:**

The MGP for ACCESS increased from 50 in 2013 to 53 in 2014 followed by another increase to 78 in 2015.

**Priority Performance Challenges:**

The percentage of students who Met or Exceeded Expectations on CMAS ELA (26.1%) was below the district average (33.5%).

The percentage of Students of Color who Met or Exceeded Expectations on CMAS ELA (22.7%) was below the district average (24.8%).

The percentage of ELL students who Met or Exceeded Expectations on CMAS ELA (6.7%) was below the district average (6.9%).

36% of students in grades Kindergarten through 3<sup>rd</sup> grade are not reading At or Above Grade Level.

The percentage of students identified as SBGL (7%) that moved to At/Above Grade Level was below the district average (10%).

**Root Cause Analysis:**

Teachers are continuing to develop capacity to implement the ELA CCSS and assessments while also addressing the needs of students who are not currently meeting grade level expectations.

Teachers are continuing to master consistent and universal, research-based practices for guided reading.

**Worksheet #1: Progress Monitoring of Prior Year's Performance Targets**

**Directions:** This chart supports analysis of progress made towards performance targets set for the 2014-15 school year (last year's plan). While this worksheet should be included in your UIP, *the main intent is to record your school's reflections to help build your data narrative.*

Performance Indicators	Targets for 2014-15 school year (Targets set in last year's plan)	Performance in 2014-15? Was the target met? How close was the school to meeting the target?	Brief reflection on why previous targets were met or not met.
Academic Achievement (Status)	The percentage of students scoring equivalent to Proficient or Advanced in writing as measured by the literacy interim will be 50%.	We surpassed the goal by having 59% of the students score at Proficient/Advanced.  The goal was surpassed by 9%.	Our target was met because of the school's specific focus on rigor in literacy professional development with the Humanities Facilitators and by investing extra training into the paraprofessional staff that was designated to work with students.  There was also a major focus on increasing Rigor in the classroom. The Humanities Facilitators and teachers focused a huge portion of Professional Development time on understanding the nature of Rigor and how it could be increased in the classrooms overall.  Lastly, a number of classrooms had SLOs that were driven by the goals of the UIP and these became specific classroom and teacher focuses throughout the year as teachers monitored progress and instruction in this area.
Academic Growth			
Academic Growth Gaps			
Postsecondary & Workforce Readiness			

School Code: 4074

School Name: HOLM ELEMENTARY SCHOOL



**Worksheet #2: Data Analysis**

**Directions:** *This chart supports planning teams in recording and organizing observations about school-level data in preparation for writing the required data narrative.* Planning teams should describe positive and negative trends for all of the four performance indicators using at least three years of data, when available, and then prioritize the performance challenges (based on notable trends) that the school will focus its efforts on improving. The root cause analysis and improvement planning efforts in the remainder of the plan should be aimed at addressing the identified priority performance challenge(s). A limited number of priority performance challenges is recommended (no more than 3-5); a performance challenge may apply to multiple performance indicators. At a minimum, priority performance challenges must be identified in any of the four performance indicator areas where minimum state and federal expectations were not met for accountability purposes. In most cases, this should just be an update to the plan from 2014 since the SPF has not changed for 2015. Finally, provide a brief description of the root cause analysis for any priority performance challenges. Root causes may apply to multiple priority performance challenges. You may add rows, as needed.

Performance Indicators	Description of Notable Trends (3 years of past state and local data)	Priority Performance Challenges	Root Causes																				
<p>Academic Achievement (Status)</p>	<p style="text-align: center;"><b>All ELA Assessments</b> <b>Percent Met and Exceeded Expectations</b></p> <table border="1"> <caption>Data from All ELA Assessments Chart</caption> <thead> <tr> <th>Grade</th> <th>Holm Elementary School</th> <th>Elementary Network 5</th> <th>District</th> </tr> </thead> <tbody> <tr> <td>All Grades</td> <td>26.1%</td> <td>50.7%</td> <td>33.5%</td> </tr> <tr> <td>3rd</td> <td>17.9%</td> <td>51.1%</td> <td>31.2%</td> </tr> <tr> <td>4th</td> <td>26.5%</td> <td>47.4%</td> <td>31.8%</td> </tr> <tr> <td>5th</td> <td>31.6%</td> <td>53.8%</td> <td>32.8%</td> </tr> </tbody> </table> <p>The percentage of students who Met or Exceeded Expectations on CMAS ELA was 17.9% in 3<sup>rd</sup> grade, 26.5% in 4<sup>th</sup> grade, and 31.6% in 5<sup>th</sup> grade. Overall, 26.1% of students in grades 3 through 5 Met or Exceeded Expectations. All grade levels were below the district averages.</p>	Grade	Holm Elementary School	Elementary Network 5	District	All Grades	26.1%	50.7%	33.5%	3rd	17.9%	51.1%	31.2%	4th	26.5%	47.4%	31.8%	5th	31.6%	53.8%	32.8%	<p>The percentage of students who Met or Exceeded Expectations on CMAS ELA (26.1%) was below the district average (33.5%).</p>	<p>Teachers are continuing to develop capacity to implement the ELA CCSS and assessments while also addressing the needs of students who are not currently meeting grade level expectations.</p>
Grade	Holm Elementary School	Elementary Network 5	District																				
All Grades	26.1%	50.7%	33.5%																				
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School Code: 4074

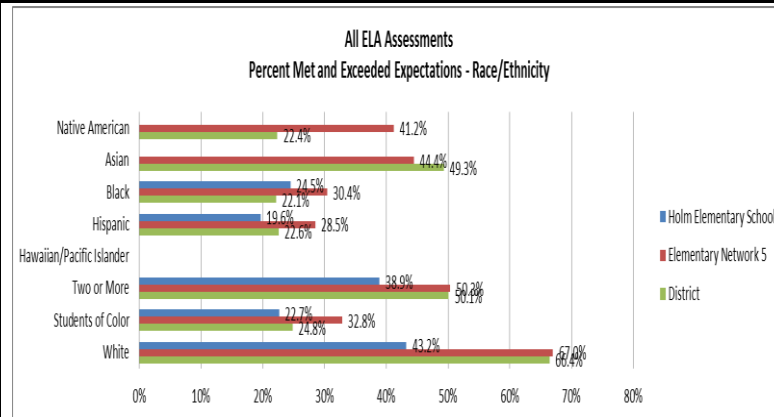
School Name: HOLM ELEMENTARY SCHOOL

Performance Indicators

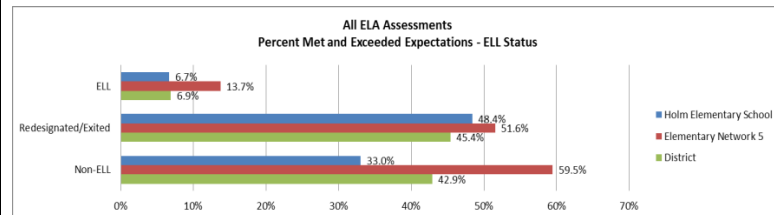
Description of Notable Trends  
(3 years of past state and local data)

Priority Performance  
Challenges

Root Causes



The percentage of students Meeting or Exceeding Expectations on CMAS ELA was 19.6% for Hispanic students, 24.5% for Black students and 22.7% for Students of Color. The district averages were 22.6% for Hispanic students, 22.1% for Black students, and 24.8% for Students of Color. The percentage of White students Meeting or Exceeding Expectations was 43.2%.



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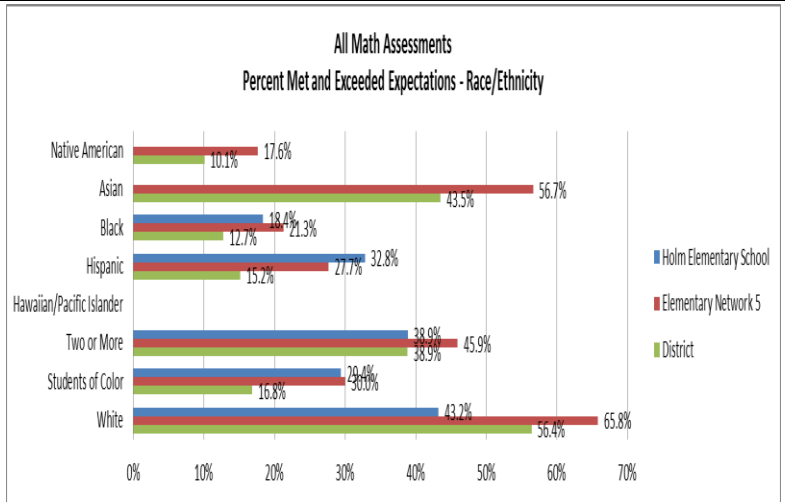
The percentage of ELL students who Met or Exceeded Expectations on CMAS ELA (6.7%) was below the district average (6.9%).

Performance Indicators	Description of Notable Trends (3 years of past state and local data)	Priority Performance Challenges	Root Causes
	<p style="text-align: center;"><b>All ELA Assessments</b> Percent Met and Exceeded Expectations - FRL Status</p> <p>24.9% of students identified as receiving Free/Reduced Lunch Met or Exceeded Expectations on CMAS ELA which was above the district average of 21.8%. 32.4% of students who identified as Paid Lunch Met or Exceeded Expectations on CMAS ELA.</p>		
	<p style="text-align: center;"><b>All Math Assessments</b> Percent Met and Exceeded Expectations</p> <p>The percentage of students who Met or Exceeded Expectations on CMAS Math was 33.8% in 3<sup>rd</sup> grade, 27.1% in 4<sup>th</sup> grade, and 34.2% in 5<sup>th</sup> grade. Overall, 31.5% of students in grades 3 through 5 Met or Exceeded Expectations. All grade levels were above the district averages.</p>		

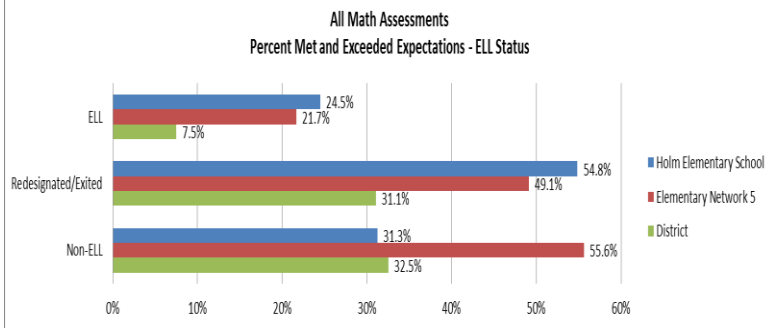
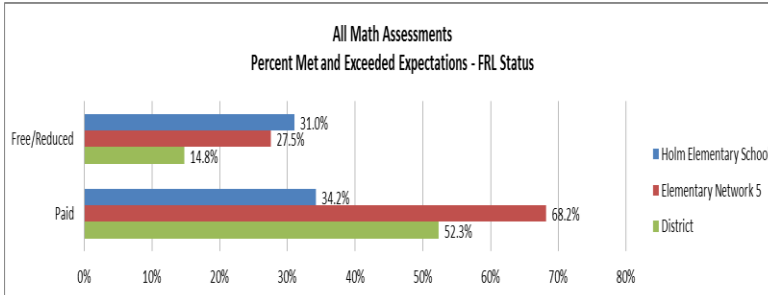
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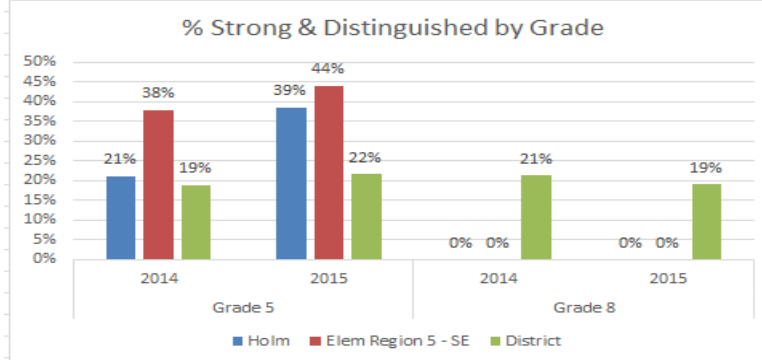
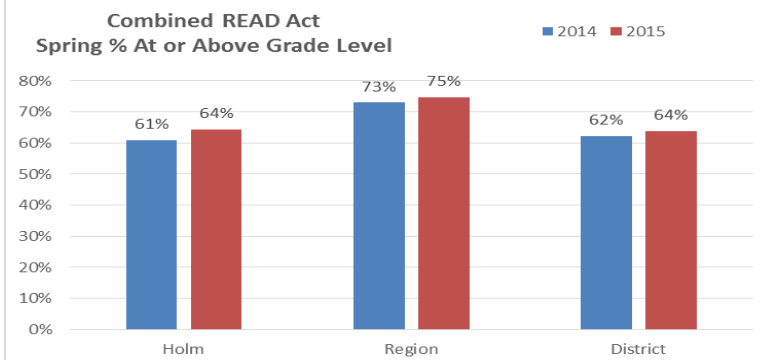
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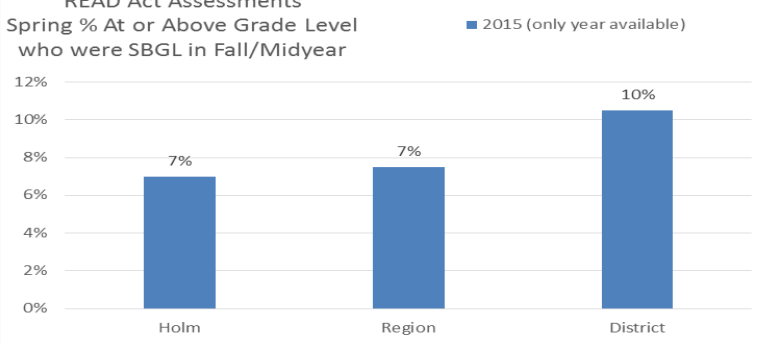
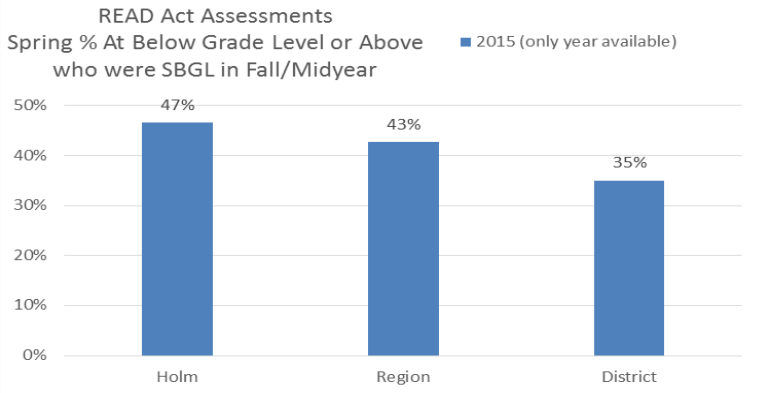
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	<p style="text-align: center;"><b>All Math Assessments</b> Percent Met and Exceeded Expectations - ELL Status</p>  <p>24.5% of students identified as English Language Learners Met or Exceeded Expectations on CMAS Math which was above the district average of 7.5%. 31.3% of students who were not identified as English Language Learners Met or Exceeded Expectations on CMAS Math.</p> <p style="text-align: center;"><b>All Math Assessments</b> Percent Met and Exceeded Expectations - FRL Status</p>  <p>31.0% of students identified as receiving Free/Reduced Lunch Met or Exceeded Expectations on CMAS Math which was above the district average of 14.8%. 34.2% of students who identified as Paid Lunch Met or Exceeded Expectations on CMAS Math.</p>		

Performance Indicators	Description of Notable Trends (3 years of past state and local data)	Priority Performance Challenges	Root Causes
	<p style="text-align: center;"><b>% Strong &amp; Distinguished by Grade</b></p>  <p>The percentage of students performing at Strong and Distinguished on CMAS Science increased from 21% in 2014 to 39% in 2015. Both years were at or above the district averages of 21% in 2014 and 19% in 2015.</p>		
	<p style="text-align: center;"><b>Combined READ Act Spring % At or Above Grade Level</b></p>  <p>The percentage of students in grades Kindergarten through 3<sup>rd</sup> grade reading At or Above Grade Level increased from 61% in 2014 to 64% in 2015 which was below the district average in 2014 and at the district average in 2015.</p>	<p>36% of students in grades Kindergarten through 3<sup>rd</sup> grade are not reading At or Above Grade Level.</p>	<p>Teachers are continuing to master consistent and universal, research-based practices for guided reading.</p>

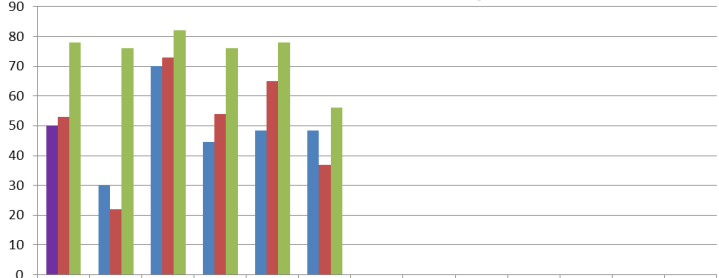
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School Name: HOLM ELEMENTARY SCHOOL

Performance Indicators	Description of Notable Trends (3 years of past state and local data)	Priority Performance Challenges	Root Causes																
	<p><b>READ Act Assessments</b> Spring % At or Above Grade Level who were SBGL in Fall/Midyear</p>  <table border="1"> <caption>Spring % At or Above Grade Level</caption> <thead> <tr> <th>Entity</th> <th>2015 (%)</th> </tr> </thead> <tbody> <tr> <td>Holm</td> <td>7%</td> </tr> <tr> <td>Region</td> <td>7%</td> </tr> <tr> <td>District</td> <td>10%</td> </tr> </tbody> </table> <p>7% of students identified as being Significantly Below Grade Level based on Fall 2014 data moved to At/Above Grade Level in Spring 2015. This was slightly below the district average of 10%.</p> <p><b>READ Act Assessments</b> Spring % At Below Grade Level or Above who were SBGL in Fall/Midyear</p>  <table border="1"> <caption>Spring % At Below Grade Level or Above</caption> <thead> <tr> <th>Entity</th> <th>2015 (%)</th> </tr> </thead> <tbody> <tr> <td>Holm</td> <td>47%</td> </tr> <tr> <td>Region</td> <td>43%</td> </tr> <tr> <td>District</td> <td>35%</td> </tr> </tbody> </table> <p>47% of students identified as being Significantly Below Grade Level based on Fall 2014 data moved to Below Grade Level or Above in Spring 2015. This was above the district average of 35%.</p>	Entity	2015 (%)	Holm	7%	Region	7%	District	10%	Entity	2015 (%)	Holm	47%	Region	43%	District	35%	<p>The percentage of students identified as SBGL (7%) that moved to At/Above Grade Level was below the district average (10%).</p>	
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School Code: 4074

School Name: HOLM ELEMENTARY SCHOOL

Performance Indicators	Description of Notable Trends (3 years of past state and local data)	Priority Performance Challenges	Root Causes																																																								
Academic Growth	<p><b>2013-2015 ACCESS MGP - All Grades and By Grade</b> <span style="color: blue;">■</span> 2013 <span style="color: red;">■</span> 2014 <span style="color: green;">■</span> 2015</p>  <table border="1" data-bbox="514 706 1228 812"> <thead> <tr> <th></th> <th>All Grades</th> <th>01</th> <th>02</th> <th>03</th> <th>04</th> <th>05</th> <th>06</th> <th>07</th> <th>08</th> <th>09</th> <th>10</th> <th>11</th> <th>12</th> </tr> </thead> <tbody> <tr> <td>2013</td> <td>50</td> <td>30</td> <td>70</td> <td>44.5</td> <td>48.5</td> <td>48.5</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>2014</td> <td>53</td> <td>22</td> <td>73</td> <td>54</td> <td>65</td> <td>37</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>2015</td> <td>78</td> <td>76</td> <td>82</td> <td>76</td> <td>78</td> <td>56</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table> <p>The MGP for ACCESS increased from 50 in 2013 to 53 in 2014 followed by another increase to 78 in 2015.</p>		All Grades	01	02	03	04	05	06	07	08	09	10	11	12	2013	50	30	70	44.5	48.5	48.5	0	0	0	0	0	0	0	2014	53	22	73	54	65	37	0	0	0	0	0	0	0	2015	78	76	82	76	78	56	0	0	0	0	0	0	0		
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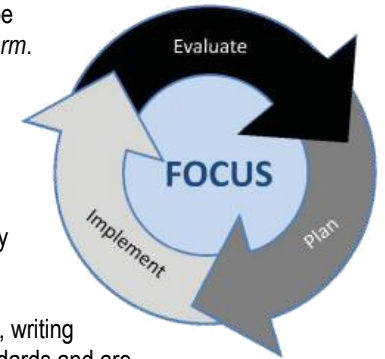
## Section IV: Action Plan(s)

This section addresses the “Plan” portion of the continuous improvement cycle. First, identify annual performance targets and the interim measures. This will be documented in the required *School Target Setting Form* on the next page. Then move into action planning, which should be captured in the *Action Planning Form*.

### School Target Setting Form

**Directions:** Complete the worksheet below. Schools are expected to set their own annual targets for the performance indicators (i.e. academic achievement, academic growth, academic growth gaps, and postsecondary and workforce readiness). At a minimum, schools should set targets for each of the performance indicators where state expectations were not met; targets should also be connected to prioritized performance challenges identified in the data narrative (section III). Consider last year’s targets (see Worksheet #1) and whether adjustments need to be made. For each annual performance target, identify interim measures that will be used to monitor progress toward the annual targets at least quarterly during the school year.

**Implications of Colorado Measures of Academic Success (CMAS) on Target Setting:** During the 2014-15 school year, Colorado transitioned from reading, writing and math TCAP assessments to CMAS PARCC English language arts and math assessments. These assessments measure related, but different content standards and are expected to have different proficiency levels. As a result, setting targets based on the percent of students scoring proficient and advanced on TCAP is not appropriate. Furthermore, CDE does not yet know if student growth percentiles and median student growth percentiles will be available for accountability, planning or reporting use. It is known that adequate growth percentiles will not be available this school year for 2014-15 results. Target setting is still expected to occur in the UIP process during this transition period. However, some modifications in typical practice may be needed. Refer to the UIP state assessment transition guidance document on the UIP website for options and considerations.



### School Target Setting Form

Performance Indicators	Measures/ Metrics	Priority Performance Challenges	Annual Performance Targets		Interim Measures for 2015-16	Major Improvement Strategy
			2015-16	2016-17		
Academic Achievement (Status)	CMAS/PARCC, CoAlt, K-3 literacy measure (READ Act), local measures	<p>The percentage of students who Met or Exceeded Expectations on CMAS ELA (26.1%) was below the district average (33.5%).</p> <p>The percentage of Students of Color who Met or Exceeded Expectations on CMAS ELA (22.7%) was below the district average (24.8%).</p> <p>The percentage of ELL students who Met or Exceeded Expectations on CMAS ELA (6.7%) was below the district average (6.9%).</p>	<p>The percentage of students who Meet/Exceed Expectations on CMAS ELA will meet or exceed the district average.</p> <p>The performance for Students of Color on CMAS ELA will meet or exceed the district average.</p> <p>The performance for ELL students on CMAS ELA will meet or exceed the district average.</p>	<p>The percentage of students who Meet/Exceed Expectations on CMAS ELA will meet or exceed the district average.</p> <p>The performance for Students of Color on CMAS ELA will meet or exceed the district average.</p> <p>The performance for ELL students on CMAS ELA will meet or exceed the district average.</p>	ANet Interim Assessments, STAR	Literacy instruction will support all students with meeting the ELA CCSS.
		<p>36% of students in grades Kindergarten through 3<sup>rd</sup> grade are not reading At or Above Grade Level.</p> <p>The percentage of students identified as</p>	<p>The percentage of students in grades K-3 reading At/Above Grade Level will increase 5% or meet or exceed the district (whichever is greater).</p> <p>The percentage of students moving from SBGL to At/Above</p>	<p>The percentage of students in grades K-3 reading At/Above Grade Level will increase 5% or meet or exceed the district (whichever is greater).</p> <p>The percentage of students moving from SBGL to At/Above</p>		

School Code: 4074

School Name: HOLM ELEMENTARY SCHOOL

			SBGL (7%) that moved to At/Above Grade Level was below the district average (10%).	Grade Level will meet or exceed the district average.	Grade Level will meet or exceed the district average.		
		M					
		S					
Academic Growth	Median Growth Percentile, TCAP, CMAS/PARCC, ACCESS, local measures	ELA					
		M					
		ELP					
Academic Growth Gaps	Median Growth Percentile, local measures	ELA					
		M					
Postsecondary & Workforce Readiness	Graduation Rate						
	Disag. Grad Rate						
	Dropout Rate						
	Mean CO ACT						
	Other PWR Measures						

### Action Planning Form for 2015-16 and 2016-17

**Directions:** Identify the major improvement strategy(s) for 2015-16 and 2016-17 that will address the root cause(s) determined in Section III. For each major improvement strategy, identify the root cause(s) that the major improvement strategy will help to dissolve. Then, indicate which accountability provision or grant opportunity it will address. In the chart below, provide details about key action steps necessary to implement the major improvement strategy. Details should include the action steps that will be taken to implement the major improvement strategy, a general timeline, resources that will be used to implement the actions, and implementation benchmarks. Additional rows for action steps may be added. While the template provides space for three major improvement strategies, additional major improvement strategies may also be added. To keep the work manageable, however, it is recommended that schools focus on no more than 3 to 5 major improvement strategies.

**Major Improvement Strategy #1:** Literacy instruction will support all students with meeting the ELA CCSS.

**Root Cause(s) Addressed:** Teachers are continuing to develop capacity to implement the ELA CCSS and assessments while also addressing the needs of students who are not currently meeting grade level expectations.

**Accountability Provisions or Grant Opportunities Addressed by this Major Improvement Strategy** (check all that apply):

- State Accreditation   
  Title I Focus School   
  Tiered Intervention Grant (TIG)   
  Diagnostic Review Grant   
  School Improvement Support Grant  
 READ Act Requirements   
  Other: \_\_\_\_\_

Description of Action Steps to Implement the Major Improvement Strategy	Timeline		Key Personnel*	Resources (Amount and Source: federal, state, and/or local)	Implementation Benchmarks	Status of Action Step* (e.g., completed, in progress, not begun)
	2015-16	2016-17				
Teachers will participate in district provided professional development for Expeditionary Learning. In-building support will be differentiated based on experience and level of proficiency with the curriculum.	Summer 2015; Ongoing throughout year (4 <sup>th</sup> /5 <sup>th</sup> )	Summer 2016 for 3 <sup>rd</sup> grade; Ongoing throughout year	District Literacy support; TEC	School budget as needed	Attendance at trainings	
Teachers will participate in weekly extended planning focused on professional development and data analysis. Vertical planning will occur on a monthly basis.	Weekly throughout the year	Weekly throughout the year	School leadership, Senior Team Lead	School budget as needed	Google Docs for planning Notes from planning sessions	

School Code: 4074

School Name: HOLM ELEMENTARY SCHOOL

Platooning for literacy instruction will be implemented in 5 <sup>th</sup> grade during the 2016-2017 school year in addition to 4 <sup>th</sup> grade platooning already in progress.	Currently in 4 <sup>th</sup>	4 <sup>th</sup> and 5 <sup>th</sup> grades	4 <sup>th</sup> /5 <sup>th</sup> grade teachers	School budget as needed	4 <sup>th</sup> /5 <sup>th</sup> grade schedule	
Guided reading and small group reading instruction in the upper grades will emphasize the skills needed for students to access and comprehend complex text.	Ongoing throughout year	Ongoing throughout year	Classroom teachers; TEC	School budget as needed	Guided reading lesson plans	
Effective ELD practices will continue to be developed with an emphasis on transitioning 4 <sup>th</sup> and 5 <sup>th</sup> grade students.	Ongoing throughout the year.	Ongoing throughout year	Classroom teachers;	School budget as needed	Monthly ELD focused staff development will take place at all grade levels. Monitoring of language of instruction times as English time is increased with skills development.	

\* Note: These two columns are not required to meet state or federal accountability requirements, though completion is encouraged. "Status of Action Step" may be required for certain grants.

**Major Improvement Strategy #2:** All teachers will implement effective Guided Reading practices.

**Root Cause(s) Addressed:** Teachers are continuing to master consistent and universal, research-based practices for guided reading.

**Accountability Provisions or Grant Opportunities Addressed by this Major Improvement Strategy** (check all that apply):

State Accreditation     Title I Focus School     Tiered Intervention Grant (TIG)     Diagnostic Review Grant     School Improvement Support Grant

READ Act Requirements     Other: \_\_\_\_\_

Description of Action Steps to Implement the Major Improvement Strategy	Timeline		Key Personnel*	Resources (Amount and Source: federal, state, and/or local)	Implementation Benchmarks	Status of Action Step* (e.g., completed, in progress, not begun)
	2015-16	2016-17				
K-3 teachers receiving coaching for Guided Reading with Teacher Effective Coach.	Ongoing throughout year	TBD	TEC	School budget as needed	Guided Reading lesson plans	
Guided Reading conferences with individual teachers to review monthly student reading progress.	January 2016-May 2016	Ongoing throughout year	School Leadership; classroom teachers	School budget as needed	Monthly guided reading data; Guided Reading lesson plans	Monthly Guided Reading feedback meetings with individual teachers began in February 2016.
Observation/Feedback cycles focused on Guided Reading	Ongoing throughout year	Ongoing throughout year	School Leadership	School budget as needed	Observation data in Schoolnet; leadership tracker	Weekly observation / feedback begun with teacher most in need of skills development by TEC and administrators.

\* Note: These two columns are not required to meet state or federal accountability requirements, though completion is encouraged. "Status of Action Step" may be required for certain grants.

School Code: 4074

School Name: HOLM ELEMENTARY SCHOOL

Major Improvement Strategy #3: \_\_\_\_\_ Root Cause(s) Addressed: \_\_\_\_\_

Accountability Provisions or Grant Opportunities Addressed by this Major Improvement Strategy (check all that apply):

- State Accreditation   
  Title I Focus School   
  Tiered Intervention Grant (TIG)   
  Diagnostic Review Grant   
  School Improvement Support Grant  
 READ Act Requirements   
  Other: \_\_\_\_\_

Description of Action Steps to Implement the Major Improvement Strategy	Timeline		Key Personnel*	Resources (Amount and Source: federal, state, and/or local)	Implementation Benchmarks	Status of Action Step* (e.g., completed, in progress, not begun)
	2015-16	2016-17				

\* Note: These two columns are not required to meet state or federal accountability requirements, though completion is encouraged. "Status of Action Step" may be required for certain grants.

## Section V: Appendices

Some schools will need to provide additional forms to document accountability or grant requirements:

- Additional Requirements for Turnaround Status Under State Accountability (Required)
- Tiered Intervention Grantee (TIG) (Required)
- Title I Schoolwide Program. *Important Notice: The schoolwide addendum is one of several ways to document how a school is meeting the Title I schoolwide requirements. While schools operating a Title I schoolwide program must have a plan, use of the UIP addendum is optional. The Federal Programs Unit and the Improvement Planning Unit will be offering training in fall 2015 on schoolwide requirements and the possible pathways to meet those requirements.*

School Code: 4074

School Name: HOLM ELEMENTARY SCHOOL