

**El Paso Independent School District**  
**Charles Middle School**  
**2023-2024 Goals/Performance Objectives/Strategies**



# Mission Statement

In partnership with our families and communities, we will uphold the highest standards to provide inclusive and fair learning experiences that support the whole child.

## Vision

Excellence by Design for All.

## Core Beliefs

As H.E. Charles Middle School Educators, we believe all students can learn and perform at the highest levels. We believe Chargers will lead lives of consequence for their families, El Paso, and our great nation. Therefore, we will work every day to equip the whole child with the knowledge, skills, resources, and supports needed for their individual educational journey. We will cultivate a safe learning environment that inspires and empowers all learners to thrive.

Core Values: Be kind, be smart, be respectful, be responsible, be a Charger!

# Table of Contents

Goals	4
Goal 1: WHOLE CHILD DEVELOPMENT Charles Middle School foster learning environments for the whole child to thrive.	4
Goal 2: ACADEMIC EXCELLENCE Charles MS empowers all learners to excel in current and future pursuits.	10
Goal 3: DESTINATION DISTRICT Charles MS solidifies its position as the destination middle school in the Northeast.	16
Goal 4: CULTURE OF ACCOUNTABILITY Charles MS cultivates a culture of transparency, care, and service.	20
Goal 5: EQUITY BY DESIGN Charles MS champions a targeted approach to universal access and system equity.	23





# Goals

**Goal 1:** WHOLE CHILD DEVELOPMENT Charles Middle School foster learning environments for the whole child to thrive.

**Performance Objective 1:** By June 2024, Charles MS will create a culture where each student is supported by caring adults as measured by an Employee, student, and parent culture climate survey.

**Evaluation Data Sources:** CK-12 Survey results

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> By June 2024 each student identified as "At-risk plus" will be assigned to a mentor under the "Charger Check-in" mentoring program. <b>Strategy's Expected Result/Impact:</b> Improve academic and behavior performance as reflected by student discipline data and academic achievement by grading period <b>Staff Responsible for Monitoring:</b> Nick DeSantis (Principal), Katie Edwards (Counselor), Una Milan (Counselor)  <b>Title I:</b> 2.4, 2.5, 2.6 <b>- TEA Priorities:</b> Improve low-performing schools <b>- ESF Levers:</b> Lever 3: Positive School Culture <b>Prioritized Needs:</b> L4 Culture of Accountability (Parent & Community Engagement) 1	Formative			Summative
	Oct	Jan	Mar	June

Strategy 2 Details		Reviews			
<b>Strategy 2:</b> By June 2024 Charles will implement school-wide C.H.A.M.P.S. as a classroom management /PBIS strategy <b>Strategy's Expected Result/Impact:</b> Higher classroom engagement, less students being sent to the office for discipline referrals <b>Staff Responsible for Monitoring:</b> Nick DeSantis (Principal), Randy Ellsworth (Assistant Principal), Erika Ramos (Assistant Principal)  <b>Title I:</b> 2.4, 2.5, 2.6 <b>- TEA Priorities:</b> Build a foundation of reading and math, Connect high school to career and college, Improve low-performing schools <b>- ESF Levers:</b> Lever 1: Strong School Leadership and Planning, Lever 3: Positive School Culture, Lever 5: Effective Instruction <b>Prioritized Needs:</b> L3 Destination District (Staff Recruitment, Retention & Prof. Dev) 3 <b>Funding Sources:</b> C.H.A.M.P.S DVD In-service set - 211 ESEA Title I Part A (Campus) - \$1,065		Formative			Summative
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### Performance Objective 1 Prioritized Needs:

L3 Destination School (Staff Recruitment, Retention & Prof. Dev)
<b>Prioritized Need 3:</b> Campus wide book study with teachers- "CHAMPS" implementation <b>Root Cause:</b> Changes in leadership.
L4 Culture of Accountability (Parent & Community Engagement)
<b>Prioritized Need 1:</b> Attendance needs to be raised by 3%to meet district goal. <b>Root Cause:</b> Low attendance rates and lack of positive attendance incentives.

**Goal 1: WHOLE CHILD DEVELOPMENT** Charles Middle School foster learning environments for the whole child to thrive.

**Performance Objective 2:** By June 2024, Charles MS will increase 6th-8th grade student participation in UIL, extra-curricular, co-curricular activities at all levels by 5%

**Evaluation Data Sources:** UIL, sports, robotics, STUCO, NJHS, Cheer clubs, dance club, Math club, Emeralds club rosters and results from city-wide competitions,

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Students who participate in academic UIL events will be highlighted periodically in a VIP section in the lunchroom. <b>Strategy's Expected Result/Impact:</b> Improve campus culture and climate. Increase student participation. <b>Staff Responsible for Monitoring:</b> All club sponsors  <b>Title I:</b> 2.4, 2.5, 2.6, 4.2 <b>- TEA Priorities:</b> Recruit, support, retain teachers and principals, Connect high school to career and college, Improve low-performing schools <b>- ESF Levers:</b> Lever 1: Strong School Leadership and Planning, Lever 2: Strategic Staffing, Lever 3: Positive School Culture <b>Prioritized Needs:</b> L4 Culture of Accountability (Parent & Community Engagement) 1	Formative			Summative
	Oct	Jan	Mar	June
Strategy 2 Details	Reviews			
<b>Strategy 2:</b> 6th Graders will participate in after school and second lunch intramurals. <b>Strategy's Expected Result/Impact:</b> Expected result includes the increase of participation of 6th grade students. <b>Staff Responsible for Monitoring:</b> Nick DeSantis(Principal), Randy Ellsworth (Assistant Principal), Erika Ramos (Assistant Principal)  <b>TEA Priorities:</b> Improve low-performing schools <b>- ESF Levers:</b> Lever 3: Positive School Culture <b>Prioritized Needs:</b> L3 Destination District (Perceptions, Facilities, Programs, Technology) 1 - L4 Culture of Accountability (Parent & Community Engagement) 1	Formative			Summative
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**Performance Objective 2 Prioritized Needs:**

<b>L3 Destination School (Perceptions, Facilities, Programs, Technology)</b>
<b>Prioritized Need 1:</b> Campus is 650 under max capacity. <b>Root Cause:</b> Previous campus reputation of low scores and lack of discipline.
<b>L4 Culture of Accountability (Parent &amp; Community Engagement)</b>
<b>Prioritized Need 1:</b> Attendance needs to be raised by 3%to meet district goal. <b>Root Cause:</b> Low attendance rates and lack of positive attendance incentives.

**Goal 1: WHOLE CHILD DEVELOPMENT** Charles Middle School foster learning environments for the whole child to thrive.

**Performance Objective 3:** By June 2024, Charles MS will create an integrated system of school supports, extended learning opportunities, and community partnerships.

**Evaluation Data Sources:** District tracking tool

Strategy 1 Details	Reviews			
	Formative			Summative
	Oct	Jan	Mar	June
<b>Strategy 1:</b> Students will be invited to targeted afterschool tutoring based on their performance on individual TEKS. <b>Strategy's Expected Result/Impact:</b> Increase performance on EOC and report cards. <b>Staff Responsible for Monitoring:</b> Nick DeSantis (Principal) and Assistant Principals  <b>Title I:</b> 2.4, 2.5, 2.6 <b>- TEA Priorities:</b> Build a foundation of reading and math, Connect high school to career and college, Improve low-performing schools <b>- ESF Levers:</b> Lever 1: Strong School Leadership and Planning, Lever 3: Positive School Culture, Lever 4: High-Quality Instructional Materials and Assessments, Lever 5: Effective Instruction <b>Prioritized Needs:</b> L2 Academic Excellence (Curriculum, Instruction, Assessment) 3 <b>Funding Sources:</b> Science and Social Studies after school tutoring - 185 SCE (Campus) - \$4,500				
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**Performance Objective 3 Prioritized Needs:**

L2 Academic Excellence (Curriculum, Instruction, Assessment)
<b>Prioritized Need 3:</b> Campus administration is lacking in PLC support. <b>Root Cause:</b> Administration focused heavily on discipline issues not allowing them the opportunity to attend PLC meetings.



**Goal 1: WHOLE CHILD DEVELOPMENT** Charles Middle School foster learning environments for the whole child to thrive.

**Performance Objective 4:** By June 2024, Charles MS will build mindsets, healthy habits, and skills that strengthen students' social, emotional and academic competence by ensuring Principal and academic support team PBIS/SEL fidelity walkthrough data meets all established percentages for school-wide behavior expectations, classrooms procedures and instruction, and student and staff awareness.

**Evaluation Data Sources:** District Developed Tracking Rubric

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> PBIS matrix will be completed and posted throughout campus. <b>Strategy's Expected Result/Impact:</b> Increase school wide behavior expectations <b>Staff Responsible for Monitoring:</b> Nick DeSantis (Principal), Randy Ellsworth (Assistant Principal), Erika Ramos (Assistant Principal), PBIS Team  <b>Title I:</b> 2.5, 2.6 <b>- ESF Levers:</b> Lever 3: Positive School Culture <b>Prioritized Needs:</b> L3 Destination District (Perceptions, Facilities, Programs, Technology) 1	Formative			Summative
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**Performance Objective 4 Prioritized Needs:**

L3 Destination School (Perceptions, Facilities, Programs, Technology)
<b>Prioritized Need 1:</b> Campus is 650 under max capacity. <b>Root Cause:</b> Previous campus reputation of low scores and lack of discipline.

**Goal 1: WHOLE CHILD DEVELOPMENT** Charles Middle School foster learning environments for the whole child to thrive.

**Performance Objective 5:** By June 2024, Charles MS will implement meaningful, engaging practices that develop students' ability to manage and own their behavior as measured by Reduction of all OSS and DEAP disciplinary actions for all student groups from 34% to 29% and reduce the overall number of disciplinary removals from 381 to 362.

**Evaluation Data Sources:** OnPoint Discipline Action Summary Report

Strategy 1 Details		Reviews			
<b>Strategy 1:</b> All administration will be trained on and expected to implement the restorative justice practice of treatment agreements. <b>Strategy's Expected Result/Impact:</b> Expected result includes behavioral management and school wide behavior expectations. <b>Staff Responsible for Monitoring:</b> Nick DeSantis (Principal), Randy Ellsworth (Assistant Principal), Erika Ramos (Assistant Principal)  <b>Title I:</b> 2.6 <b>- ESF Levers:</b> Lever 3: Positive School Culture <b>Prioritized Needs:</b> L3 Destination District (Perceptions, Facilities, Programs, Technology) 1		Formative			Summative
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**Performance Objective 5 Prioritized Needs:**

L3 Destination School (Perceptions, Facilities, Programs, Technology)
<b>Prioritized Need 1:</b> Campus is 650 under max capacity. <b>Root Cause:</b> Previous campus reputation of low scores and lack of discipline.

**Goal 2: ACADEMIC EXCELLENCE** Charles MS empowers all learners to excel in current and future pursuits.

**Performance Objective 1:** By June 2024, Charles MS will implement a guaranteed and viable student-centered District curriculum. Principal and academic support team will ensure the implementation of curriculum fidelity walkthrough data, in which meets all established percentages for rigor, instructional model, and scope and sequence for reading language arts, math, science, and social studies instruction.

**Evaluation Data Sources:** Walkthrough tool, performance data, learning walk opportunities/forms/cycles, coaching sessions, PLCs and admin lead professional developments, RTIs, and an instructional model, Tier 1 instructional material.

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Administration will conduct curriculum compliance walkthroughs. <b>Strategy's Expected Result/Impact:</b> Increase Tier 1 instruction and best practices within the classroom <b>Staff Responsible for Monitoring:</b> Nick DeSantis (Principal), Randy Ellsworth (Assistant Principal), Erika Ramos (Assistant Principal), and Instructional Coaches  <b>Title I:</b> 2.4, 2.5, 2.6 <b>- TEA Priorities:</b> Build a foundation of reading and math, Connect high school to career and college, Improve low-performing schools <b>- ESF Levers:</b> Lever 1: Strong School Leadership and Planning, Lever 3: Positive School Culture, Lever 4: High-Quality Instructional Materials and Assessments, Lever 5: Effective Instruction <b>Prioritized Needs:</b> L3 Destination District (Staff Recruitment, Retention &Prof. Dev) 1	Formative			Summative
	Oct	Jan	Mar	June
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**Performance Objective 1 Prioritized Needs:**

L3 Destination School (Staff Recruitment, Retention &Prof. Dev)
<b>Prioritized Need 1:</b> Learning walk-through by instructional leadership team. <b>Root Cause:</b> Lack of purposeful coaching cycles in previous year.

**Goal 2: ACADEMIC EXCELLENCE** Charles MS empowers all learners to excel in current and future pursuits.

**Performance Objective 2:** By June 2024, Charles MS will plan for a guaranteed and viable student-centered District curriculum. Principal and academic support team will ensure the second language acquisition for emergent bilinguals using walkthrough data and LPAC to meet all established percentages for instructional models, classroom environment and instruction, and language acquisition.

**Evaluation Data Sources:** STAAR Data, TELPAS, LPAC meetings, Interventions, Core Teacher ESLSupplemental Certificate/ Endorsement

Strategy 1 Details		Reviews			
<b>Strategy 1:</b> Administration will complete English Second Language compliance walkthroughs. <b>Strategy's Expected Result/Impact:</b> Increase TELPAS ratings, STAAR scores, and Tier 1 differentiated instruction <b>Staff Responsible for Monitoring:</b> Nick DeSantis (Principal), Randy Ellsworth (Assistant Principal), Erika Ramos (Assistant Principal), and Instructional Coaches  <b>Title I:</b> 2.4, 2.5, 2.6 <b>- TEA Priorities:</b> Build a foundation of reading and math, Connect high school to career and college, Improve low-performing schools <b>- ESF Levers:</b> Lever 4: High-Quality Instructional Materials and Assessments, Lever 5: Effective Instruction <b>Prioritized Needs:</b> L2 Academic Excellence (Curriculum, Instruction, Assessment) 2		Formative			Summative
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**Performance Objective 2 Prioritized Needs:**

L2 Academic Excellence (Curriculum, Instruction, Assessment)
<b>Prioritized Need 2:</b> Campus administration needs to provide more feedback on walkthroughs. <b>Root Cause:</b> Administration focused heavily on discipline issues not allowing them the opportunity to attend PLC meetings.

**Goal 2: ACADEMIC EXCELLENCE** Charles MS empowers all learners to excel in current and future pursuits.

**Performance Objective 3:** By June 2024, Charles MS will Increase student achievement outcomes as measured by an increase in Domain 1 Student Achievement STAAR results from the score of a C to a score of a B.

**Evaluation Data Sources:** STAAR data, STAAR Interims, Interventions, and District Mandated CBA Data, and MAPS Diagnostics

Strategy 1 Details	Reviews			
<p><b>Strategy 1:</b> Administration and academic coaches will check for alignment between learning objectives, high-quality Tier 1 classroom instruction and materials, and assessments via lesson plans and walkthroughs.</p> <p><b>Strategy's Expected Result/Impact:</b> Increase STAAR scores for English, Math, Science, and Social Studies by desired amount</p> <p><b>Staff Responsible for Monitoring:</b> Nick DeSantis (Principal), Randy Ellsworth (Assistant Principal), Erika Ramos (Assistant Principal), Instructional Coaches</p> <p><b>Title I:</b> 2.4, 2.5, 2.6</p> <p><b>- TEA Priorities:</b> Build a foundation of reading and math, Connect high school to career and college, Improve low-performing schools</p> <p><b>- ESF Levers:</b> Lever 1: Strong School Leadership and Planning, Lever 4: High-Quality Instructional Materials and Assessments, Lever 5: Effective Instruction</p> <p><b>Prioritized Needs:</b> L2 Academic Excellence (Curriculum, Instruction, Assessment) 2, 3 - L2 Academic Excellence (Student Achievement) 2 - L3 Destination District (Staff Recruitment, Retention &amp; Prof. Dev) 3, 4 - L3 Destination District (Perceptions, Facilities, Programs, Technology) 2, 3, 4</p> <p><b>Funding Sources:</b> General Supplies and Instructional Materials that will be used to improve academic achievement of all students, including at-risk students, in core subject areas to include: Paper, posterboard, pencils, and frogs for Science classes. - 185 SCE (Campus) - \$6,542, Testing materials- STAAR Prep workbooks - 185 SCE (Campus) - \$0, General supplies that will be used for supplemental instructional lessons which will increase student achievement and/or improve scores on State assessments. These supplies include paper, pencils, markers, composition books, toner, etc. - 211 ESEA Title I Part A (Campus) - \$4,405, Schoolwide - Scholastic Magazines - 211 ESEA Title I Part A (Campus) - \$1,565</p>	Formative			Summative
	Oct	Jan	Mar	June
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### Performance Objective 3 Prioritized Needs:





L2 Academic Excellence (Curriculum, Instruction, Assessment)
<p><b>Prioritized Need 2:</b> Campus administration needs to provide more feedback on walkthroughs. <b>Root Cause:</b> Administration focused heavily on discipline issues not allowing them the opportunity to attend PLC meetings.</p>

<b>L2 Academic Excellence (Curriculum, Instruction, Assessment)</b>
<b>Prioritized Need 3:</b> Campus administration is lacking in PLC support. <b>Root Cause:</b> Administration focused heavily on discipline issues not allowing them the opportunity to attend PLC meetings.
<b>L2 Academic Excellence (Student Achievement)</b>
<b>Prioritized Need 2:</b> Social Studies needs better support to increase growth. <b>Root Cause:</b> Low Social Studies scores. Tier 1 and scaffolded instruction requires more preparation.
<b>L3 Destination School (Staff Recruitment, Retention &amp; Prof. Dev)</b>
<b>Prioritized Need 3:</b> Campus wide book study with teachers- "CHAMPS" implementation <b>Root Cause:</b> Changes in leadership.
<b>Prioritized Need 4:</b> Book study with campus leadership team on "Good to Great." <b>Root Cause:</b> Changes in leadership.
<b>L3 Destination School (Perceptions, Facilities, Programs, Technology)</b>
<b>Prioritized Need 2:</b> Increase the purchase of promethean boards. <b>Root Cause:</b> Core classes are the only classes hosting promethean boards.
<b>Prioritized Need 3:</b> Technology items will be purchased to update existing computer labs. (Our current computers are not compatible with testing). <b>Root Cause:</b> Allocation of funds for purchasing devices.
<b>Prioritized Need 4:</b> Ensure connectivity and purchase adapters as needed for TELPAS testing. <b>Root Cause:</b> Allocation of funds for purchasing devices.

**Goal 2: ACADEMIC EXCELLENCE** Charles MS empowers all learners to excel in current and future pursuits.

**Performance Objective 4:** By June 2024, Charles MS will increase student achievement outcomes in Reading for "All students" and the two lowest performing student groups demonstrating achievement on 6-8 Grade at the Meet or Masters Level (EB from Meets 48% to 60%/ Masters 20% to 30% & SPED from Meets 27% to 60%/ Masters 9% to 30%).

**Evaluation Data Sources:** STAAR data, iReady program fluency, MAPs diagnostics, RTI's, EB participation in L sections for all core classes.

Strategy 1 Details	Reviews			
<p><b>Strategy 1:</b> Through the English Intervention class, all students will receive targeted intervention on specific TEKS they have not mastered.</p> <p><b>Strategy's Expected Result/Impact:</b> Increase on student STAAR scores (specifically lowest TEKS)</p> <p><b>Staff Responsible for Monitoring:</b> Nick DeSantis (Principal), Randy Ellsworth (Assistant Principal), Erika Ramos (Assistant Principal), and Instructional Coaches</p> <p><b>Title I:</b> 2.4, 2.5, 2.6</p> <p><b>- TEA Priorities:</b> Build a foundation of reading and math, Connect high school to career and college, Improve low-performing schools</p> <p><b>- ESF Levers:</b> Lever 1: Strong School Leadership and Planning, Lever 4: High-Quality Instructional Materials and Assessments, Lever 5: Effective Instruction</p> <p><b>Prioritized Needs:</b> L2 Academic Excellence (Student Achievement) 1</p> <p><b>Funding Sources:</b> Library - reading materials - 211 ESEA Title I Part A (Campus) - \$2,000, Library - General supplies to include toner and paper - 211 ESEA Title I Part A (Campus) - \$307, Library - Technology updates - 211 ESEA Title I Part A (Campus) - \$1,500, ELAR Tutor- November through May - 211 ESEA Title I Part A (Campus) - \$7,600</p>	Formative			Summative
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**Performance Objective 4 Prioritized Needs:**

L2 Academic Excellence (Student Achievement)
<p><b>Prioritized Need 1:</b> Increase Special Student Populations to the level of passing (30.) <b>Root Cause:</b> Low scores. Tier 1 and scaffolded instruction requires more preparation.</p>

**Goal 2: ACADEMIC EXCELLENCE** Charles MS empowers all learners to excel in current and future pursuits.

**Performance Objective 5:** By June 2024, Charles MS will increase student achievement outcomes in Math "All students" and two lowest performing student groups demonstrating achievement on 6-8 Grade at the Meet or Masters Level (EB from Meets 37% to 42%/ Masters 6% to 11% & SPED from Meets 12% to 17%/ Masters 6% to 10%).

**Evaluation Data Sources:** STAAR data, Mathia program fluency, Math intervention courses, MAPs diagnostics, RTI's, EB participation in L sections for all core classes.

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Through the Math Intervention class, all students will receive targeted intervention on specific TEKS they have not mastered.  <b>Strategy's Expected Result/Impact:</b> Increase Math STAAR (lowest TEKS) scores <b>Staff Responsible for Monitoring:</b> Nick DeSantis (Principal), Randy Ellsworth (Assistant Principal), Erika Ramos (Assistant Principal), Instructional Coaches.  <b>Title I:</b> 2.4, 2.5, 2.6 <b>- TEA Priorities:</b> Build a foundation of reading and math, Connect high school to career and college, Improve low-performing schools <b>- ESF Levers:</b> Lever 1: Strong School Leadership and Planning, Lever 4: High-Quality Instructional Materials and Assessments, Lever 5: Effective Instruction <b>Prioritized Needs:</b> L2 Academic Excellence (Curriculum, Instruction, Assessment) 3 <b>Funding Sources:</b> Math tutor - November through May - 211 ESEA Title I Part A (Campus) - \$7,600	Formative			Summative
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**Performance Objective 5 Prioritized Needs:**

L2 Academic Excellence (Curriculum, Instruction, Assessment)
<b>Prioritized Need 3:</b> Campus administration is lacking in PLC support. <b>Root Cause:</b> Administration focused heavily on discipline issues not allowing them the opportunity to attend PLC meetings.



**Goal 3:** DESTINATION DISTRICT Charles MS solidifies its position as the destination middle school in the Northeast.

**Performance Objective 1:** By June 2024, Charles MS will stabilize enrollment by increasing the number of new students enrolling or transferring back to Charles MS by 1% over a three year period. From 454 (EOY 2022-2023) to 459 students by Fall of 2025.

**HB3 Goal**

**Evaluation Data Sources:** PEIMS Snapshot Day 2023, 2024,2025.

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Charles Middle School will hold periodic family engagement meetings (such as recruitment night, open house, and "Charger Chat" with principal) throughout the school year and will allow families to visit campus. <b>Strategy's Expected Result/Impact:</b> Increase student enrollment and retention <b>Staff Responsible for Monitoring:</b> Mr. DeSantis (Principal), Ms. Ramos (Assistant Principal), Mr. Ellsworth (Assistant Principal), Ms. Corsaw (Attendance Clerk), Ms. Caldwell (Family and Community Liasion)  <b>Title I:</b> 4.2 <b>- ESF Levers:</b> Lever 3: Positive School Culture <b>Prioritized Needs:</b> L3 Destination District (Perceptions, Facilities, Programs, Technology) 1	Formative			Summative
	Oct	Jan	Mar	June
Strategy 2 Details	Reviews			
<b>Strategy 2:</b> Charles Middle School will strengthen its place in the community by hosting activities such as Fall Festival, Easter Egg Hunt, and relationship visits with elementary schools in our feeder pattern. <b>Strategy's Expected Result/Impact:</b> Build community awareness and interest. Strong relationships with student's and their families in our feeder patterns <b>Staff Responsible for Monitoring:</b> Mr. DeSantis (Principal), Ms. Ramos (Assistant Principal), Mr. Ellsworth (Assistant Principal), Ms. Caldwell (Family and Community Liasion) and extra-curricular and fine arts organizations  <b>Title I:</b> 2.5, 4.1 <b>- ESF Levers:</b> Lever 3: Positive School Culture <b>Prioritized Needs:</b> L3 Destination District (Perceptions, Facilities, Programs, Technology) 1	Formative			Summative
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**Performance Objective 1 Prioritized Needs:**





<b>L3 Destination School (Perceptions, Facilities, Programs, Technology)</b>
<b>Prioritized Need 1:</b> Campus is 650 under max capacity. <b>Root Cause:</b> Previous campus reputation of low scores and lack of discipline.

**Goal 3: DESTINATION DISTRICT** Charles MS solidifies its position as the destination middle school in the Northeast.

**Performance Objective 2:** By June 2024, Charles MS will attract and retain top talent by implementing an employee recruiting and retention plan designed to keep filled positions on first day of school at 100%.

**Evaluation Data Sources:** Position Inventory and Teacher Availability

Strategy 1 Details		Reviews			
<b>Strategy 1:</b> Teachers will receive targeted professional development based on self identified areas of personal growth as well as self-care. <b>Strategy's Expected Result/Impact:</b> Provide PD opportunities and coaching-cycle/ instructional reflection opportunities to foster professional growth. <b>Staff Responsible for Monitoring:</b> Nick DeSantis (Principal), Randy Ellsworth (Assistant Principal), Erika Ramos (Assistant Principal)  <b>Title I:</b> 2.5 <b>- TEA Priorities:</b> Recruit, support, retain teachers and principals <b>- ESF Levers:</b> Lever 1: Strong School Leadership and Planning, Lever 3: Positive School Culture, Lever 4: High-Quality Instructional Materials and Assessments, Lever 5: Effective Instruction <b>Prioritized Needs:</b> L2 Academic Excellence (Curriculum, Instruction, Assessment) 3 <b>Funding Sources:</b> Substitute Teachers and fringes for planning days - 185 SCE (Campus) - \$4,058, Substitute Teachers and fringes - 211 ESEA Title I Part A (Campus) - \$2,638, Good to Great Book Study - 211 ESEA Title I Part A (Campus) - \$420		Formative			Summative
		Oct	Jan	Mar	June

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**Performance Objective 2 Prioritized Needs:**

L2 Academic Excellence (Curriculum, Instruction, Assessment)
<b>Prioritized Need 3:</b> Campus administration is lacking in PLC support. <b>Root Cause:</b> Administration focused heavily on discipline issues not allowing them the opportunity to attend PLC meetings.

**Goal 3:** DESTINATION DISTRICT Charles MS solidifies its position as the destination middle school in the Northeast.

**Performance Objective 3:** By June 2024, Charles MS will expand the integration of 21st century learning and innovation skills by implementing an instructional technology campus support plan.

**Evaluation Data Sources:** Back up technology equipment inventory on campus, Teacher/Student/Parent Feedback

Strategy 1 Details		Reviews			
<b>Strategy 1:</b> Campus will invest in technology and training to supplement learning in all areas. <b>Strategy's Expected Result/Impact:</b> Increased use of 21st Century Style Learning and Teaching <b>Staff Responsible for Monitoring:</b> Mr. DeSantis (Principal), Ms. Ramos (Assistant Principal), Mr. Ellsworth (Assistant Principal), Robert Rocha (Instructional Technology Specialist) , Instructional Coaches, Assigned Technology Service Tech, Classroom Teachers  <b>Title I:</b> 2.4, 2.5, 2.6 <b>- ESF Levers:</b> Lever 4: High-Quality Instructional Materials and Assessments, Lever 5: Effective Instruction <b>Prioritized Needs:</b> L3 Destination District (Perceptions, Facilities, Programs, Technology) 2, 3, 4 <b>Funding Sources:</b> Technology - Campus wide upgrades - 211 ESEA Title I Part A (Campus) - \$8,000		Formative			Summative
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**Performance Objective 3 Prioritized Needs:**

L3 Destination School (Perceptions, Facilities, Programs, Technology)
<b>Prioritized Need 2:</b> Increase the purchase of promethean boards. <b>Root Cause:</b> Core classes are the only classes hosting promethean boards.
<b>Prioritized Need 3:</b> Technology items will be purchased to update existing computer labs. (Our current computers are not compatible with testing). <b>Root Cause:</b> Allocation of funds for purchasing devices.
<b>Prioritized Need 4:</b> Ensure connectivity and purchase adapters as needed for TELPAS testing. <b>Root Cause:</b> Allocation of funds for purchasing devices.

**Goal 4: CULTURE OF ACCOUNTABILITY** Charles MS cultivates a culture of transparency, care, and service.

**Performance Objective 1:** By June 2024, Charles MS will foster a welcoming and safe environment where all students feel supported resulting in an increase student attendance rate from 91% to 95%.

**Evaluation Data Sources:** Weekly/monthly attendance reports, 45-Day attendance plan, Home Visit Documentation, Phone Calls, Truancy Court, Student Outreach Specialist.

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Feeder pattern home visits will be conducted periodically for students with chronic absenteeism under a 45-Day Attendance Contract Plan should parent does not attend meetings. <b>Strategy's Expected Result/Impact:</b> Expected result includes increases in student attendance. <b>Staff Responsible for Monitoring:</b> Mr. DeSantis (Principal), Mr. Ellsworth (Assistant Principal), Ms. Ramos (Assistant Principal)  <b>Title I:</b> 2.5, 2.6 <b>- TEA Priorities:</b> Improve low-performing schools <b>Prioritized Needs:</b> L4 Culture of Accountability (Parent & Community Engagement) 1, 3	Formative			Summative
	Oct	Jan	Mar	June
<div>  No Progress            Accomplished            Continue/Modify            Discontinue         </div>				

**Performance Objective 1 Prioritized Needs:**

L4 Culture of Accountability (Parent & Community Engagement)
<b>Prioritized Need 1:</b> Attendance needs to be raised by 3%to meet district goal. <b>Root Cause:</b> Low attendance rates and lack of positive attendance incentives. <b>Prioritized Need 3:</b> Truancy court document to be implemented and utilize attendance court. <b>Root Cause:</b> Low attendance rates.

**Goal 4: CULTURE OF ACCOUNTABILITY** Charles MS cultivates a culture of transparency, care, and service.

**Performance Objective 2:** By June 2024, Charles MS will foster a welcoming and safe environment where all families and communities feel supported as well as increase the level of accountability by ensuring all required community events are offered.

**Evaluation Data Sources:** Calendared events, outcalls and emails, social media invites/posts, Charles website, and parent sign in sheets from all campus events.

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Charles MS will offer at least 2 community events per month throughout the year to enhance community involvement. <b>Strategy's Expected Result/Impact:</b> Expected result includes increase the level of accountability within the community. <b>Staff Responsible for Monitoring:</b> Mr. DeSantis (Principal), Ms. Ramos (Assistant Principal), Ms. Caldwell (Family and Community Liasion)  <b>Title I:</b> 4.1, 4.2 <b>Prioritized Needs:</b> L3 Destination District (Perceptions, Facilities, Programs, Technology) 1	Formative			Summative
	Oct	Jan	Mar	June
<div><div><div><div></div><div>0%</div></div><div>No Progress</div></div><div><div><div></div><div>100%</div></div><div>Accomplished</div></div><div><div><div></div></div><div>Continue/Modify</div></div><div><div><div></div></div><div>Discontinue</div></div></div>				

**Performance Objective 2 Prioritized Needs:**

L3 Destination School (Perceptions, Facilities, Programs, Technology)
<b>Prioritized Need 1:</b> Campus is 650 under max capacity. <b>Root Cause:</b> Previous campus reputation of low scores and lack of discipline.

**Goal 4: CULTURE OF ACCOUNTABILITY** Charles MS cultivates a culture of transparency, care, and service.

**Performance Objective 3:** By June 2024, Charles MS will implement a two-way communication plan designed to increase the number and quality of opportunities to engage, inform, train, and gather input from family and community stakeholders as measured via social media, Charger Chats, and school website.

**Evaluation Data Sources:** Social media, Charger Chats, and school website. communication platforms

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> School website will include options for two-way communication. <b>Strategy's Expected Result/Impact:</b> Enhance communication platforms for effective and efficient forms of communication between the campus and the parents. <b>Staff Responsible for Monitoring:</b> Mr. DeSantis (Principal), Ms. Ramos Assistant Principal), Mrs. Caldwell (Family and Community Liasion)  <b>Title I:</b> 4.1, 4.2 <b>Prioritized Needs:</b> School Culture and Climate 1 - L4 Culture of Accountability (Parent & Community Engagement) 2 <b>Funding Sources:</b> Community Engagement Supplies to include paper, toner, pens, and various Snack items for Charger Chat, etc. - 211 ESEA Title I Part A (Campus) - \$700	Formative			Summative
	Oct	Jan	Mar	June
<div><div><div>0%</div>No Progress</div><div><div>100%</div>Accomplished</div><div><div>→</div>Continue/Modify</div><div><div>✗</div>Discontinue</div></div>				

**Performance Objective 3 Prioritized Needs:**

L4 Culture of Accountability (Parent & Community Engagement)
<b>Prioritized Need 2:</b> Include two-way communication options on school website. <b>Root Cause:</b> Parents are not provided efficient forms of communication platforms.

**Goal 5: EQUITY BY DESIGN** Charles MS champions a targeted approach to universal access and system equity.

**Performance Objective 1:** By August 2024, Charles MS will foster equitable access to opportunities as measured by an increase in the percent of underrepresented (i.e., special education and emergent bilingual) middle school students who complete high school credits.

Emer. Bil. Alg. 1 (15% to 20%)

Emer Bil. LOTE (22% to 27 %)

SPED Alg 1 (2.5% to 7.5%)

SPED LOTE (0% to 5 %)

**Evaluation Data Sources:** Master Scheduling Reports and transcripts

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> High school credit courses will be offered under CTE. <b>Strategy's Expected Result/Impact:</b> Students will be provided with a variety of CTE options such as College and Career Exploration (FBLA + Robotics). <b>Staff Responsible for Monitoring:</b> Mr. DeSantis (Principal), Mr. Ellsworth (Assistant Principal), Ms. Ramos (Assistant Principal), Mrs. Millan (Counselor), Mrs. Edwards (Counselor)  <b>Title I:</b> 2.5, 2.6 <b>- TEA Priorities:</b> Connect high school to career and college, Improve low-performing schools <b>- ESF Levers:</b> Lever 4: High-Quality Instructional Materials and Assessments, Lever 5: Effective Instruction <b>Prioritized Needs:</b> L3 Destination District (Perceptions, Facilities, Programs, Technology) 1	Formative			Summative
	Oct	Jan	Mar	June
<div><div><div>0%</div>No Progress</div><div><div>100%</div>Accomplished</div><div><div>→</div>Continue/Modify</div><div><div>✗</div>Discontinue</div></div>				

**Performance Objective 1 Prioritized Needs:**

L3 Destination School (Perceptions, Facilities, Programs, Technology)
<b>Prioritized Need 1:</b> Campus is 650 under max capacity. <b>Root Cause:</b> Previous campus reputation of low scores and lack of discipline.







**Goal 5: EQUITY BY DESIGN** Charles MS champions a targeted approach to universal access and system equity.

**Performance Objective 2:** By June 2024, Charles MS will foster equitable access to opportunities and eliminate barriers as measured by a reduction in the percentage of long-term Emergent Bilinguals Achieving Beg/Int on TELPAS Composite from 2% to 1% for "Beginning" student ratings and from 46% to 40% for "Intermediate" student rankings. In addition, we will also reduce the number of Emergent Bilingual Achieving Beginning on TELPAS reading from 9% to 4%.

**Evaluation Data Sources:** TELPAS ratings, MAPS testing program data.

Strategy 1 Details	Reviews			
<b>Strategy 1:</b> Provide diverse and scaffolded EB support in all classrooms. <b>Strategy's Expected Result/Impact:</b> Expected impact includes an increase in students' TELPAS scores for reading, writing, speaking, and listening. <b>Staff Responsible for Monitoring:</b> Mr. DeSantis (Principal), Mr. Ellsworth (Assistant Principal), Ms. Ramos (Assistant Principal)  <b>Title I:</b> 2.4, 2.5, 2.6 <b>- TEA Priorities:</b> Improve low-performing schools <b>- ESF Levers:</b> Lever 5: Effective Instruction <b>Prioritized Needs:</b> L3 Destination District (Staff Recruitment, Retention & Prof. Dev) 2 - L5 Equity by Design (Demographics) 1, 2	Formative			Summative
	Oct	Jan	Mar	June

 No Progress
  Accomplished
  Continue/Modify
  Discontinue

**Performance Objective 2 Prioritized Needs:**

L3 Destination School (Staff Recruitment, Retention & Prof. Dev)
<b>Prioritized Need 2:</b> Self-contained teachers in SPED units need ESL certifications. <b>Root Cause:</b> SPED teachers are not ESL certified.
L5 Equity by Design (Demographics)
<b>Prioritized Need 1:</b> ESL support is needed for SPED self-contained units. <b>Root Cause:</b> Not all SPED teachers are ELS Supplemental certified.
<b>Prioritized Need 2:</b> All core area teachers need to be ESL Supplemental certified. <b>Root Cause:</b> Not all teachers are ELS Supplemental certified.