



## The Arrow Way - District Improvement Plan 2025-2026

**Goal 1.** (EXCELLENCE IN LEARNING) Arrow Academy will accelerate student learning outcomes.

**Objective 1.** Arrow Academy will increase the number of students in Kindergarten through the 3rd Grade reading on or above grade level annually.

Activity/Strategy	Person(s) Responsible	Timeline	Evaluation
1. Review and monitor reading data from each campus to ensure progress monitoring of all Kindergarten through 3rd grade. (Title I SW Elements: 2.2,2.5) (Target Group: K, 1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> ) (Strategic Priorities: 2,4) (ESF: 1,1.2,4,4.1,5,5.3)	Instructional Coach, Principal, Teachers	Every 9 weeks	Criteria: Continuous expected growth in attainment of reading on grade level by the end of the school year.
2. Conduct district wide ELAR alignment PLCs to ensure rigor in instructional practices. (Title I SW Elements: 2.5) (Target Group: K, 1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> ) (Strategic Priorities: 2,4) (ESF: 1,1.2,4,4.1,5,5.1,5.2,5.3)	RLA Teachers, External Coach, Instructional Coach, Principal, Superintendent	Quarterly	Criteria: Increased academic performance in Reading on state and local assessments.
3. The Leadership team will develop a comprehensive literacy plan to provide additional support to campuses. (Title I SW Elements: 2.2,2.3,2.4,2.5) (Target Group: K, 1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> ) (Strategic Priorities: 2) (ESF: 1,1.2,4,4.1,5,5.3)	External Technical Assistance Provider, Instructional Coach, Lead Teacher, Principal, Superintendent	Ongoing	Criteria: Increases academic performance in Reading on state and local assessments.
4. Continue to conduct weekly walk-throughs to track and monitor the alignment of District programs and state curriculum. (Title I SW Elements: 2.2,2.4,2.5,2.6) (Strategic Priorities: 1,2,4) (ESF: 1,1.1,1.2,2,2.2,4,4.1,5,5.2)	Instructional Coach, Lead Teacher, Principal	Weekly	Criteria: Increased academic performance in Reading on state and local assessments.



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<p>5. Implement a systemic assessment process that includes checkpoints, common formative assessments, content-based assessments, and district assessments to monitor the performance and progress of students and to measure the TEKS taught in ELAR during the unit of study. (Title I SW Elements: 2.4) (Target Group: K, 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup>) (Strategic Priorities: 2,4) (ESF: 1.2,4,4.1)</p>	<p>Core Subject Teachers, Instructional Coach, Lead Teacher, Principal, Superintendent</p>	<p>ongoing</p>	<p>Criteria: Increased academic performance in Reading on state and local assessments.</p>



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**Goal 1.** (EXCELLENCE IN LEARNING) Arrow Academy will accelerate student learning outcomes.

**Objective 2.** Arrow Academy will increase percentage of all students scoring “Approaches” to 75%, “Meets” will increase to 45% and “Masters” will increase to 25% on STAAR Reading by the end of SY 2025-2026.

Activity/Strategy	Person(s) Responsible	Timeline	Evaluation
1. The Leadership Team will collaborate with teachers to ensure the implementation of researched-based instructional strategies (RBIS) with fidelity. (Title I SW Elements: 2.2,2.4,2.5) (Target Group: 3rd,4th,5th,6th) (Strategic Priorities: 2,4) (ESF: 1.2,2,2.2,4,4.1,5,5.2)	Core Subject Teachers, External Instructional Coach, Instructional Coach, Lead Teacher, Principal	Ongoing	Criteria: Increased academic performance in Reading on state and local assessments.
2. Review and monitor reading data from each campus to ensure progress monitoring of all 3rd through 6th Grade students. (Title I SW Elements: 2.2,2.4,2.5) (Target Group: 3rd, 4th, 5th, 6th) (Strategic Priorities: 2,4) (ESF: 1,1.2,5,5.2,5.3)	Instructional Coach, Principal	Every 9 Weeks	Criteria: Increased academic performance in Reading on state and local assessments.
3. The Leadership team will develop a comprehensive literacy plan to provide additional support to campuses. (Title I SW Elements: 1.1,2.2,2.4,2.5) (Target Group: 3rd,4th, 5th, 6th) (Strategic Priorities: 2,4) (ESF: 1,1.2,4,4.1,5,5.3)	Instructional Coach, Principal, Superintendent(s)	Ongoing	Criteria: Increased academic performance in Reading on state and local assessments.



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<p>4. Continue to conduct weekly walk-throughs to track and monitor the alignment of District programs and state curriculum. (Title I SW Elements: 2.4,2.5) (Target Group: 3rd, 4th, 5th, 6th) (Strategic Priorities: 1,2,4) (ESF: 1,1.2,2.2,5,5.2,5.3)</p>	<p>Instructional Coach, Principal</p>	<p>Weekly</p>	<p>Criteria: Increased academic performance in Reading on state and local assessments.</p>
<p>5. Implement a systemic assessment process that includes checkpoints, common formative assessments, content-based assessments, and district assessments to monitor the performance and progress of students and to measure the TEKS taught in ELAR during the unit of study. (Title I SW Elements: 2.4) (Target Group: 3rd, 4th, 5th, 6th) (Strategic Priorities: 2,4) (ESF: 1,1.2,5,5.1,5.3)</p>	<p>Instructional Coach, Lead Teacher, Principal, Superintendent(s)</p>	<p>Ongoing</p>	<p>Criteria: Increased academic performance in Reading on state and local assessments.</p>



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**Goal 1.** (EXCELLENCE IN LEARNING) Arrow Academy will accelerate student learning outcomes.

**Objective 3.** Arrow Academy will increase percentage of all students scoring “Approaches” to 65%, “Meets” will increase to 31% and “Masters” will increase to 15% on STAAR Mathematics by the end of 2025-2026.

Activity/Strategy	Person(s) Responsible	Timeline	Evaluation
1. Conduct district wide Mathematics vertical alignment PLCs to ensure implementation of research-based instructional strategies (RBIS). (Title I SW Elements: 2.4,2.5) (Target Group: 3rd,4th,5th,6th) (Strategic Priorities: 2,4)	Instructional Coach, Lead Teacher, Principal	Quarterly	Criteria: Increased academic performance in Mathematics on state and local assessments.
2. The Leadership team will develop a comprehensive mathematics framework to provide additional support to campuses. (Title I SW Elements: 1.1,2.4,2.5) (Target Group: 3rd, 4th, 5th, 6th) (Strategic Priorities: 2,4) (ESF: 1,1.2,4,4.1)	Instructional Coach, Lead Teacher, Principal, Superintendent	Ongoing	Criteria: Increased academic performance in Mathematics on state and local assessments.
3. Conduct weekly walk-throughs to track and monitor the alignment of District programs and state curriculum. (Title I SW Elements: 2.4,2.5) (Target Group: All) (Strategic Priorities: 2,4) (ESF: 1,1.2,2,2.2)	External Instructional Coach, Instructional Coach, Principal	Ongoing	Criteria: Increased academic performance in Mathematics on state and local assessments.
4. Implement a systemic assessment process that includes checkpoints, common formative assessments, content-based assessments, and district assessments to monitor the performance and progress of students and to measure the TEKS taught during the unit of study in Mathematics. (Title I SW Elements: 1.1,2.4,2.5) (Target Group: 3rd, 4th, 5th, 6th) (Strategic Priorities: 2,4) (ESF: 1,1.2,5.1)	Core Subject Teachers, Instructional Coach, Lead Teacher, Principal	Ongoing	Criteria: Increased academic performance in Mathematics on state and local assessments.



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<p>5. The Leadership Team will continue to provide ongoing accountability and data analysis support to campuses. (Title I SW Elements: 1.1,2.4,2.5) (Target Group: 3rd, 4th, 5th, 6th) (Strategic Priorities: 2,4) (ESF: 1,1.2,4,4.1,5,5.3)</p>	<p>Instructional Coach, Lead Teacher, Principal, Superintendent</p>	<p>Quarterly</p>	<p>Criteria: Increased academic performance in Mathematics on state and local assessments.</p>
<p>6. Provide students with tools, supplemental aids, manipulatives, and supplies to support diverse learners whereby increasing their academic performance in Mathematics. (Title I SW Elements: 2.4,2.5) (Target Group: 3rd, 4th, 5th, 6th) (Strategic Priorities: 2,4) (ESF: 1,1.2,5,5.2)</p>	<p>Budget Committee, Superintendent, Principals</p>	<p>Ongoing</p>	<p>Criteria: Increased academic performance in Mathematics on state and local assessments.</p>



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**Goal 1.** (EXCELLENCE IN LEARNING) Arrow Academy will accelerate student learning outcomes.

**Objective 4.** Arrow Academy will increase percentage of all students scoring “Approaches” to 61%, “Meets” will increase to 26% and “Masters” will increase to 5% on STAAR Science by the end of 2025-2026.

Activity/Strategy	Person(s) Responsible	Timeline	Evaluation
1. Incorporate the use of the science framework with labs and the 5E model systematically for all grade levels. (Title I SW Elements: 2.4,2.5) (Target Group: All) (Strategic Priorities: 4) (ESF: 1,1.2,2,2.2,4,4.1,5,5.1,5.2)	Core Subject Teachers, Instructional Coach, Lead Teacher, Principal	Ongoing	Criteria: Increased academic performance in Science on state and local assessments.
2. Conduct district wide Science vertical alignment PLCs to ensure rigor in instructional practices. (Title I SW Elements: 2.5) (Target Group: All) (Strategic Priorities: 4) (ESF: 1,1.2,4,4.1,5,5.2,5.3)	Core Subject Teachers, Instructional Coach, Lead Teacher, Principal	Ongoing	Criteria: Increased academic performance in Science on state and local assessments.
3. Continue to conduct weekly walk-throughs to track and monitor the alignment of District programs and state curriculum. (Title I SW Elements: 2.5) (Strategic Priorities: 4) (ESF: 1,1.2,2,2.2,5,5.2)	Core Subject Teachers, External Instructional Coach, Instructional Coach, Lead Teacher, Principal	Ongoing	Criteria: Increased academic performance in Science on state and local assessments.
4. Implement a systemic assessment process that includes checkpoints, common formative assessments, content-based assessments, and district assessments to monitor the performance and progress of students and to measure the TEKS taught in Science during the unit of study. (Title I SW Elements: 2.4) (Target Group: All) (Strategic Priorities: 4) (ESF: 1,1.2,4,4.1,5,5.1)	Core Subject Teachers, Instructional Coach, Lead Teacher, Principal	Ongoing	Criteria: Increased academic performance in Science on state and local assessments.



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<p>5. The Leadership Team will continue to provide ongoing accountability and data analysis support to campuses. (Title I SW Elements: 2.2,2.4,2.5) (Target Group: All) (Strategic Priorities: 4) (ESF: 1,4,4.1)</p>	<p>Instructional Coach, Lead Teacher, Principal, Superintendent(s)</p>	<p>Quarterly</p>	<p>Criteria: Increased academic performance in Science on state and local assessments.</p>
<p>6. Provide students with tools, supplemental aids, lab equipment, and supplies to support diverse learners thereby increasing their academic performance in Science. (Title I SW Elements: 2.4,2.5) (Target Group: All) (Strategic Priorities: 4) (ESF: 4,4.1,5,5.2)</p>	<p>Budget Committee, Core Subject Teachers, Instructional Coach, Lead Teacher, Principal, Superintendent(s)</p>	<p>Ongoing</p>	<p>Criteria: Increased academic performance in Science on state and local assessments.</p>



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**Goal 1.** (EXCELLENCE IN LEARNING) Arrow Academy will accelerate student learning outcomes.

**Objective 6.** Arrow Academy will increase the number of students in Kindergarten through the 3<sup>rd</sup> Grade in math fact fluency.

Activity/Strategy	Person(s) Responsible	Timeline	Evaluation
1. Utilize our blended learning rotation stations to leverage targeted instruction to support math fact fluency for K-3 scholars. (Title I SW Elements: 2.4,2.5) (Target Group: All, K,1st, 2nd,3rd) (Strategic Priorities: 2,4) (ESF: 1,1.2,5,5.2,5.3,5.4)	Core Subject Teachers, Instructional Coach, Principal	Ongoing	Criteria: Increased academic performance in Mathematics on state and local assessments.
2. Review and monitor math fluency/computation records from each campus to ensure progress monitoring of all Kindergarten through 3rd grade. (Title I SW Elements: 2.5) (Target Group: K,1st,2nd,3rd) (Strategic Priorities: 2) (ESF: 1,1.2,5,5.1,5.3)	Core Subject Teachers, Instructional Coach, Lead Teacher, Principal	Quarterly	Criteria: Increased academic performance in Mathematics on state and local assessments.
3. Continue to conduct weekly walk-throughs to track and monitor the alignment of District programs and state curriculum. (Title I SW Elements: 2.4,2.5) (Strategic Priorities: 2,4) (ESF: 1,1.2,5,5.2)	Core Subject Teachers, Instructional Coach, Principal	Weekly	Criteria: Increased academic performance in K-3 Mathematics on state and local assessments.
4. Implement a systemic assessment process that includes checkpoints, common formative assessments, content-based assessments, and district assessments to monitor the performance and progress of students and to measure the TEKS taught in K-2 Math classrooms during the unit of study. (Title I SW Elements: 2.4,2.5) (Target Group: K,1st,2nd) (Strategic Priorities: 2,4) (ESF: 1,1.2,5,5.1,5.3)	Core Subject Teachers, Instructional Coach, Lead Teacher, Principal, Superintendent(s)	Ongoing	Criteria: Increased academic performance in K-2 Mathematics on local assessments.



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5. Provide students with tools, supplemental aids, and manipulatives, and supplies to support diverse learners whereby increasing their academic performance in Math. (Title I SW Elements: 2.5) (Target Group: K,1st,2nd) (Strategic Priorities: 2,4) (ESF: 1,1.2,5,5.2)	Core Subject Teachers, Instructional Coach, Lead Teacher, Principal, Tutors	Ongoing	Criteria: Increased academic performance in Mathematics on local assessments.
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**Goal 2.** (EQUITABLE EDUCATIONAL PRACTICES) Arrow Academy will advance high quality curriculum and instructional practices to equip ALL students to reach their full potential.

**Objective 1.** Arrow Academy will increase student growth on the NWEA Measures of Academic Progress (MAP) to reflect 70% of students meeting their projected RIT score in all grade levels.

Activity/Strategy	Person(s) Responsible	Timeline	Evaluation
1. All campuses will continue to develop and implement master schedules that will provide W.I.N. (What I Need) time to meet the needs of every scholar. (Title I SW Elements: 2.2,2.4) (Target Group: All) (Strategic Priorities: 2,4) (ESF: 1,1.1,1.2,5,5.3)	Principal	Ongoing	Criteria: Increased academic growth on NWEA Measures of Academic Progress (MAP).
2. Disaggregate MAP data to ascertain the areas of strengths and weaknesses for next step personalized instruction. (Title I SW Elements: 2.4,2.5) (Target Group: All, AA, ECD, ESL, SPED, AtRisk) (Strategic Priorities: 2,4) (ESF: 5,5.3,5.4)	Core Subject Teachers, Instructional Coach, Lead Teacher, Principal	Ongoing	Criteria: Increased academic growth on NWEA Measures of Academic Progress (MAP).
3. Continue implementing the use of differentiated instruction to maximize flexible groups and instructional strategies. (Title I SW Elements: 2.4,2.5) (Target Group: All, K, 1st,2nd,3rd,4th,5th,6th) (Strategic Priorities: 2,4) (ESF: 5,5.1,5.2,5.3,5.4)	Core Subject Teachers, Instructional Coach, Lead Teacher, Principal	Ongoing	Criteria: Increased academic growth on NWEA Measures of Academic Progress (MAP).



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**Goal 2.** (EQUITABLE EDUCATIONAL PRACTICES) Arrow Academy will advance high quality curriculum and instructional practices to equip ALL students to reach their full potential.

**Objective 2.** Arrow Academy will increase the Approaches Grade Level or Above in reading by 10% for Emergent Bilingual Learners.

Activity/Strategy	Person(s) Responsible	Timeline	Evaluation
1. Conduct professional development targeting the effective use of sheltered instruction strategies aligned to the TEKS. (Title I SW Elements: 2.4,2.6) (Target Group: ESL, EB/EL) (Strategic Priorities: 2,4)	Core Subject Teachers, Instructional Coach, Lead Teacher, Principal	Ongoing	Criteria: Increased the academic performance of English Language learners.
2. Continue to conduct weekly walk-throughs to track and monitor the alignment of District programs and state curriculum. (Title I SW Elements: 2.6) (Target Group: ESL, EB/EL) (Strategic Priorities: 2,4)	Bilingual Coordinator, Instructional Coach, Lead Teacher, Principal	Ongoing	Criteria: Increased the academic performance of English Language learners.
3. Implement a systemic assessment process that includes checkpoints, common formative assessments, content-based assessments, and district assessments to monitor the performance and progress of English Language learners and to measure the TEKS taught in each core subject during the unit of study. (Title I SW Elements: 2.5) (Target Group: ESL, EB/EL, At Risk) (Strategic Priorities: 2,4) (ESF: 5,5.1,5.3)	Bilingual Coordinator, Core Subject Teachers, Instructional Coach, Lead Teacher, Principal	Ongoing	Criteria: Increased the academic performance of English Language learners.
4. Conduct professional development for LPAC compliance and technical assistance. (Title I SW Elements: 2.4,2.6) (Target Group: ESL, EB/EL) (Strategic Priorities: 2,4)	Bilingual Coordinator, Principal	Quarterly	Criteria: Increased the academic performance of English Language learners.



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5. Conduct periodic LPAC documentation campus audits. (Title I SW Elements: 2.2) (Target Group: ESL, EB/EL)	Bilingual Coordinator, LPAC Coordinator, Principal	Annually	Criteria: Increased the academic performance of English Language learners.
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**Goal 2.** (EQUITABLE EDUCATIONAL PRACTICES) Arrow Academy will advance high quality curriculum and instructional practices to equip All students to reach their full potential.

**Objective 3.** Arrow Academy will increase student achievement and progress levels will meet the state standards while closing the achievement gaps that exist in the special education population student group.

Activity/Strategy	Person(s) Responsible	Timeline	Evaluation
1. Continue to provide professional development for classroom teachers and special education teachers on inclusion models and best practices for use in general education and the special education classroom to maximize students' full potential. (Target Group: SPED, AtRisk)	Instructional Coach, Lead Teacher, Principal, Teacher(s), Tutors, SPED Coordinator	Ongoing	Criteria: Increased the academic performance of scholars in Special Education.
2. Continue to monitor and analyze staffing ratios for all Special Education classrooms including, inclusion classes, resources classes and other specialized services. (Title I SW Elements: 2.4) (Target Group: SPED) (Strategic Priorities: 2,4) (ESF: 3,3.3)	Budget Committee, SPED Coordinator, Superintendent(s)	Ongoing	Criteria: Increased the academic performance of scholars in Special Education.
3. Continue implementing interventions in all general education classrooms where students in Special Education are receiving instruction. (Title I SW Elements: 2.4,2.5) (Target Group: SPED) (Strategic Priorities: 2,4)	Core Subject Teachers, Instructional Coach, Lead Teacher, Principal, Special Ed Teachers, SPED Coordinator, Tutors	Ongoing	Criteria: Increased academic performance for scholars in Special Education.
4. Provide district wide training on the Rtl model to improve the referral process and provide support for students in need of intensive Tier II and Tier III intervention. (Title I SW Elements: 2.6) (Target Group: AtRisk) (Strategic Priorities: 2,4) (ESF: 5,5.3,5.4)	Instructional Coach, Lead Teacher, Principal, Special Ed Teachers, SPED Coordinator, Teacher(s)	Ongoing	Increased the academic performance of struggling learners.



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<p>5. Continue to provide training on the development and implementation of quality IEPs that exhibit emphasis on content and the presence of rigor in the IEP. (Title I SW Elements: 2.4,2.5) (Target Group: SPED) (Strategic Priorities: 2,4) (ESF: 4,4.1,5,5.3)</p>	<p>Diagnostician, Special Ed Teachers, SPED Coordinator</p>	<p>Ongoing</p>	<p>Criteria: Increased the academic performance of scholars in Special Education.</p>
<p>6. Provide supplemental resources, training, and intervention opportunities to improve the academic performance of special populations students, whereby closing the achievement gap in the four content areas. (Title I SW Elements: 2.4) (Target Group: ECD, ESL, SPED, GT, AtRisk, Dys,504) (Strategic Priorities: 4)</p>	<p>504 Coordinator, Instructional Coach, Lead Teacher, Principal, SPED Coordinator, Superintendent(s)</p>	<p>Ongoing</p>	<p>Criteria: Increased the academic performance of scholars in special population student groups (Special Education, ESL, Economically Disadvantaged, At- Risk, and ELs).</p>



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**Goal 3.** (EFFECTIVE ADMINISTRATORS, TEACHERS, AND STAFF) Arrow Academy will attract, develop, retain, and sustain the highest quality talent for our classrooms and schools.

**Objective 1.** Arrow Academy will recruit and retain 75% of certified, high-quality teachers in every classroom.

Activity/Strategy	Person(s) Responsible	Timeline	Evaluation
1. Arrow Academy will attract quality talent by offering a performance pay in a small learning environment. (Target Group: All)	Superintendent CFO Budget Committee	Annually	Decrease in teacher turn-over rate
2. Arrow Academy will sustain longevity for top tier teachers in the District with supplemental pay. (Target Group: All) (Strategic Priorities: 1) (ESF: 2,2.1)	Budget Committee, Chief Financial Officer (CFO), Superintendent	Annually	Decrease in teacher turn-over rate
3. Arrow Academy will reimburse teachers for additional certifications based on District's needs. (Target Group: All) (Strategic Priorities: 1) (ESF: 2,2.1)	Budget Committee, Chief Financial Officer (CFO), Superintendent	Annually	Increase in teacher certification
4. Arrow Academy will sustain high quality teachers in the District with a stipend based supplemental pay (Target Group: All) (Strategic Priorities: 1) (ESF: 1,1.1)	Budget Committee, Chief Financial Officer (CFO), Superintendent	Annually	Decrease in teacher turn-over rate
5. Arrow Academy will mentor all new teachers to the District with support of instructional coaching, induction, ongoing professional development. (Target Group: All) (Strategic Priorities: 1) (ESF: 2,2.1)	Instructional Coach, Lead Teacher, Principal	Ongoing	Climate/Culture Surveys
6. Arrow Academy will provide a comprehensive professional development program to support teachers in the classroom. (Target Group: All) (ESF: 2.1)	External Instructional Coach, Instructional Coach, Lead Teacher, Principal	Ongoing	Climate/Culture Surveys



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<p>7. Arrow Academy will develop teachers and support staff for 21st Century teaching and learning through embedded professional development, PLCs, and district wide training. (Target Group: All) (Strategic Priorities: 1) (ESF: 2,2.1)</p>	<p>Chief Operating Officer (COO), External Instructional Coach, Instructional Coach, Lead Teacher, Principal, Superintendent, Teachers</p>	<p>Ongoing</p>	<p>Climate/Culture Surveys</p>
<p>8. Arrow Academy will provide administrators professional development to build leadership capacity. (Target Group: Principals) (Strategic Priorities: 1) (ESF: 1,1.1)</p>	<p>Budget Committee, Chief Financial Officer (CFO), Superintendent</p>	<p>Annually</p>	<p>Budget, executive summaries, leadership feedback</p>
<p>9. Arrow Academy will implement the Texas Incentive Allotment Program to attract and retain high-quality, certified teachers.</p>	<p>Budget Committee, Chief Financial Officer (CFO), HR Manager, Superintendent</p>	<p>Annually</p>	<p>Budget, executive summaries, leadership feedback</p>
<p>10. Arrow Academy will plan for a Grow Your Own Program in partnership with an EPP and a university to attract and retain high-quality, certified teachers.</p>	<p>Budget Committee, Chief Financial Officer (CFO), HR Manager, Superintendent, Grant Specialist, Program Director</p>	<p>Ongoing</p>	<p>Budget, executive summaries, leadership feedback</p>



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**Goal 3.** (EFFECTIVE ADMINISTRATORS, TEACHERS, AND STAFF) Arrow Academy will attract, develop, retain, and sustain the highest quality talent for our classrooms and schools.

**Objective 2.** Arrow Academy will recruit and retain 100% of highly qualified paraprofessionals for every school.

Activity/Strategy	Person(s) Responsible	Timeline	Evaluation
1. Arrow Academy will provide comprehensive professional development to support instructional aides and tutors to meet the diverse needs of our scholars. (Target Group: AtRisk) (Strategic Priorities: 1) (ESF: 3,3.3)	External Instructional Coach, Instructional Coach, Lead Teacher, Principal	Ongoing	Climate/Culture Surveys
2. Arrow Academy will attract quality personnel by offering competitive pay scale for support staff. (Target Group: At Risk) (Strategic Priorities: 1) (ESF: 2)	Budget Committee, Chief Financial Officer (CFO), Superintendent(s)	Annual	Decrease in staff turnover
3. Continue to seek creative ways to improve staff morale and show appreciation for all employees. (Target Group: All) (Strategic Priorities: 1) (ESF: 2,3)	Budget Committee, Chief Financial Officer (CFO), Chief Operating Officer (COO), Principal, Superintendent, Teachers	Ongoing	Decrease in staff turnover
4. Arrow Academy will implement a Grow Your Own Program in partnership with an EPP and a university to attract and retain high-quality paraprofessionals that desire a college degree and a teaching career.	Budget Committee, Chief Financial Officer (CFO), Chief Operating Officer (COO), Principal, Superintendent, Grant Specialist, Program Director	Ongoing	Increase in teacher pool



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**Goal 4.** (ENGAGEMENT WITH FAMILIES AND COMMUNITIES) Arrow Academy will ensure active parental and community engagement for shared academic achievement and a strong home-school partnership.

**Objective 1.** Arrow Academy will recruit parents and increase parental engagement in district and campus planning process for school improvement.

Activity/Strategy	Person(s) Responsible	Timeline	Evaluation
1. Develop with parents the Title I, Parental Involvement Policy and share the policy annually with parental comments to improve the policy. (Title I SW Elements: 2.1) (Target Group: All) (Strategic Priorities: 4) (ESF: 3,3.4)	Instructional Aides, Parent Volunteers, Principal, Teachers	Annually	Climate/Culture Surveys
2. Develop and share with parents a School/Parent/Student Compact. (Title I SW Elements: 2.1,2.2,3.1) (Target Group: All) (Strategic Priorities: 4) (ESF: 3,3.1,3.2,3.4)	Instructional Aides, Parent Volunteers, Principal, Teachers	Annually	Climate/Culture Surveys
3. Host an annual Title I Meeting to inform parents about Title I and its program requirements and sign-up interested parents for identified planning committees. (Title I SW Elements: 2.1,3.1) (Target Group: All) (Strategic Priorities: 4) (ESF: 3,3.4)	Parent Volunteers, Principal, Teachers	Annually	Climate/Culture Surveys



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**Goal 4.** (ENGAGEMENT WITH FAMILIES AND COMMUNITIES) Arrow Academy will ensure active parental and community engagement for shared academic achievement and a strong home-school partnership.

**Objective 2.** Arrow Academy will engage in community outreach opportunities for families.

Activity/Strategy	Person(s) Responsible	Timeline	Evaluation
1. Continue to provide and expand community outreach opportunities with various stakeholders. (Title I SW Elements: 2.3) (Target Group: ECD) (Strategic Priorities: 4)	Instructional Aides, Nutrition Aide, Parent Volunteers, Principal, Teachers	Quarterly	Criteria: Feedback from parents through surveys at the conclusion of event, activity, or meeting.
2. Continue to provide and expand community partnerships with local churches and non- profits for clothes drive, health fair, Harvest Fest, and volunteer opportunities. (Title I SW Elements: 3.1) (Target Group: All) (Strategic Priorities: 4) (ESF: 3,3.4)	Budget Committee, Health Aide, Instructional Aides, Principal, Teacher(s)	Quarterly	Criteria: Feedback from parents through surveys at the conclusion of event, activity, or meeting.
3. Continue to refer and offer ESL classes and digital literacy for parents. (Title I SW Elements: 3.1) (Target Group: ESL, LEP) (Strategic Priorities: 4) (ESF: 3,3.4)	Bilingual Coordinator, Instructional Aides, Instructional Coach, LPAC Coordinator, Parent Volunteers, Principal, Teachers	Quarterly	Criteria: Feedback from parents through surveys at the conclusion of event, activity, or meeting.



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**Goal 4.** (ENGAGEMENT WITH FAMILIES AND COMMUNITIES) Arrow Academy will ensure active parental and community engagement for shared academic achievement and a strong home-school partnership.

**Objective 3.** Arrow Academy will be transparent in sharing scholars' academic performance with next step action plans.

Activity/Strategy	Person(s) Responsible	Timeline	Evaluation
1. Arrow Academy will mail home every 9 weeks a customized report card with reading progress, Rtl level, performance indicator of above or below grade level expectations. (Title I SW Elements: 2.2,2.3,3.1) (Target Group: All) (Strategic Priorities: 2,4) (ESF: 3,3.4)	District Office Personnel, Principal, Teachers	9 Weeks Increments	Criteria: Mailing report with number of returned report cards.
2. Arrow Academy will provide parents a progress report of academic growth with next step action plan twice a year to help close students' learning gaps. (Title I SW Elements: 2.5,3.1) (Target Group: All) (Strategic Priorities: 2,4) (ESF: 3,3.4)	Core Subject Teachers, Principal	3 Times a Year	Criteria: Feedback from parents through surveys at the conclusion of event, activity, or meeting.
3. Arrow Academy will offer parents a flexible number of parent/teacher conferences (minimum 2 conferences) throughout the school year. (Title I SW Elements: 3.1) (Target Group: All) (Strategic Priorities: 4) (ESF: 3,3.4)	Parent Volunteers, Principal, Teachers	Ongoing	Criteria: Feedback from parents through surveys at the conclusion of event, activity, or meeting.



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**Goal 4.** (ENGAGEMENT WITH FAMILIES AND COMMUNITIES) Arrow Academy will ensure active parental and community engagement for shared academic achievement and a strong home-school partnership.

**Objective 4.** Arrow Academy will support scholars' social-emotional needs and student achievement through collaborative partnerships with parents, faith-based entities and businesses.

Activity/Strategy	Person(s) Responsible	Timeline	Evaluation
1. Arrow Academy will support parents in developing their scholars' literacy skills through home-school connection activities. (Title I SW Elements: 2.1) (Target Group: K,1st,2nd,3rd) (Strategic Priorities: 2) (ESF: 3.4)	Budget Committee, Instructional Coach, Lead Teacher, Principal	Annually	
2. Arrow Academy campuses will host a minimum of 4 parent meetings throughout the year on a variety of topics such as literacy nights, STAAR, Math Connection, etc. (Title I SW Elements: 3.1) (Target Group: All) (Strategic Priorities: 4) (ESF: 3,3.4)	Budget Committee, Instructional Aides, Instructional Coach, Nutrition Aide, Principal, Teachers	Ongoing	Criteria: Feedback from parents through surveys at the conclusion of event, activity, or meeting.



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**Goal 4.** (ENGAGEMENT WITH FAMILIES AND COMMUNITIES) Arrow Academy will ensure active parental and community engagement for shared academic achievement and a strong home-school partnership.

**Objective 5.** Arrow Academy will retain 90% of its annual enrollment and recruit new families to meet annual enrollment targets.

Activity/Strategy	Person(s) Responsible	Timeline	Evaluation
1. Arrow Academy will continue its marketing campaign including community fairs and other community events to increase future families' awareness of school choice with the district. (Title I SW Elements: 3.1) (Target Group: All) (ESF: 3,3.4)	Budget Committee, Chief Financial Officer (CFO), Chief Operating Officer (COO), Principal, Superintendent(s)	Ongoing	Criteria: Increase student enrollment at all campuses.
2. Arrow Academy will conduct parent surveys to ascertain parent's needs, campus satisfaction, and completion of annual enrollment. (Title I SW Elements: 2.2,2.3) (Target Group: All) (ESF: 3,3.4)	Chief Operating Officer (COO), Instructional Technologist, Principal, Teacher(s)	Annually	Criteria: Increase student enrollment at all campuses.
3. Increase and improve the district's presence on social media and the district website. (Title I SW Elements: 2.2,2.3) (Target Group: All) (ESF: 3,3.4)	Chief Operating Officer (COO), District Office Personnel, Instructional Coach, Instructional Technologist, Parent Volunteers, Principal, Teacher(s)	Ongoing	Criteria: Increase student enrollment at all campuses.



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**Goal 5.** (EXPECT A SAFE AND POSITIVE SCHOOL CULTURE) Arrow Academy will attain a positive school culture and climate every day.  
**Objective 1.** Arrow Academy will provide a safe and secure learning and working environment by limiting unauthorized access to campuses and ensure that all safety measures and devices are operating properly.

Activity/Strategy	Person(s) Responsible	Timeline	Evaluation
1. Install or upgrade systems that allow electronic building access using a secure code/card for entrance. (Target Group: All) (ESF: 3,3.1)	Budget Committee, Chief Operating Officer (COO), Superintendent(s)	Ongoing	Criteria: 100% electronic access to designated employees with the use of a secure code/card entrance.
2. Conduct a needs assessment of safety infrastructure for the district. (ESF: 3,3.1)	Budget Committee, Chief Operating Officer (COO), Superintendent(s)	Quarterly	Criteria: Safety Committee development and completion of Safety Plan.
3. Conduct background checks on all employees and volunteers. (Target Group: All) (ESF: 3,3.1)	HR Manager, Principal, Chief Operating Officer (COO)	Ongoing	Criteria: Completion of background checks from Human Resources.



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**Goal 5.** (EXPECT A SAFE AND POSITVE SCHOOL CULTURE) Arrow Academy will attain a positive school culture and climate every day.  
**Objective 2.** Arrow Academy will increase the number of Capturing Kids' Hearts National Showcase Schools.

Activity/Strategy	Person(s) Responsible	Timeline	Evaluation
1. Arrow Academy will intentionally greet every guest and use the ExCEL model. (Title I SW Elements: 2.2) (Target Group: All) (ESF: 1,1.2,3,3.2)	Instructional Coach, Principal, Teacher(s)	Ongoing	Criteria: Feedback from our CKH survey.
2. Arrow Academy will host Morning Engagement daily to foster student motivation and positive character traits. (Target Group: All) (ESF: 3,3.1)	Instructional Coach, Principal, Teacher(s)	ongoing	Criteria: Feedback from our CKH survey.
3. An external CKH consultant will provide feedback based on campus visits. (Title I SW Elements: 2.4) (Target Group: All) (ESF: 3,3.2)	Principal, Superintendent(s), Teacher(s)	Quarterly	Criteria: The feedback and next step actions from the external CKH Consultant.



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**Goal 5.** (EXPECT A SAFE AND POSITIVE SCHOOL CULTURE) Arrow Academy will attain a positive school culture and climate every day.

**Objective 3.** Arrow Academy will promote a zero tolerance for bullying, intimidation, or sexual harassment in the learning and working environment for scholars and staff.

Activity/Strategy	Person(s) Responsible	Timeline	Evaluation
1. An anti-bullying campaign will be integrated into Morning Engagement. (Target Group: All) (ESF: 3,3.1)	Principal, Teacher(s)	Quarterly	Criteria: Decrease or no reports of bullying or harassment.
2. An anonymous reporting system will be established for parents, students, and staff to report any incidence of bullying or harassment in the learning or workplace. (Title I SW Elements: 2.3) (Target Group: All) (ESF: 3,3.1)	Chief Operating Officer (COO), Superintendent(s)	Ongoing	Criteria: Reports on incidence of bullying and/or harassment in the learning environment or workplace.



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**Goal 6.** (ENSURE FISCAL RESPONSIBILITY) Arrow Academy will align financial plans and budgetary expenditures to support student learning and teacher performance pay.

**Objective 1.** Arrow Academy will implement a differentiated compensation package to reward the highest performing teachers based on student performance and implementing the “Arrow Way” with fidelity.

Activity/Strategy	Person(s) Responsible	Timeline	Evaluation
1. Create Teacher Performance guidelines reflecting stakeholders' input in the improvement of pay for performance system. (Title I SW Elements: 2.1) (Target Group: All) (Strategic Priorities: 1) (ESF: 2,2.1,3,3.4)	Budget Committee, Chief Financial Officer (CFO), Chief Operating Officer (COO), Parent Volunteers, Principal, SPED Coordinator, Superintendent(s), Teacher(s)	Ongoing	Criteria: Feedback from all stakeholders through surveys, huddle, and meetings
2. Continue to update the Performance for Pay plan to ensure alignment to the T-TESS, the Arrow Way Pay Performance Matrix, and the Board, District and campuses goals and objectives. (Title I SW Elements: 2.2) (Target Group: All) (Strategic Priorities: 1) (ESF: 2,2.1)	Leadership Team, Superintendent, Budget Committee	Ongoing	Criteria: Increased in the retention of highly effective teachers at Arrow Academy.



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**Goal 6.** (ENSURE FISCAL RESPONSIBILITY) Arrow Academy will align financial plans and budgetary expenditures to support student learning and teacher performance pay.

**Objective 2.** Arrow Academy will continue to seek funds from outside sources, donors, and grants to further support its educational goals.

Activity/Strategy	Person(s) Responsible	Timeline	Evaluation
1. Arrow Academy will seek grant opportunities to supplement school programming and additional support to students and their families. (Target Group: All) (ESF: 3,3.1)	Budget Committee, Chief Financial Officer (CFO), Superintendent	Ongoing	Criteria: Increased in external funding to Arrow Academy.
2. Arrow Academy will identify future donors and engage with them for school tours, events, and fundraising efforts. (Target Group: All) (Strategic Priorities: 4) (ESF: 3,3.4)	Budget Committee, Chief Financial Officer (CFO), Superintendent	Ongoing	Criteria: Increase in external funding to Arrow Academy.



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**Goal 6.** (ENSURE FISCAL RESPONSIBILITY) Arrow Academy will align financial plans and budgetary expenditures to support student learning and teacher performance pay.

**Objective 3.** Arrow Academy will maintain an “A – Superior” performance rating on the Financial Integrity Rating System of Texas (FIRST) annually.

Activity/Strategy	Person(s) Responsible	Timeline	Evaluation
1. Audit financial records to determine compliance and meeting financial requirements. (Target Group: All)	Budget Analyst, Budget Committee, Chief Financial Officer (CFO), District Office Personnel	Annual	Criteria: Audit reports will be reviewed and analyzed.



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**Goal 6.** (ENSURE FISCAL RESPONSIBILITY) Arrow Academy will align financial plans and budgetary expenditures to support learning and teacher performance pay.

**Objective 4.** Arrow Academy will meet required percentages for expenditures in all program funding allocations.

Activity/Strategy	Person(s) Responsible	Timeline	Evaluation
1. Communicate about financial impacts of revenue and expenditures. (Target Group: All)	Budget Analyst, Chief Financial Officer (CFO)	Monthly	Criteria: Meet compliance of reporting requirements.
2. Review revenue projections and expenditure targets every quarter. (Target Group: All)	Budget Analyst, Budget Committee, Chief Financial Officer (CFO)	Quarterly	Criteria: Expenditure reports will be reviewed and analyzed.



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**Goal 6.** (ENSURE FISCAL RESPONSIBILITY) Arrow Academy will align financial plans and budgetary expenditures to support student learning and teacher performance pay.

**Objective 5.** Arrow Academy will provide quality educational learning environments by utilizing facilities lease agreements in a fiscally and conservative manner that reflects good stewardship of taxpayers' dollars.

Activity/Strategy	Person(s) Responsible	Timeline	Evaluation
1. Engage with partnerships on lease agreements in a timely manner to negotiate favorable outcomes for Arrow Academy. (Target Group: All)	Budget Committee, Chief Financial Officer (CFO), Chief Operating Officer (COO), Superintendent(s)	Annually	Criteria: Lease agreement with Arrow Academy will reflect quality assurances.
2. Engage with partnerships on cost effective measures for utilities and maintenance of buildings. (Target Group: All)	Budget Committee, Chief Financial Officer (CFO), Chief Operating Officer (COO), Superintendent(s)	Annual	Criteria: Lease agreement with Arrow Academy will reflect quality assurances.



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**District Summary and Funding Sources:**

**Title I, Part A: Improving Basic Programs** – District Goal: Arrow Academy will accelerate student learning outcomes.

Aiming to close educational achievement gaps and meet state’s challenging academic standards, Arrow Academy will leverage funding to enhance its teaching and learning process for all Arrow Scholars to have the opportunity to succeed academically. Funding will be used to foster academic growth and helping scholars achieve grade level proficiency in the core content areas.

**Title I**

Goal	Objective	Strategy	Resources Needed	Funding Amount

**Title I, Part A: Parent and Family Engagement** – District Goal: Arrow Academy will ensure an active parent, family, and community engagement for shared academic achievement and a positive home-school connection.

Arrow Academy will recruit parents and increase parental engagement in district and campus planning as well as sustain, various efforts for outreach opportunities to the community. Through stakeholder engagement, Arrow Academy will build collaborative partnerships that support scholars’ social, emotional, and learning needs.

**Title I, Parental Involvement**

Goal	Objective	Strategy	Resources Needed	Funding Amount



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**Title II, Part A: Supporting Effective Instruction** – District Goal: Arrow Academy will attract, develop, retain, and sustain effective administrators, teachers, and staff for our classrooms and schools.

Arrow Academy will utilize funding to support recruitment and retention initiatives for effective teachers. Funding will support a robust professional development series including training, conferences, materials and supplies for collaborative educator work that focuses on improving the overall quality of instruction and ensure equity of educational opportunity for all of Arrow Scholars.

**Title II**

Goal	Objective	Strategy	Resources Needed	Funding Amount
3	1	1	Performance Pay – Retention Plan	
3	1	2	Supplemental Pay - Longevity	
3	1	6,7	Professional Development	

**Prioritization of Title II, Part A Funding  
2023-2024**

Campus	Campus #	Grade Span	Total Campus Enrollment	Campus Low-Income Percentage	Campus Rank for Funding
Harvest Preparatory		K-6			
Liberation Academy		K-6			
Save Our Streets (SOS)		K-6			



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<b>Arrow Academy Stakeholders</b>		
<b>Name</b>	<b>Position</b>	<b>Role</b>
Audrey Sanders, Ed.D.	Superintendent	Leadership Team/District Committee
Rico Sedeno	Director of Operations	Leadership Team/District Committee
Curt Mackey	CFO	District Committee
Jessica Lambert	Accountant Manager	District Committee
Mindy Douglas	Data Compliance/HR Coordinator	District Committee
J. Brian Roswell	Principal	Leadership Team
Ni'Cole Gold	Principal	Leadership Team
Becky Tucker	Principal	Leadership Team
Juanita Ortega	Bilingual Coordinator	District Committee
Sonja Williams	Director of Special Populations	Leadership Team/District Committee
Crystal Warner	504 Coordinator/Grant Specialist	Leadership Team/District Committee
Taskawana Como	Instructional Coach	Leadership Team
Andrew Yauw	Math Coordinator	Leadership Team
Tiffany Green	Program Specialist	Leadership Team/District Committee
Fredrick Spikes	Parent	District Committee
TBD	Parent	District Committee
Shunda Edwards	Former Parent	Community Member



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Nondiscrimination Notice

ARROW ACADEMY does not discriminate on the basis of race, color, national origin, sex, or disability in providing education services, activities, and programs, including vocational programs, in accordance with Title VI of the Civil Rights Act of 1964, as amended; Title IX of the Educational Amendments of 1972; and section 504 of the rehabilitation Act of 1973; as amended.