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**Mrs. Tonya Jackson** | Executive Director and Senior Director of Federal Programs

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**Mrs. Samantha Villegas** | Director of Middle School and Director of Curriculum and Instruction

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November 13, 2023

Dear Parents/Guardians:

As a parent/guardian of a student at Kestrel Heights Charter School, I am writing this letter to let you know that Kestrel Heights has been designated as a **Targeted** Support and improvement (TSI) Continually Low-Performing (TSI-CLP) school by the North Carolina State Board of Education. As stated in ESSA Section 1111(d)(2), North Carolina is required to identify schools for targeted support and improvement. We are one of 2,000+ schools in North Carolina that have a student subgroup that is considered “underperforming”, and our TSI-CLP designation is a result of this subgroup performance. The intent of this identification is to improve educational outcomes for all students, close achievement gaps, address equity concerns, and improve the overall quality of instruction.

The State Board of Education has found that Kestrel Heights School has earned an overall school performance grade of D and a Growth Score of 69.2 (“not met expected growth”).

**We have developed the following plan to address these areas for improvement:**

As a TSI-CLP school, Kestrel Heights develops a comprehensive plan that specifically addresses how the school will improve student achievement. In 2023-2024, the comprehensive plan will address the following areas of continued growth:

- Positive Behavior Interventions and Support (PBIS)
- Standards-aligned instruction
- Professional Learning Communities (PLCs)
- Implementation of a tiered instructional system and framework for intervention
- Data-driven decision making
- Student support services
- Family and community engagement

**We have set the following goals for Kestrel Heights this year:**

- In 2023-2024, at least 25.2% of students with disabilities in grades 3-8 will demonstrate proficiency in Reading, an increase from 5% in 2022-2023.
- In 2023-2024, at least 31% of students with disabilities in grades 3-8 will demonstrate proficiency in Math, an increase from <5% in 2022-2023.

Our students need us to help them achieve their fullest potential, which will require hard work on the part of the staff, students, and families. Here are some strategies Kestrel Heights will be implementing to promote high achievement among all student sub-groups, especially those who are currently considered to be “underperforming”:

- Facilitating the continued implementation of Standards-Aligned IEPs by providing professional development and coaching to the EC staff.
- Providing Mind-Brain Education professional development to all staff to promote the use of science-based instructional practices.
- Continued implementation of small group instruction and tiered intervention in both Reading and Math.
- Providing specially designed instruction for students with disabilities.

- Protecting instructional time from disruptions with new processes and procedures.
- Utilizing iReady Diagnostic assessments and weekly formative assessments to drive instructional practices.

Parent engagement is at the heart of our school improvement efforts. Here are some ways we can work together:

- Make sure that both you and your scholar are aware of the academic expectations set for this school year. Learning objectives and classroom expectations can be found in the syllabus provided by your child's teacher(s).
- Contact your child's teacher(s) if you have questions or concerns about their progress or to set up an appointment to have a conference.
- Make sure that your scholar is prepared and attends school each day.
- Provide the time for your scholar to complete their homework in an area that is free from distractions.
- Monitor the progress your scholar is making and attend meetings with your scholar's teacher(s).
- Read the school newsletter, Class Dojo, and other school communications.
- Join the Kestrel Heights PTA.

Achieving success for all of our students will be a group effort. For more details about public education initiatives in North Carolina, here are some resources available to help:

- Graduation requirements: [www.ncpublicschools.org/gradrequirements/](http://www.ncpublicschools.org/gradrequirements/)
- K-12 standards in academic subjects: [www.ncpublicschools.org/curriculum/](http://www.ncpublicschools.org/curriculum/)
- State scholar achievement test results: [www.ncpublicschools.org/accountability/](http://www.ncpublicschools.org/accountability/)
- N.C. School Report Cards: <https://www.dpi.nc.gov/data-reports/school-report-cards>

We are excited about this school year and are working to make it a success for your scholar. Already, we have provided rigorous professional development to staff in best teaching practices and begun implementing small group instruction. The return of in-person learning has bolstered our efforts to increase student achievement, and we are building strong relationships with scholars and their families.

If you have questions about the content of this letter, please contact Mrs. Tonya Jackson at [jackson@kestrelheights.org](mailto:jackson@kestrelheights.org) or at (919) 484-1300.

Sincerely,

*Tonya P. Jackson*

Tonya Jackson, Ed.S.  
Executive Director