



November 25, 2025

Dear Parent/Guardian:

I am writing this letter to notify you that Kestrel Heights Charter School has been dually designated as both a North Carolina Low-Performing school by the North Carolina State Board of Education, and a federally identified Additional Targeted Support & Improvement (ATSI) school.

As defined in G.S. 115C-105.37: "The State Board of Education shall identify low-performing schools on an annual basis. Low-performing schools are those that earn an overall school performance grade of D or F and a school growth score of "met expected growth" or "not met expected growth" as defined by G.S. 115C-83.15." Legislation (G.S. §115C-83.15) passed during the 2013 long North Carolina General Assembly session provides parents with an additional measure of school performance in the form of School Performance Grades. Beginning with the 2013–14 school year, the annual North Carolina School Report Cards display a letter grade of A, B, C, D, or F for each school in the state.

The North Carolina Department of Public Instruction issues School Performance Grades based on how well students in grades three through eight perform on North Carolina End of Grade (EOG) exams in reading, mathematics, and science (the science tests are only administered to fifth and eight grade students). Kestrel Heights earned an *achievement* score of 47.4. That means students achieved scores of proficiency or above proficiency on 47.4% of all of the EOG exams across grades three through eight. Kestrel Heights earned a *growth* score of 76.4. That means that 76.4% of students taking the EOGs demonstrated one or more year(s) of academic growth from 2024 to 2025. Kestrel Heights met its state-issued growth expectation. Kestrel Heights exceeded the growth expectation in math. 80% of the North Carolina Performance grade is determined by achievement scores and 20% is determined by growth scores. Kestrel Heights received a School Performance Grade of D.

In addition, per the Every Student Succeeds Act (ESSA) Section 1111(d)(2)(C), schools receive the federal identification of TSI-AT in North Carolina by having one or more of the following subgroups receive a subgroup performance grade score at or below the lowest 5% of schools across the state during the Insert last School Year academic year; and being identified as a consistently underperforming subgroup for the previous year. Subgroup performance scores are provided for the following subgroups of students: (1) Students with Disabilities, (2) Economically Disadvantaged, (3) Black, (4) White, (5) Hispanic, (6) Asian-Pacific Islander, (7) Multi-racial, and (8) English Learners.

As a dually designated ATSI and NC low-performing school, Kestrel Heights Charter School is required to develop a comprehensive improvement plan that specifically addresses how the school will improve student achievement. The plan will also include strategies that our district or charter will employ to support Kestrel Heights Charter School's improvement efforts. The comprehensive improvement plan will address the following areas:

- Classroom Management
- Standards-aligned Instruction
- Professional Learning Communities (PLCs)
- Instructional Leadership
- Recruitment & Retention of Effective Teachers
- Support for Grade-to-Grade Transitions
- Implementation of a Tiered Instructional System

- Data-Driven Decision Making
- Student Support Services
- Family and Community Engagement

We have set the following goals for Kestrel for the school this year:

- Achieve, at minimum, of a School Performance Grade of C by June 2026.
- 100% of Kestrel Heights teachers will implement rigorous instructional practices with fidelity by June 2026.
- Kestrel Heights will build a strong community intensely focused on student learning, evidenced by increased school performance and retention of current K-7 students by June 2026.
- Kestrel Heights community will be galvanized to increase student enrollment by 20% by September 2026.

Here are some strategies that Kestrel Heights implements to improve student outcomes:

- Increased support and accountability for teachers' academic planning
- Robust student achievement data analysis to develop targeted academic intervention
- Increased incentives for behavioral excellence that

Parent engagement is at the heart of our school improvement efforts. Here are some ways you can help:

- Ensure you and your child know the academic expectations for your child this school year. A list of learning objectives in student-friendly language is available from your child's teacher(s).
- Contact your child's teacher if you have questions or concerns about your child's performance.
- Make sure that your child is prepared and attends school each day.
- Monitor your child's homework.
- Monitor the progress your child is making by regularly reviewing grades in Infinite Campus.
- Join the Kestrel Heights Parent Teacher Association.

Additionally, listed below are a few resources available to help: (Insert school and/or community resources with contact information and/or use the list below)

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

We are committed to improving student performance. It is important to remember that just as no one single score or grade tells the whole story of a student, neither does it tell you everything about the performance of a school or the opportunities that our school provides. The intent of receiving these designations is to improve educational outcomes for all students, close achievement gaps, increase equity, and improve the quality of instruction. We're excited about this school year and are working to make it a success for your child. Already, our students have demonstrated impressive gains on the iReady and NC Check-in assessments that they took in the first semester. We look forward to continued growth and progress throughout the school year.

If you have questions about the content of this letter, please contact our principal, Andrew Touchette, at andrewtouchette@kestrelheights.org.

Sincerely,

Tonya P. Jackson

Tonya Jackson, Executive Director