

## Policy 3430 School Improvement Plan

### A. PRINCIPLES

The Cumberland County Board of Education believes a school environment that best meets the needs of children is one in which decision-making is shared, with clearly defined responsibilities at the local school and at the central administrative office. The board further believes that individuals responsible for implementing decisions should have a voice in determining those decisions, that teachers should have an important role in making decisions that affect the children they teach, and that all members of the community have a stake in public education decisions and should have a voice in those decisions.

Principals, assistant principals, teachers and other instructional staff at each school are responsible for designing and implementing strategies to reach the educational goals of the board. Input from the school community, including parents, students and representatives from businesses and other agencies, is critical in developing an educational program that will meet the needs of the students and the community.

The board affirms the General Assembly's belief that all children can learn and that the mission of public schools is to challenge, with high expectations, each child to learn, achieve and fulfill his or her potential. The board further affirms the spirit and practice of site-based management as established by state law, while seeking to ensure a degree of consistency system-wide.

Accordingly, the board has established in its policies its vision, standards and means of accountability for the educational program. The superintendent and other administrators shall have responsibility for management of central administrative office functions and local schools, and shall provide guidance and establish any other standards necessary for effective implementation of the board's policies. Principals shall be responsible for management of their respective schools and shall lead their schools in implementing the policies. The school improvement plan is one tool that school administrators should use to draw upon the creativity and innovation of the staff and the community. This plan, in its two parts, should identify the school's efforts to improve student performance and reach the educational goals of the board.

### B. PART ONE OF THE SCHOOL IMPROVEMENT PLAN: STATE PROGRAM FOR SCHOOL-BASED MANAGEMENT AND ACCOUNTABILITY

The board endorses the principles set forth by the State Board of Education that all children need to master basic skills and knowledge and build upon this foundation for lifelong learning. Therefore, in developing their school improvement plans, all schools should ensure, to the extent possible, that sufficient resources and curricula are directed towards meeting the goal of having all students performing at grade level or higher in the basic subject and skill areas identified by the State Board of Education.

#### 1. School Improvement Team

Each school must have a school improvement team that develops the school improvement plan. The school improvement team will consist of the principal, representatives of the assistant principals, instructional personnel, instructional support personnel, teacher assistants and parents of students attending the school. Representatives of each group of school personnel will be elected by their respective groups by secret ballot. Parents are to be elected by the respective school PTA (or other group approved by the superintendent) and should reflect the socio-economic and racial diversity of the school community. The school improvement team is encouraged to involve and seek assistance from central office personnel. The school improvement team, especially at the middle and high schools, also is encouraged to seek input from students. The superintendent or designee shall provide guidance to principals to ensure that the principals establish and work together with school improvement teams to develop, review and amend school improvement plans.

The school improvement team shall follow all legal requirements in developing and obtaining school approval of the school improvement plan. As a public body, the school improvement team will comply with the Open Meetings Law in regard to its meetings. School improvement team meetings will be held at a convenient time to facilitate parent participation. Deliberations on the school safety components of the plan must be in closed sessions in accordance with [G.S. 143-318-11\(a\)\(8\)](#).

#### 2. Mandatory Components of the State Plan

A school improvement plan must include the following components.

- a. The plan must specify the effective instructional practices and methods to be used to improve the academic performance of students identified as at risk of academic failure or at risk of dropping out of school.
- b. The plan must take into consideration the minimum annual performance goal established by the State Board and the goals set out in the mission statement for public schools adopted by the State Board of Education.
- c. The plan must be, to the greatest extent possible, data driven. The team shall use the Education Value Added Assessment System (EVAAS) or a compatible and comparable system approved by the State Board of Education to analyze student data to identify root causes for problems and to determine actions to address them and to appropriately place students in courses such as Math I. The plan must contain clear, unambiguous targets, explicit indicators and actual measures, and expeditious time frames for meeting measurement standards.
- d. The plan must identify how staff development funds allocated to the school will be used.
- e. The plan must provide a duty-free lunch period for every teacher on a daily basis or as otherwise approved by the school improvement team.
- f. The plan must provide duty-free instructional planning time for every full-time assigned classroom teacher, with the goal of providing an average of at least five hours of planning time per week as determined available by the school improvement team.
- g. The plan must attempt to identify and eliminate unnecessary and redundant reporting requirements for teachers and, to the extent practicable, streamline the school's reporting system and procedures, including requiring forms and reports to be in electronic form when possible and incorporating relevant documents of the Instructional Improvement System.
- h. As part of the school system's efforts to maintain safe and orderly schools, the school improvement plan must address safety and discipline concerns. These concerns include any special conditions at the school. The plan should include the components of any positive behavior management or positive behavior support programs that have been adopted at the school and should comply with the requirements of policy [1510/4200/7270](#), School Safety, and all protocols established by the superintendent or designee under that policy.
- i. For schools identified by the Department of Public Instruction as Focus or Priority schools, the school improvement plan must identify the interventions the school will implement to address students' academic needs. Such interventions must include strategies to address the needs of all children, particularly the lowest-achieving, and how those needs will be met in a timely and effective manner. If the school is identified as a Focus school as a result of not meeting participation rates in the state assessment program, the plan must include interventions to improve participation.
- j. In accordance with policy [1310/4002](#), Parental Involvement, the plan must identify the goals and strategies for parents to be involved in their child's education and the educational program of the school.
- k. The plan must include a process by which the school improvement team will review the school improvement plan at least once a year. The annual review process must include (1) a review of student scores on all state- and board-mandated tests and (2) a means for the school improvement team to modify the plan, if necessary, when the school has not met the expected growth score established by the state.
- l. The plan must require the principal to notify the superintendent or designee if the school improvement team has modified a board-accepted school improvement plan.

### 3. Optional Components of the State Plan

Part One of the school improvement plan may include any or all of the following components.

- a. The plan may include a request for waivers of class size and school calendar even though both have limited waiver availability. Any waiver request must (1) identify the school making the request; (2)

identify the particular state law, rule or policy that inhibits the school's ability to improve student performance; (3) set out with specificity the circumstances under which the waiver may be used; and (4) explain how the requested waiver will permit the school to improve student performance.

b. The plan may include a request to transfer state funds from one allotment category to another, as permitted by state law. The request must identify the funding allotment categories involved in the transfer and identify how the transfer will facilitate improving student performance.

c. The plan may include a comprehensive conflict resolution plan, as provided in [G.S. 115C-81\(a4\)](#), in order to help create a safe school.

d. The plan may provide for the use of textbooks that have not been adopted by the State Board.

#### 4. Development and Review of the Plan

School improvement teams should review student performance data from the preceding school year in developing the school improvement plan. The superintendent shall establish the date by which school improvement plans must be submitted, based on the availability of data.

The principal first shall present the proposed school improvement plan to all of the assistant principals, instructional personnel, instructional support personnel, and the teacher assistants on the school's payroll for their review and vote by secret ballot. The principal then shall submit the school improvement plan to the superintendent or designee only if the proposed school improvement plan has the approval of a majority of the staff who voted on the plan.

The superintendent or designee shall review the plans and seek legal review as necessary prior to presenting the plans with written recommendations to the board. If the superintendent intends to recommend that a plan be rejected, the superintendent shall notify the principal of the school and explain the reasons for the decision. The school improvement team may then submit a modified plan, approved by a staff vote. The superintendent should submit all school improvement plans to the board at the earliest possible date.

The board will review the school improvement plans. The review of the school safety components of the plans must be in closed session. The safety components of the plans nor the board's discussion of the safety components of the plans may be included in the minutes of the board meeting.

After review, the board will accept or reject each school improvement plan. If a plan is rejected, the board will explain the specific reason(s) for the rejection.

Any plan modified by the school improvement team after being rejected by the board must be resubmitted to the school personnel for a majority approval vote then resubmitted to the superintendent for review. The superintendent shall resubmit the modified plan to the board with his or her recommendations as soon as is practical. The board will review the modifications along with any recommendations from the superintendent and accept or reject the plan.

If the board and the school improvement team cannot reach agreement on the plan within 60 days after its initial submission, the board or school may request to use the dispute resolution process developed by the State Board under [G.S. 115C-105.20\(b\)\(5\)](#). Alternatively, if the use of the dispute resolution process is not requested, the board may develop a school improvement plan for the school.

A school improvement plan may be in effect for no more than two years. The plan must be reviewed at least annually by the school improvement team in accordance with the review process established in the school's plan. If a school does not meet its expected growth standard as established by the State Board of Education or if more than 50% of the students performed below grade level, the principal must modify the school improvement plan. The superintendent, the superintendent's staff, and/or the board may suggest modifications to the plan or may remove portions of the plan that impede student performance. In this case, the school improvement team will be required to revise the plan.

#### 5. Elimination of Redundant or Unnecessary Reporting Requirements

If, at any time before or after the board approves the school improvement plan, the school improvement team identifies a more expeditious manner of providing information to the board that will eliminate a redundant or unnecessary reporting requirement for teachers at its school, the team may make a written request to the

superintendent to eliminate the redundant or unnecessary report. The superintendent shall recommend to the board whether the reporting requirement should be eliminated for that school. If the superintendent does not recommend elimination of the reporting requirement, the school improvement team may request a hearing by the board as provided in policy [2500](#), Hearings Before the Board.

## 6. Compliance with Requirements

Any employee, parent, or other interested party is encouraged to notify the principal of any concerns regarding compliance with this policy or [G.S. 115C-105.27](#). In addition, any employee, parent, or other interested party may submit in writing to the superintendent concerns regarding compliance with this policy or [G.S. 115C-105.27](#). The superintendent shall make a good faith effort to investigate the concern and shall provide a written response upon request.

## C. PART TWO OF THE SCHOOL IMPROVEMENT PLAN: LOCAL EDUCATION REFORM INITIATIVES

In addition to the basics emphasized in the state testing program, the board expects schools to be guided by the educational goals of the board. The board encourages the schools to consider innovative means of educating students to meet these educational goals. The board has established a vision, standards and means of accountability in its educational policies to provide guidance to the schools. Many of these policies provide an opportunity for schools to develop innovative plans as a part of their school improvement plan. Part Two of the school improvement plan should reflect the school's efforts to meet the educational goals of the board.

### 1. Mandatory Components of the Local Plan

Part Two of the school improvement plan must include the following:

- a. strategies for meeting the educational objectives of the board (policy [3000](#), Goals and Objectives of the Educational Program); and
- b. intervention strategies for students who are not at grade-level proficiency or who are not likely to meet standards of promotion measured by other means (policy [3420](#), Student Promotion and Accountability).

### 2. Optional Components of the Local Plan

The board strongly encourages school employees to be innovative in their efforts to meet local educational goals. Although not limited to these options, the board has encouraged innovation specifically through its policies on the following issues:

- a. modifying the school calendar (see policy [3300](#), School Calendar and Time for Learning);
- b. implementing alternative scheduling of classes or other strategies intended to reduce transitional time and limit interference from non-instructional activities (policy [3300](#));
- c. adding hours of instructional time (policy [3300](#));
- d. providing additional means for evaluating instructional programs (policy [3140](#), Evaluation of Instructional Programs);
- e. developing and implementing pilot programs (policy [3110](#), Innovation in Curriculum and Instruction);
- f. expanding the subject areas or objectives of the curriculum (policy [3100](#), Curriculum Development); and
- g. eliminating curricula on subject areas or objectives that are not state-required (policy [3100](#)).

A school also may submit a request for a waiver of board regulations or procedures. Any waiver request must identify the particular board policy regulation or procedure that inhibits the school's ability to improve student performance, set out with specificity the circumstances under which the waiver may be used, and explain how the requested waiver will permit the school to improve student performance.

### 3. Process

Part Two of the plan should be submitted at the same time as Part One of the plan. However, a school improvement team may submit a request to the superintendent for an additional month to complete Part Two

of the plan. The superintendent may approve the request if the school is working in good faith to complete the plan.

The board will act on the plan at the first meeting in which it is presented, unless further time for review is necessary. The board may accept the plan, with or without modifications, or reject the plan, providing an explanation of the deficiencies of the plan. If modifications are required for board approval, the board may either make the modifications or request that the school improvement team make modifications and resubmit the plan.

If a school improvement team is not satisfied with any modifications made by the board, it may submit to the board alternative modifications for consideration. Until the board acts on the school improvement team's alternative modifications, the modifications made by the board will be in effect.

Part Two of the plan may be in effect for no more than two years. The board encourages the school to evaluate the plan continually. At any time during the two-year period, a school improvement team may submit an expanded or modified school improvement plan for board consideration. Furthermore, at any time during the two-year period, the superintendent and the board may review the plan and the board may take any actions provided in this subsection.

#### D. THE SCHOOL IMPROVEMENT PLAN ONLINE

The school improvement plan, except for its school safety components which are not public record, must be posted on the school's website. The names and positions of the members of the school improvement team, along with the date of each member's election to the team, must also be posted on the website.

#### E. STAFF DEVELOPMENT

The superintendent shall develop a process by which schools can learn from other schools' improvement plans. The superintendent and the schools are encouraged to use staff development resources to provide training to staff on the development, implementation and evaluation of school improvement plans.

School administrators must be evaluated by their supervisors on the school-based management process as required by board policy and state law and on the effectiveness of the school improvement plan.

Legal References: U.S. Department of Education approval of Elementary and Secondary Education Act (ESEA) Flexibility Request (May 29, 2012); [G.S. 115C-47\(38\)](#), [-81](#), [-84.2](#), [-98](#), [-105.20](#), [-105.21](#), [-105.25](#), [-105.26](#), [-105.27](#), [-105.32](#), [-105.35](#), [-105.37](#), [-105.41\(b\)](#), [-301.1](#); [143 art. 33C](#)

Cross References: Parental Involvement (policy [1310/4002](#)), School Safety (policy [1510/4200/7270](#)), Compliance with the Open Meetings Law (policy [2320](#)), Hearings Before the Board (policy [2520](#)), Goals and Objectives of the Educational Program (policy [3000](#)), Curriculum Development (policy [3100](#)), Innovation in Curriculum and Instruction (policy [3110](#)), Lesson Planning (policy [3120](#)), Evaluation of Instructional Programs (policy [3140](#)), School Calendar and Time for Learning (policy [3300](#)), Students at Risk of Academic Failure (policy [3405](#)), Student Promotion and Accountability (policy [3420](#))

Replaces: GAC (adopted May 12, 1998)

Adopted: December 14, 2010

Revised: March 13, 2012; August 14, 2012; February 12, 2013; December 10, 2013; March 8, 2016

Cumberland County Schools