

**West Lee Middle School
School Improvement Plan
School Number 356**

School Vision and Mission Statements for West Lee Middle School

Mission:

The MISSION of West Lee Middle School is to provide an active learning environment where ALL CHILDREN CAN LEARN and our teachers & staff provide a place of learning where "Student Failure is NOT an Option".

Vision:

The VISION of West Lee Middle School is to be a community of students, educators, parents, and citizens who all take responsibility for excellence in learning.
In this Community of Learners, the focus is on learning that takes place comfortably, enthusiastically, and without distractions. All communications and activities are directed towards helping one another learn and improve. We listen, contribute, learn and grow from every interaction. We speak to and treat one another with respect.

LEA or Charter Name/Number: Lee County Schools - 530
 School Name/Number: West Lee Middle School-356
 School Address: 3301 Wicker Street, Sanford NC 27330
 Plan Year(s): 2015-2016
 Date prepared: 10/9/2015

Principal Signature: _____

Date _____

Local Board Approval Signature: _____

Date _____

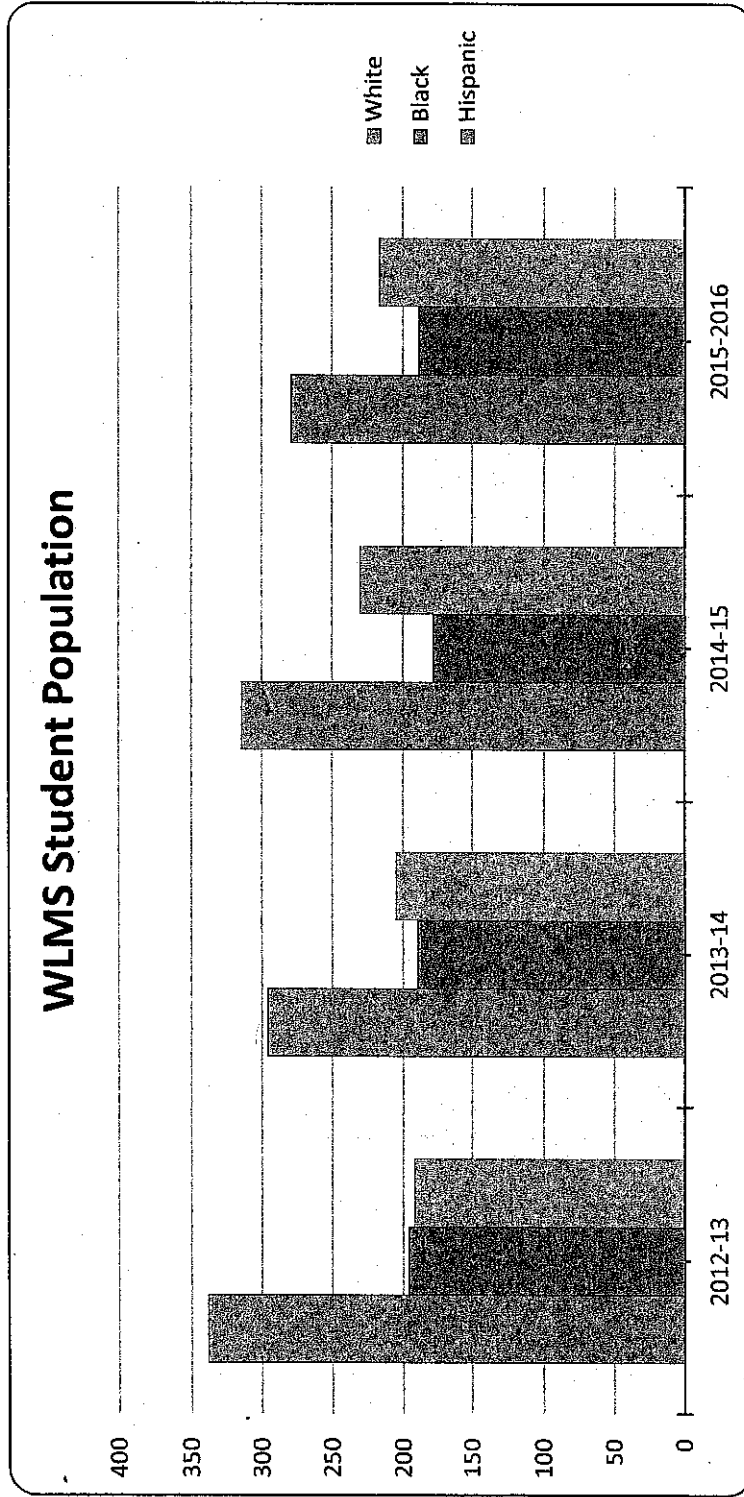
School Leadership Team Membership

From GS §115C-105.27: "The principal of each school, representatives of the assistant principals, instructional personnel, instructional support personnel, and teacher assistants assigned to the school building, and parents of children enrolled in the school shall constitute a school improvement team to develop a school improvement plan to improve student performance. Representatives of the assistant principals, instructional personnel, instructional support personnel, and teacher assistants shall be elected by their respective groups by secret ballot.... Parents serving on school improvement teams shall reflect the racial and socioeconomic composition of the students enrolled in that school and shall not be members of the building-level staff."

Committee Position*	Name	SIGNATURE
Principal	Melvin Marshall	
Assistant Principal	Delores Cavines	
Assistant Principal	Monika Kerner	
SLT Chair/CTE	Shawnteya Hayes	
Admin. Intern	Michael Bartels	
AVID Chairperson	Tiffany Wenerd	
Teacher-6th	Rebecca Herron	
Teacher-6th	Wendy Moryoussef	
Teacher-7th	Brandon Adams	
Teacher-7th	Emily Sloan	
Teacher-8th	Andrew Conner	
Teacher-8th	Staci Thomas	
Teacher-Exploratory	Terria Benders	
Teacher-ESL	Gwen Quadri	
Teacher-EC	Lindsay Earl	
Teacher-EC	Tyrena Touray	
Counselor	Debbie White	
Counselor	Lauren Sulik	
Support Services	Beth Barber	
Parent Representative	Julie Stanley	

School Data and Summary Analysis

West Lee Middle School uses disaggregated data and school demographic information to guide school improvement planning. Current enrollment at WLMS stands at approximately 713 students (a reduction from 756 last school year, reduction from 734 in 2013, 749 in 2012, yet still up from 683 in 2011 and 673 in 2010).



READING 2006-2015

READING White West Lee Middle School Students				READING Black West Lee Middle School Students			
6th Grade	7th Grade	8th Grade		6th Grade	7th Grade	8th Grade	
2006	93.3	>=95	Test Chg Retest Retest	2006	68.6	85	80.8
2007	91.9	>=95		2007	76.3	84.9	83.3
2008	82.1	68		2008	42.4	41	34.6
2009	92.2	87.1		2009	60.5	54.1	51.9
2010	87.2	80.7		2010	52.3	68.2	48.9
2011	85.2	80.4		2011	51.9	41.8	56.8
2012	92.6	81.9		2012	66.2	45.2	39.7

Test Chg. Levels 3,4,5	2013	67.8	62.4	56.9	Test Chg. Levels 3,4,5	2013	25.4	32.8	16			
	2014	75.5	77.7	59		2014	28.3	33.3	32.1			
	2015	64.6	67	72.2		2015	23.6	26.6	27.1			
READING	Hispanic West Lee Middle School Students				READING	All West Lee Middle School Students						
	6th Grade		7th Grade		8th Grade		6th Grade		7th Grade		8th Grade	
Test Chg. Retest Retest	2006	70.1		81		81.5	2006	82.6		91.2		90.7
	2007	82.1		78.8		85	2007	86.8		90.2		91.9
	2008	45.1		36.5		41.2	2008	63.6		56.8		59.5
	2009	59.4		57.7		56.9	2009*	77.9		71.3		74.6
	2010	66.6		55.7		55.7	2010*	72.9		70		70.3
	2011	63.2		65.9		53.1	2011*	71.3		68.1		72.9
Test Chg. Levels 3,4,5	2012	75.8		52.6		62.5	2012	80.6		65.2		65.9
	2013	40.9		38.8		20.4	2013	50.4		46.4		38
	2014	39.4		41.8		41.3	2014	52.2		57.4		47.3
	2015	41.4		40.9		28.6	2015	47.8		48.5		50.2

*Retest Scores Only

Math 2006-2015

Math	White West Lee Middle School Students				Math	Black West Lee Middle School Students			
	6th Grade	7th Grade	8th Grade		6th Grade	7th Grade	8th Grade		
	2006	78.9	79.2	78.7	2006	50.5	46.3	39.7	
	2007	76.2	81	92	2007	43	57	70.8	
Test Chg.	2008	83.8	79.8	85.6	2008	44.7	51.3	67.9	
	2009*	95	89.4	95.6	2009*	71	79	84.6	
	2010*	93.1	91.3	98.9	2010*	60	73.1	83.6	
	2011*	90.6	90.7	94.9	2011*	53.2	60	91.9	
	2012	90.4	92.1	<95	2012	66.2	57.5	67.2	
	2013	53	60	53.8	2013	25.4	25	8	
Test Chg.	2014	48.5	63.4	50	2014	18.6	30.8	17.3	
Levels 3,4,5	2015	61.5	59	53.7	2015	16.4	14.1	16.7	
Levels 3,4,5									
Math	Hispanic West Lee Middle School Students				Math	All West Lee Middle School Students			
	6th Grade	7th Grade	8th Grade		6th Grade	7th Grade	8th Grade		
	2006	59.7	47.6	52.3	2006	68	64.8	65.3	
	2007	57.1	60.6	78.3	2007	65.3	71.4	84.1	
Test Chg.	2008	60.6	58.7	67.6	2008	66.5	70.3	77.9	

2009*	68.8	67.3	82.4
2010*	86	74.2	91.9
2011*	75.4	85.4	81.3
2012	74.2	77.2	85
2013	30.3	34.3	22.2
2014	19.4	38.2	29.9
2015	31	30.3	28.6
Test Chg. Levels 3,4,5			22.2
Test Chg. Levels 3,4,5			29.9
Test Chg. Levels 3,4,5			28.6

*Retest Scores Only

8th Grade Science 2006-2015

Science				Math			
White West Lee Middle School Students				Black West Lee Middle School Students			
	6th Grade	7th Grade	8th Grade		6th Grade	7th Grade	8th Grade
2006	N/A	N/A	N/A	2006	N/A	N/A	N/A
2007	N/A	N/A	N/A	2007	N/A	N/A	N/A
2008	N/A	N/A	N/A	2008	N/A	N/A	N/A
2009*	N/A	N/A	N/A	2009*	N/A	N/A	N/A
2010*	N/A	N/A	86.8	2010*	N/A	N/A	44.9
2011*	N/A	N/A	88.8	2011*	N/A	N/A	64.9
2012	N/A	N/A	93.6	2012	N/A	N/A	60.3
2013	N/A	N/A	73.8	2013	N/A	N/A	22.1
2014	N/A	N/A	76.5	2014	N/A	N/A	52.7
2015	N/A	N/A	83.3	2015	N/A	N/A	37.5
Test Chg. Levels 3,4,5			73.8	Test Chg. Levels 3,4,5			22.1
Test Chg. Levels 3,4,5			76.5	Test Chg. Levels 3,4,5			52.7
Test Chg. Levels 3,4,5			83.3	Test Chg. Levels 3,4,5			37.5
Math				Math			
Hispanic West Lee Middle School Students				All West Lee Middle School Students			
	6th Grade	7th Grade	8th Grade		6th Grade	7th Grade	8th Grade
2006	N/A	N/A	N/A	2006	N/A	N/A	N/A
2007	N/A	N/A	N/A	2007	N/A	N/A	N/A
2008	N/A	N/A	N/A	2008	N/A	N/A	62.2
2009*	N/A	N/A	N/A	2009*	N/A	N/A	62.2
2010*	N/A	N/A	52.5	2010*	N/A	N/A	67.1
2011*	N/A	N/A	54.5	2011*	N/A	N/A	73.1
2012	N/A	N/A	65	2012	N/A	N/A	79.1
2013	N/A	N/A	49.1	2013	N/A	N/A	54.6
2014	N/A	N/A	55.1	2014	N/A	N/A	63.4
2015	N/A	N/A	50	2015	N/A	N/A	64.1
Test Chg. Levels 3,4,5			49.1	Test Chg. Levels 3,4,5			54.6
Test Chg. Levels 3,4,5			55.1	Test Chg. Levels 3,4,5			63.4
Test Chg. Levels 3,4,5			50	Test Chg. Levels 3,4,5			64.1

1. What does the analysis tell you about your schools strengths?

2. What does the analysis tell you about your schools gaps or opportunities for improvement?

3. What data is missing, and how will you go about collecting this information for future use?

4. Based upon the analysis conducted, what 3-5 top priorities emerge for the school?

1. In accordance with the performance data above, our White & Hispanic students have shown significant improvement in the area of Math moving from 6th to 7th grade.... Unfortunately, the achievement gap between these two student subgroups continues to widen.

2. The most noticeable gap and opportunity for improvement is the academic underperformance of our Black students. This student subgroup continues to struggle academically and suffer from the widest margin within the achievement gap. Our Hispanic students, although improving academically, still need focused remediation in an effort to close the achievement gap. Overall, our school's drastic decline in both Reading & Math will require for focused intervention and strategies in an effort to improve student performance for all of our student

3. Math 1 & Math 2 Student Performance Data is noticeably missing. 8th Grade Science data, although not shown, is a considerable strength as our performance continues to show how effective our teachers are in facilitating the 8th Grade Science & Earth Science curriculum within this grade level.

4. Top Priorities that need to be addressed at WLMS include: a) Focused intervention on our Black & Hispanic Students to improve academic performance, b) More focused intervention on Reading & Math across all grade levels, c) More opportunities to promote student

	2012-13	2013-14	2014-15	2015-2016
White	338	296	314	279
Black	196	189	178	188
Hispanic	192	205	231	217

West Lee Middle School is located in Sanford, NC approximately 40 minutes southwest of Raleigh, NC and 35 minutes northwest of Fayetteville, NC. Sanford is best known throughout the state as the center of the state, while Star, NC in Montgomery County is known as the geographical center of the state. According to the census of 2009, there were 29,922 people which was a 28.9% increase from 2000.

The population density was 1243 people per square mile (372.5/km²). There were 9,223 housing units at an average density of 383.2 per square mile (147.9/km²). The racial makeup of the city was 55.87% White, 29.19% African American, 0.50% Native American, 1.06% Asian, 0.03% Pacific Islander, 11.93% from other races, and 1.41% from two or more races. Hispanic or Latino of any race were 19.03% of the population.

There are 8,550 households, out of which 34.5% have children under the age of 18 living with them, 46.0% were married couples living together, 17.9% had a female householder with no husband present, and 31.0% were non-families. 26.1% of all households were made up of individuals and 9.4% had someone living alone who was 65 years of age or older. The average household size was 2.64 people and the average family size was 3.15 people.

In the city the population was spread out with 27.1% under the age of 18, 10.5% from 18 to 24, 30.3% from 25 to 44, 19.9% from 45 to 64, and 12.2% who were 65 years of age or older. The median age was 33 years. For every 100 females there were 97.5 males. For every 100 females age 18 and over, there were 94.8 males.

The median income for a household in the city was \$34,804, and the median income for a family was \$39,447. Males had a median income of \$30,527 versus \$23,393 for females. The per capita income for the city was \$17,038. About 14.8% of families and 17.1% of the population were below the poverty line, including 21.4% of those under age 18 and 13.0% of those age 65 or over.

The demographic data that most impacts West Lee MS is the increase in the number of Hispanic students in the Lee County area. The current data regarding the academic achievement gap shows both Hispanics & Blacks as seriously lagging behind our White students. With a greater number of Hispanic students along with our Black students, this will require more funding for remedial services in an effort to better prepare our minority student populations for the End-of-grade and End-of-Course Tests at the end of the academic school year.

Executive Summary—West Lee Middle School Improvement Plan

West Lee Middle School will support school improvement through the following goals:

- 1- We will seek to improve proficiency scores and growth for the school by supporting a closer alignment of the curriculum with what is being assessed.
- 2- We will focus in-school and after-school tutorials to support additional time for students to learn the content and skills necessary to be successful on End-of-Grade and End-of-Course assessments.
- 3- We will attempt to reduce the achievement gap for specific student groups. Top priorities will include: a) Focused intervention on our Black and Hispanic students to improve academic performance, b) more focused intervention on reading and math across all grade levels, c) more opportunities to promote student cultural diversity and awareness in an effort to close the cultural gap that may already exist between West Lee Middle School and the school's minority student populations.
- 4- We will enhance the school climate and culture to support the development of even more positive relationships between students and staff to support student academic engagement and success.

Strategies to meet the aforementioned goals that will be deployed to increase student achievement will include the following:

- 1- We will adopt a school-wide Advancement Via Individual Determination (AVID) approach to support an increase in the rigor of courses and provide students with the necessary skills to be successful.
- 2- We will use AVID strategies across the curriculum to support student study and organizational skills.
- 3- We will educate parents regarding the use of AVID and how support is necessary for student success.
- 4- We will focus on Professional Learning Communities to support alignment of instruction for student success in the classroom. This will include use of new Lead Teachers in language arts, math, and science from the central office level to support alignment of classroom lessons, appropriate teacher-made assessments, analysis of student data and benchmark assessments, changes to the pacing, scope and sequences, and other related materials necessary for student success.
- 5- We will continue to develop positive relationships in our school to promote engagement and student success by deploying a select number of strategies from the Leader in Me (7 Habits) to improvement of school culture.

Overall, our school will have a laser focus on instruction to not only "meet growth" for a second consecutive year, but to "exceed growth" and improve our performance grade.

Priority Goal 1 and Associated Strategies		
Area for improvement and supporting data: Student Performance is recognized as an area of need for ongoing school improvement. Adopting school-wide AVID strategies will increase rigor in the curriculum and provide students with a toolbox of effective strategies to be used to increase their success.		
School Goal 1:	WLMS will increase student Growth in the areas of Math, Reading & Science by 5%	
Supports this district goal:	Attain Rigorous, Challenging and Meaningful Academic Programs	
Target Indicator:	To increase student performance in the area of both Reading, Science & Math by at least 5% across all grade levels	
Milestone date:	Ongoing to April/May 2016	
Goal 1 Improvement Strategies		
Strategy 1:	Strategy: To implement more AVID strategies and concepts within all classrooms at West Lee	
	Action steps:	
	1. Teachers post WICOR Strategies and Costa's 2. The West Lee AVID Committee is creating lesson plans for consistent implementation across grade levels during bi-weekly Pride Time (40 minutes between first and second core) 3. Administrators and AVID site coordinator are looking for implementation of AVID strategies during	
Strategy 2:	Strategy: To maintain a school-wide focus on the AVID, STEM, and other academic programs as a means of increasing student self-efficacy & motivation to learn & engage within the learning community	
	Action steps:	
	1. WLMS will require students to have specific STEM, AVID materials. 2. WLMS will be actively involved in schoolwide AVID lessons preparing them to be college or career ready. 3. Various AVID functions will be offered (e.g. Parent Night, AVID dance, crossgrade level AVID club, partnership with elementary schools) schoolwide. 4. Selected AVID students will have various opportunities for college and/or career ready field	
	5.AVID Elective students will hear various guest speakers explaining their college and career experience. 6. Students have the opportunity to apply and to interview for admittance into the AVID program which includes an elective class concentrating on deeper AVID strategies and offering of tutorial support.	
	Strategy: To implement a system of improvement that keeps AVID, STEM, and other instructional-related programs front and center as	

a school-wide program.	
Action steps:	
Strategy 3:	1. Monthly PLC's
	2. Selected Teachers attend Summer Institute.
	3. AVID Orientation during Teacher Orientation
	4. County Wide AVID Trainings
How will we fund these strategies?	
Funding source 1:	School general funds
Funding source 2:	State funds for at-risk students
Review frequency:	Quarterly
Funding amount:	
Funding amount:	
Funding amount:	
Funding amount:	
Total initiative funding:	
\$0	
What data will be used to determine whether the strategies were deployed with fidelity?	
End of the Year End of Grade Tests, EOG Tests, Quarterly Benchmarks, Weekly Teacher Lesson Plans, Data from AVID Daily Classroom Walk-Through Forms, site coordinator, and AVID District and State Level people, Completion of AVID's ISS (Initial Self-study) and CSS (Certification Self-study), Agendas of Monthly scheduled school & district-wide AVID Meetings, Agendas of Regularly scheduled grade level PLC's, Agendas of Monthly Staff Meeting, Agendas of Monthly Staff PLC Meeting Agendas, Weekly Staff Newsletters, Individual Teacher PDP's reviewed throughout the year by school administration	
How will you determine whether the strategies led to progress toward the goal? (Include formative, benchmark, and summative data as appropriate.)	
Student Quarterly Benchmark Test Data, Classroom Formative Test Data, 2016 Teacher Working Conditions Survey, Data from AVID Daily Classroom Walk-Through Forms, site coordinator, and AVID District and State Level people, Completion of AVID's ISS (Initial Self-study) and CSS (Certification Self-study).	

Priority Goal 2 and Associated Strategies

Area for improvement and supporting data:

According to data collected during last school year's student survey from AdvanceEd, a majority of our students feel the need for increasing the levels of mutual respect between teachers and students here at West Lee.

School Goal 2:	WLMS will increase, by at least 25%, the percentage of teachers on the NCTWC Survey who feel that our school fosters a culture of mutual respect among students & staff
Supports this district goal:	Attain Rigorous, Challenging and Meaningful Academic Programs
Target Indicator:	To increase by at least 25%, the percentage of teachers (as shown on the 2016 NC Teachers Working Conditions Survey) who feel that WLMS encourages a culture of mutual respect
Milestone date:	Ongoing to May 2016

Goal 2 Improvement Strategies – Identify research-based strategies whenever possible.

Strategy: To implement a staff book study and show evidence of implementing strategies from Steven Covey's book <i>Leader in Me</i> .	
an/ Strategy 1:	Action steps:
	1. Monthly PLC's
	2. Independent reflection to improve teacher student engagement
	3. Voluntary monthly committee meetings
	4. Staff presentations during monthly PLC's as it relates to the content read during monthly assigned
Strategy: WLMS will provide opportunities for students to display evidences of the 7-Habits of effective teens as inspired by <i>Leader in Me</i> .	
Strategy 2:	Action steps:
	1. Teachers post 7 habits strategies and language in language
	2. Teachers will model 7 habit strategies and language
	3. Teachers will reinforce 7 habits by rewarding
Strategy: WLMS will maintain and communicate a clear purpose and directive that show a high level of commitment to the strategies and shared beliefs that can be found within the <i>Leader in Me</i> concept.	
Strategy 3:	Action steps:
	1. The West Lee 7 Habits Committee is creating
	2. Administrators are looking for incorporation of 7
	3. Evaluate the effectiveness of the lessons used

an/	How will we fund these strategies? Funding source 1: Select a funding source Funding source 2: Select a funding source Funding source 3: Select a funding source Funding source 4: Select a funding source Funding source 5: Select a funding source Review frequency: Quarterly Assigned implementation team: Funding amount: \$0 Funding amount: \$0 Funding amount: \$0 Funding amount: \$0 Funding amount: \$0 Total initiative funding: \$0
	What data will be used to determine whether the strategies were deployed with fidelity? Agendas of Regularly scheduled grade level PLC's, Agendas of Monthly Staff Meetings, Monthly Staff PLC Meeting Agendas, Weekly Staff Newsletters, Individual Teacher PDP's reviewed throughout the year by school administration, Display of Student Work,
hed	How will you determine whether the strategies led to progress toward the goal? (Include formative, benchmark, and summative data as appropriate.) 2016 NC Teacher Working Condition Survey (to be administered by the state in Spring of 2016), Feedback from WLMS Student Council, Student Surveys throughout the school year, Feedback & Updates from various committees to the School Leadership Team
	What does data show regarding the results of the implemented strategies?

Priority Goal 3 and Associated Strategies

Area for improvement and supporting data:

West Lee Middle School will implement the goals and strategies to increase the effective operations of the school as a Professional Learning Community

School Goal 3:	WLMs will enhance the school climate and culture to support the development of even more positive relationships between students and staff to support student academic engagement and success
Supports this district goal:	Develop Efficient and Effective Support Operations
Target:	To meet or exceed school growth as measured by EVAAS
Indicator:	2015-16 WLMs Committee Participation logs, minutes, agendas, scheduled staff development, attendance sign-in sheets
Milestone date:	Ongoing for 2015-16 school year

Goal 3 Improvement Strategies – Identify research-based strategies whenever possible.

	Strategy: To involve more staff in decision-making processes										
Strategy 1:	<table> <tr> <td>Action steps:</td><td></td></tr> <tr> <td>1. SLT Purpose, Goal & Mission to be better clarified</td><td>5 Staff & Admin. selection of committee members to be implemented</td></tr> <tr> <td>2. Committee minutes will be dispersed to staff</td><td>6 Committee member roles will be clearly defined</td></tr> <tr> <td>3. Staff concerns will be addressed by SLT & other</td><td>7</td></tr> <tr> <td>4. Grade level and committee votes will be taken</td><td>8</td></tr> </table>	Action steps:		1. SLT Purpose, Goal & Mission to be better clarified	5 Staff & Admin. selection of committee members to be implemented	2. Committee minutes will be dispersed to staff	6 Committee member roles will be clearly defined	3. Staff concerns will be addressed by SLT & other	7	4. Grade level and committee votes will be taken	8
Action steps:											
1. SLT Purpose, Goal & Mission to be better clarified	5 Staff & Admin. selection of committee members to be implemented										
2. Committee minutes will be dispersed to staff	6 Committee member roles will be clearly defined										
3. Staff concerns will be addressed by SLT & other	7										
4. Grade level and committee votes will be taken	8										
	Strategy: To provide a more effective means of communication between administrators & staff										
Strategy 2:	<table> <tr> <td>Action steps:</td><td></td></tr> <tr> <td>1. Creation of a staff suggestion box</td><td>5 Utilize staff feedback to the weekly newsletter</td></tr> <tr> <td>2. Utilize the Bravo Board for staff recognition</td><td>6</td></tr> <tr> <td>3. Web-based document sharing</td><td>7</td></tr> <tr> <td>4. Staff participation in weekly newsletter</td><td>8</td></tr> </table>	Action steps:		1. Creation of a staff suggestion box	5 Utilize staff feedback to the weekly newsletter	2. Utilize the Bravo Board for staff recognition	6	3. Web-based document sharing	7	4. Staff participation in weekly newsletter	8
Action steps:											
1. Creation of a staff suggestion box	5 Utilize staff feedback to the weekly newsletter										
2. Utilize the Bravo Board for staff recognition	6										
3. Web-based document sharing	7										
4. Staff participation in weekly newsletter	8										
	Strategy: Increase participation efforts of staff, students and parents in school-wide funding projects										
Strategy 3:	<table> <tr> <td>Action steps:</td><td></td></tr> <tr> <td>1. Participation of PTSO in annual fundraising</td><td>5. Student Clubs/Organization Fundraising</td></tr> <tr> <td>2. School Committees to spearhead individual</td><td></td></tr> <tr> <td>3. AVID sponsoring events and activities</td><td></td></tr> <tr> <td>4. Teacher/student Concession Operations</td><td></td></tr> </table>	Action steps:		1. Participation of PTSO in annual fundraising	5. Student Clubs/Organization Fundraising	2. School Committees to spearhead individual		3. AVID sponsoring events and activities		4. Teacher/student Concession Operations	
Action steps:											
1. Participation of PTSO in annual fundraising	5. Student Clubs/Organization Fundraising										
2. School Committees to spearhead individual											
3. AVID sponsoring events and activities											
4. Teacher/student Concession Operations											

How will we fund these strategies?

Funding source 1: Select a funding source
Funding source 2: Select a funding source
Funding source 3: Select a funding source

Funding amount:
Funding amount:
Funding amount:

an/	Funding source 4: Select a funding source Funding source 5: Select a funding source Review frequency: Quarterly Assigned implementation team: School-wide Committees (List of WLMS Committees Attached)	Funding amount: Funding amount: Total initiative funding: \$0
	What data will be used to determine whether the strategies were deployed with fidelity? EVAAS Student Performance Data, EVAAS Teacher Effectiveness Data, End of Grade & End of Course Testing Data, Committee Meeting Attendance Rosters....Staff Emails.....Weekly Newsletters to Staff.... Committee Meeting Minutes & Agendas.... Bi-Annual NC Teacher Working Condition Survey (to be administered by the state in Spring of 2016), Feedback from WLMS Student Council, Student Surveys throughout the school year, Feedback & Updates from various committees to the School Leadership Team	
	How will you determine whether the strategies led to progress toward the goal? (Include formative, benchmark, and summative data as appropriate.) Percentage of staff that attended at least 85% of the assigned committee meetings	
	What does data show regarding the results of the implemented strategies?	
	Based upon identified results, should/how should strategies be changed?	

**School-based Management and Accountability Program
Summary of School-based Waiver Requests
Program Years: 2015-2016**

West Lee Middle School-356

Lee County Schools - 530

School Number(s)	Request for Waiver
	None
	(Please duplicate this sheet as needed for additional waivers.)

Signature of Superintendent/Designee

Date