

### **Directions for the Plan for School Improvement Template:**

All Low Performing schools must submit a plan for school improvement to NCDPI for review. The following document is an optional template to record a school's plan for improvement.

Once completed, this document or the school's choice of a Plan for Improvement document must be uploaded to <https://www.rep.dpi.state.nc.us/dstplan/>.

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**Please note:** The following MS Excel Workbook includes cells that contain formulas in order to populate the information entered on corresponding sheets. Begin entering information on the **School Info Mission Vision tab**, and if the formulas remain in place, the **District Name, School Name, School Code, and School Year** will populate to all the following tabs.

On the **Goals tab**, each goal entered will populate to its corresponding tab.

To save the **Excel file as a PDF**, select **File, Save As**, and select **PDF** under **Save as Type**.

To save the entire Workbook as a PDF, use the **Options** button to select **Publish What > Entire Workbook**.

### School Plan for Improvement

<b>District Name:</b>	<b>School Name:</b>	<b>School Code:</b>	<b>Year:</b>
Dillard Academy	Dillard Academy	96C	2015-16
<b>Principal Name (or Designee)</b>	Danielle Baptiste	<b>Principal Name (or Designee) Email</b>	<a href="mailto:CASTLES@dillardacademy.org">CASTLES@dillardacademy.org</a>
	To positively provide a safe and quality education so that we can excel and grow		
<b>School Vision</b>	Dillard Academy will prepare all students to succeed in a global Society by providing a diverse, collaborative, and technological, academic climate empower students to be 80% proficient by 2020.		
<b>Data Analysis:</b> Give a brief description of the data sources your team analyzed and the root causes uncovered during the analysis. What was learned from the data review? How did these data inform decisions for school improvement initiatives? (to include TWC, EOG/EOC results, attendance, graduation rates, among other sources of data)			

Dillard Academy is a kindergarten through sixth grade charter school in Goldsboro, NC. The school's population is 245 students and includes 88% eligible for Free and Reduced meals, 98% minority and 20% exceptional children. We have no LEP students. Subgroup priorities include our largest subgroups: Blacks, Economically Disadvantaged and Exceptional Children. 95% of our students are black and 85% are both black and economically disadvantaged. 15% of our students are black, economically disadvantaged and a part of the exceptional children's program. Seventy-five percent of our students live in public housing and 90% report that they receive some sort of public assistance regularly. Many children come to Dillard Academy 2-3 grade levels behind because we specialize in working with at-risk students. Dillard Academy has made high growth on NC EOG tests 11 out of the last 15 years; however our composite passing rate is low. In 2014-15, Dillard Academy's EOG composite was 27%, compared to the state at 56%. Dillard Academy currently has a 87.5 % Highly Qualified teaching staff. Staff turnover continues to be a factor as we grow and teachers leave due to retirement and family relocations, despite higher than state average rating on the 2013 Teacher Working Conditions Survey. In 2015 Goldsboro NC was rated the 6th most violent city in North Carolina and the 5th poorest city in the nation. These statistics, along with the statewide teacher shortage have seriously impeded our recruitment and retention of highly qualified staff. Increasing the percentage of highly qualified teachers remains a high priority. Dillard Academy's student suspension rate is higher than the state (19.03 versus 13.8 suspensions per 100 students). Dillard Academy's attendance rate is are less than the state (94.2% versus 95%).

To address these issues, Dillard Academy is a full-service community school focusing on the needs of the whole child. Dillard Academy uses the evidence based workshop model along with explicit instruction. We have adopted the Multi-tiered System of Supports in order to address individual student needs. We have a behavioral specialist to address behavior and attendance issues. Dillard Academy offers sign-on, performance bonus, as well as competitive salaries and benefits as much as possible.

### School Plan for Improvement

District Name:	School Name:	School Code:	Year:
Dillard Academy	Dillard Academy	96C	2015-16
<b>GOAL #1:</b> (SMART - Specific, Measurable, Attainable, Realistic, Time-Bound)	<b><i>To improve our score performance grade from an F to a D, with high growth by June 2017</i></b>		
	SBE Goal Alignment:	Every student has a personalized education	
	LEA Goal Alignment:	To attain high growth in student performance on NC EOG scores in reading, math, and science.	
	Indistar Indicator: (if applicable)	N/A	
<b>Progress:</b>	Progress Monitoring Status:	Dillard Academy will use the 2014-15 EOG Data as the baseline for this goal. Progress monitoring for the 2015-16 school year will be accomplished through growth analyses of Study Island and Reading 3D benchmarks throughout the school-year..	
<b>GOAL #2:</b> (SMART - Specific, Measurable, Attainable, Realistic, Time-Bound)	<b><i>To increase the percentage of Highly Qualified teachers to 100% by September 2017</i></b>		
	SBE Goal Alignment:	Every student, everyday has excellent educators.	
	LEA Goal Alignment:	Increase the percentage of Highly Qualified teachers to 100%	
	Indistar Indicator: (if applicable)	N/A	
<b>Progress:</b>	Progress Monitoring Status:	Dillard Academy will replace all non Highly Qualified teachers with Highly Qualified teachers by the beginning of the 2017-18 school years.	
<b>GOAL #3:</b> (SMART - Specific, Measurable, Attainable, Realistic, Time-Bound)	<b><i>To meet or exceed ta 95% attendance rate and not to exceed 13 suspensions per 100 students by each June 2017.</i></b>		
	SBE Goal Alignment:	Every student is healthy, safe, and responsible	
	LEA Goal Alignment:	To provide a continuum of services to ensure that Dillard Academy meets or exceeds the State average rates of attendance and suspensions.	
	Indistar Indicator: (if applicable)	N/A	
<b>Progress:</b>	Progress Monitoring Status:	Goals Section   <del>Wagor</del> monitor attendance and suspension rates monthly.	

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<b>District Name:</b>	<b>School Name:</b>	<b>School Code:</b>	<b>Year:</b>
Dillard Academy	Dillard Academy	96C	2015-16
<b>GOAL #1:</b>	<i>To improve our score performance grade from an F to a D, with high growth by June 2017</i>		
<b>Strategy #1:</b> Describe the strategy that will support this goal	<i>Adopt the Multi Tiered System of Support (MTSS),</i>		
<b>Progress:</b>	Progress Monitoring Status:	The Dillard Academy Board of Directors adopted the MTSS model at the 2015 Staff Retreat in August. Initial Training occurred in staff orientation. The MTSS Team (including the EC department) meets once per month and the status of the MTSS process is reported at each Board Meeting.	
<b>Tasks/Action Steps:</b> Describe the action steps that will be taken to support this strategy.	<i>Hire an intervention specialist to oversee MTSS and to provide guidance to teachers as well as direct support to students. Install a MTSS team to plan and manage the MTSS process school-wide. Monitor the MTSS process. Provide ongoing training for staff.</i>		
	Evidence: (Identify documents and artifacts)	MTSS Reports with number of students identified and served. Student growth based on Study Island benchmarks, Reading 3D Benchmarks, NC EOGs and formative assessments.	
	Person(s) Responsible:	Thelma Black	
	Timeline:	Full Implementation by March 2015, Ongoing	
	Budget Amount: (if applicable)	\$35,000	Budget Source: (if applicable)
<b>Strategy #2:</b> Describe the strategy that will support this goal	<i>Provide quality afterschool programming</i>		
<b>Progress:</b>	Progress Monitoring Status:	Dillard Academy provides afterschool programming Monday - Thursday from 3-6pm through the CASTLES 21 CCLC. School-age child care is available on site through the 5 star rated Dillard Academy Learning Center, operating Monday through Friday every day of the year, with the exception of 10 national holidays.	
<b>Tasks/Action Steps:</b> Describe the action steps that will be taken to support this strategy.	<i>Maintain the 21st Century Community Learning Center (21 CCLC) grant, including hiring HQ teachers, maintaining a strong alignment to the regular school day and providing offerings such as STEM activities, clubs and athletics to encourage participation. Maintain the compliance with Division of Child Development (DCD) regulations. Monitor program quality annually. Continually look to sustain and expand through partnerships and additional grants.</i>		
	Evidence: (Identify documents and artifacts)	21 CCLC Annual Performance Report, DCD annual Compliance visit report, Environmental Rating Scale	
	Person(s) Responsible:	Goal 1 Strategies Section   Page 4 Danielle Baptiste, Sandra Gaines	

### School Plan for Improvement

	Timeline:	Ongoing		
	Budget Amount: (if applicable)	\$400,000	Budget Source: (if applicable)	PRC 110, in kind
<b>Strategy #3:</b> Describe the strategy that will support this goal	<i>Provide daily small group remediation or acceleration for all students.</i>			
<b>Progress:</b>	Progress Monitoring Status:	Dillard Academy added 45 minutes to the daily schedule for STRIDES, Students Taking Responsibility in Driving Educational Success. PLCs create differentiated groups based on reading and math performance in specific skills, and each adult in the school takes a group for individualized instruction.		
<b>Tasks/Action Steps:</b> Describe the action steps that will be taken to support this strategy.	<i>STRIDES PLCs to determine groups and skills, on-going training to improve small group instruction, identify assessments to track growth in specified skills.</i>			
	Evidence: (Identify documents and artifacts)	PLC Meeting Minutes, STRIDES student lists, Assessment results		
	Person(s) Responsible:	Danielle Baptiste, Leadership Team		
	Timeline:	Full Implementation by March 2015, Ongoing		
	Budget Amount: (if applicable)	n/a	Budget Source: (if applicable)	n/a
<b>Strategy #4:</b> Describe the strategy that will support this goal	<i>Employ Pearson research-based Workshop Model of instruction.</i>			
<b>Progress:</b>	Progress Monitoring Status:	As SIG Grant recipient, Dillard Academy adopted the Pearson Workshop model of Instruction. We continue to utilize the workshop model of instruction in the classroom. We provide on-going training and evaluation through observations and Focus Walks.		
<b>Tasks/Action Steps:</b> Describe the action steps that will be taken to support this strategy.	<i>Provide training on various aspects of the Workshop Model and the Critical Features of Instruction throughout the year. Monitor the Workshop Model in the classroom via observations and Focus Walks. Continue to evaluate the use of the model with the NC standards and state assessments.</i>			
	Evidence: (Identify documents and artifacts)	Focus Walk results, critical features visible in classrooms such as word walls, anchor charts reading, writing and math notebooks, posted objectives, posted lesson purpose, sentence		
	Person(s) Responsible:	Leadership team		
	Timeline:	Ongoing		
	Budget Amount: (if applicable)	n/a	Budget Source: (if applicable)	n/a

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Dillard Academy	Dillard Academy	96C	2015-16
<b>GOAL #2:</b>	<i>To increase the percentage of Highly Qualified teachers to 100% by September 2017</i>		
<b>Strategy #1:</b> Describe the strategy that will support this goal	<i>Offer performance and sign on bonuses.</i>		
<b>Progress:</b>	Progress Monitoring Status:	Dillard Academy offers performance bonuses based on student performance, NC Teacher Evaluation System Ratings and staff attendance. Dillard Academy will offer sign-on bonuses for new HQ staff.	
<b>Tasks/Action Steps:</b> Describe the action steps that will be taken to support this strategy.	<i>Track student academic performance based on Study Island and Reading 3D benchmarks and NC EOGs. Fully utilize the North Carolina Educator Evaluation System for teachers. Track staff attendance and offer quarterly attendance awards</i>		
	Evidence: (Identify documents and artifacts)	Bonus calculation spreadsheet, payroll records	
	Person(s) Responsible:	Hilda Hicks	
	Timeline:	Annually in June	
	Budget Amount: (if applicable)	\$25,000	Budget Source: (if applicable)
<b>Strategy #2:</b> Describe the strategy that will support this goal	<i>Advertise nationally.</i>		
<b>Progress:</b>	Progress Monitoring Status:	Advertise locally, regionally and nationally (prior to positions becoming available when possible).	
<b>Tasks/Action Steps:</b> Describe the action steps that will be taken to support this strategy.	<i>Attend job fairs at local colleges and universities, maintain and post positions on national websites, direct advertise to local college graduates, post positions in local newspapers and on the school's website, develop a personnel committee to update and maintain hiring policies and procedures.</i>		
	Evidence: (Identify documents and artifacts)	Actual advertisements, percentage of Highly Qualified teachers (Title II APR)	
	Person(s) Responsible:	Danielle Baptiste	
	Timeline:	Free advertising and personnel to begin implementation by March 2016, Budgeting for fee-based advertising by December 2016.	
	Budget Amount: (if applicable)	\$5,000	Budget Source: (if applicable)

### School Plan for Improvement

Strategy #3: Describe the strategy that will support this goal	Offer High Quality Staff Development			
Progress:	Progress Monitoring Status:	Dillard Academy offers high quality professional development through the annual staff retreat, the back to school in-service orientation and teacher workdays, as well as through weekly PLCs. Teacher receive PD on research based technological tools, the Pearson workshop model and research proven instructional techniques, such as guided reading. Dillard Academy strives to improve the Professional development plan by utilizing the NCDPI Professional Development system through Homebase, and NCDPI conferences and PD offerings. Dillard Academy will also offer Person test prep courses for staff members who need to earn their HQ status.		
Tasks/Action Steps: Describe the action steps that will be taken to support this strategy.	Develop long-term Professional development Plan outlining key offering throughout the school year. Put in place a formal process for requesting external PD. Continue to analyze school data in order to inform just-in-time professional development offerings. Utilize Homebase to identify and provide HQ PD in areas specific to individual staff needs.			
	Evidence: (Identify documents and artifacts)	Annual Professional Development Plan, Professional Development Database for all staff members		
	Person(s) Responsible:	Danielle Baptiste		
	Timeline:	Plan to be Complete by May 2015, ongoing implementation		
	Budget Amount: (if applicable)	12,000	Budget Source: (if applicable)	PRC 036

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Dillard Academy	Dillard Academy	96C	2015-16
<b>GOAL #3:</b>	<i>To meet or exceed a 95% attendance rate and not to exceed 13 suspensions per 100 students by each June 2017.</i>		
<b>Strategy #1:</b> Describe the strategy that will support this goal	<i>Engage parents to become partners in education, understanding the importance of good attendance and appropriate behavior in school.</i>		
<b>Progress:</b>	Progress Monitoring Status:	Dillard Academy strives to engage parents by encouraging drop-in visits to classrooms,	
<b>Tasks/Action Steps:</b> Describe the action steps that will be taken to support this strategy.	<i>Employ a Parent Involvement Coordinator to oversee parent engagement. Encourage parent engagement by contacting parents in various ways such as school publications, the school website, social media and direct contact. Provide transportation to school for parents as required. Survey parents to determine needs, likes and dislikes and preferences. Plan academic lessons for parents at PTO meetings. Plan events specifically geared to engage parents. Encourage parent involvement in school improvement committees.</i>		
	Evidence: (Identify documents and artifacts)	Newsletters, conference notes, meeting agendas, sign-in sheets and survey results.	
	Person(s) Responsible:	Thomas Smith/Charles McNair	
	Timeline:	Ongoing	
	Budget Amount: (if applicable)	\$40,000	Budget Source: (if applicable)
<b>Strategy #2:</b> Describe the strategy that will support this goal	<i>Partner with the community to provide services that help keep students healthy, in school, and encourage individual responsibility.</i>		
<b>Progress:</b>	Progress Monitoring Status:	Dillard Academy partners with numerous external organizations in order to support our students, staff and parents.	
<b>Tasks/Action Steps:</b> Describe the action steps that will be taken to support this strategy.	<i>Annually update service contracts and memoranda of understanding. Staff will serve on boards and attend community meetings. The school will provide a site for community gatherings. A community food bank and a clothes closet serve parents and other community members as needed.</i>		
	Evidence: (Identify documents and artifacts)	Contracts and MOU's, meeting minutes	
	Person(s) Responsible:	Hilda Hicks	
	Timeline:	Ongoing	



### School Plan for Improvement

	Budget Amount: (if applicable)	\$25,000	Budget Source: (if applicable)	PRC 036 and 110
<b>Strategy #3:</b> Describe the strategy that will support this goal	Provide guidance to students.			
<b>Progress:</b>	Progress Monitoring Status:	Dillard Academy strives to reduce suspensions through a school-wide behavior plan as part of the multi-Tiered System of Supports.		
<b>Tasks/Action Steps:</b> Describe the action steps that will be taken to support this strategy.	Update and maintain the school-wide behavior plan. Support classroom management plans in each classroom. Provide research-based interventions for use in the classroom in lieu of suspensions and expulsions were appropriate. Provide training to staff on behavior management. Promote positive behavior recognition school-wide.			
	Evidence: (Identify documents and artifacts)	Suspension rates (School Report Cards), student behavior plans, positive behavior awards		
	Person(s) Responsible:	Thomas Smith		
	Timeline:	School-Wide behavior plan to be completed by March 2016, ongoing monitoring		
	Budget Amount: (if applicable)	\$18,000	Budget Source: (if applicable)	PRC 036