

School Improvement Plan

As required by the stipulations for the renewal of your Charter Agreement, please complete and submit the School Improvement Plan to the Office of Charter Schools. The State Board of Education has required that the plan:

- Is designed to improve instruction at the school and address all other deficiencies that have been cited by the Charter School Office at that school during the last two academic years.
- Include specific research-based strategies that are designed and proven to be effective in increasing instructional outcomes.

School Information

School Name: Monroe Charter Academy

LEA Code: 90D

Mailing Address: 2850 Old Charlotte Hwy, Monroe, NC 28110

Phone: (980) 210-3627

School Leader Information

Principal/Director: Dr. Camela Ford

Title: Principal

Phone: (980) 210-3627

Email: camela.ford@mcations.org

Board Information

Board Chair: Mr. Jim Stegall

Term of Office:

Phone: (980) 210-3627

Email: jstegall8@carolina.rr.com

Goals

Provide three to five goals your school has during the next 3 years. These should be written as SMART goals, and should contain research-based strategies designed to increase instructional outcomes. As appropriate, goals should be aligned to the schools improvement plan submitted in NC Star.

Goal 1	
Goal:	<p>Monroe Charter Academy will increase the School Performance Grade by 10% to meet expected academic growth. Monroe will achieve the 10% growth through the alignment of Multi-Tiered System of Support (MTSS). The MTSS framework will allow Monroe to provide targeted support to struggling students. MTSS is designed to help schools identify struggling students early and intervene quickly. It focuses on the whole child. The framework will support academic growth, but many other areas, too. These include behavior, social and emotional needs, allowing Monroe to align the needs of our diverse learners.</p>
Research-Based Strategies	
Strategy 1:	<p>Specific Learning Objectives - Learning Objectives are obtained through the curriculum and state standards. Learning objectives are posted daily on the board in student-friendly terms, referenced by the teacher, and are visible by all students. Students are able to identify what they need to know and be able to do by the end of the lesson.</p> <p>Impact of Student Achievement - Providing student-friendly learning objectives allows students an opportunity to know what is expected from them and holds them accountable for their own learning and success.</p> <p>Specific - Increase Reading & Math for grades 3-6, Science for 5 proficiency scores by 10%.</p> <p>Measurable - Compare EOG results, mCLASS, NWEA data and NC Check In data from the previous year.</p> <p>Attainable - This goal is dependent upon student learning and effective classroom instructional strategies to prevent time off-task and lack of instructional time. This allows for planning rigorous lessons and activities.</p>
Action Steps:	<ol style="list-style-type: none"> 1. Conduct a complete examination of all subjects areas. Ensure the instructional leaders hired are placed in content areas (Reading, Math, Science, Social Studies) based on their areas of strength. 2. Establish and maintain effective and clear communication and coordination between classroom teachers, School Improvement Team, and Parent Engagement Committee. 3. Conduct and provide on-going professional development in curriculum development for all teachers around rigor and management. 4. Post student work inside and outside of the classroom.

Strategy 2:	<p>Alignment of Instruction to the Specific Learning Objective- Monitor classroom instruction regularly and provide teachers with timely, clear, and constructive feedback aligned to the areas of rigor and management.</p> <p>Impact of Student Achievement - When delivering instruction through direct instruction, small groups, hands-on activities, or verbal questioning, students are able to practice, receive feedback, and take ownership of their success toward the intended skill/concept being taught.</p> <p>Specific - Increase Reading & Math for grades 3-6, Science for 5 proficiency scores by 10%.</p> <p>Measurable - Compare EOG results, mCLASS, NWEA data and NC Check In data from the previous year.</p> <p>Attainable - This goal is dependent upon student learning and effective classroom instructional strategies to prevent time off-task and lack of instructional time. This allows for planning rigorous lessons and activities.</p>
Action Steps:	<ol style="list-style-type: none"> 1. Administration and Curriculum Specialist aggressively conduct weekly walkthroughs and provide clear and immediate feedback. 2. Check for instructional and classroom management trends. 3. Conduct coaching meetings with each teacher, which consist of modeling, practice, and follow-up. 4. Post student work inside and outside of the classroom.
Progress Indicators:	mCLASS, NWEA, NC Check-Ins, iStation Assessments, Data Reports
Milestone Dates:	August 2023 - Completion Date On Going
Professional Development:	Instructional Leadership Cohort (Want More, Do More), OCS Leadership Program, Differentiation Classroom Teaching Strategies that Maximize Student Success (Education Innovations & Solutions, Inc.), Core Knowledge, GoMath, Train the Trainer - Teach Like a Champion
Assigned Implementation Team:	Principal, Curriculum Specialist, School Improvement Team

Goal 2	
Goal:	Monroe Charter Academy will provide a safe, nurturing, and cultural educational environment that promotes leadership, personal growth, and life-long learners and reduce time-off task by 10%.
<i>Research-Based Strategies</i>	
Strategy 1:	<p>Enriched Environment - Create a consistent culture the improves management to support and enhance learning. Create a student culture that is fun while developing academically thriving citizens.</p> <p>Impact of Student Achievement - Students are connected to learning and experience a sense of ownership of their of learning and success.</p>

	<p>Specific - reduce time-off task by 10%.</p> <p>Measurable - Compare/Contrast teacher and students time-on task on student achievement.</p> <p>Attainable - This is dependent upon teachers, students, and stakeholders. Time on-task is a priority and all everyone must be equally committed.</p>
Action Steps:	<ol style="list-style-type: none"> 1. Meet with the School Leadership Team to continue implementing our vision through the focus area of Transition (Arrival, Morning Meetings, Transition, In-class Routines, Lunch, Dismissal, Celebrations) <ol style="list-style-type: none"> a. Identify your model school/leader/system <ol style="list-style-type: none"> i. What is the leader doing? ii. What are the teachers doing? iii. What are the students doing? iv. What will happen immediately when a student doesn't comply? b. Create a minute-by-minute guide that identifies everyone's responsibility. c. Roll out to the staff - Model the routine/procedures d. Aggressively monitor implementation through observation and walkthroughs.
Strategy 2:	<p>Enriched Environment - Create a consistent culture the improves rigor to support and enhance learning. Create a student culture that is rigorous and fun to develop academically thriving citizens.</p> <p>Impact of Student Achievement - Students are connected to learning and experience a sense of ownership of their of learning and success.</p> <p>Specific - reduce time-off task by 10%.</p> <p>Measurable - Compare/Contrast teacher and students time-on task to student achievement.</p> <p>Attainable - This is dependent upon teachers, students, and stakeholders. Time on-task is a priority and all everyone must be equally committed.</p>
Action Steps:	<ol style="list-style-type: none"> 1. Meet with the School Leadership Team to continue implementing our vision through the focus area of Rigor (In-class Routines, Presentations, Celebrations) <ol style="list-style-type: none"> e. Identify your model school/leader/system <ol style="list-style-type: none"> i. What is the leader doing? ii. What are the teachers doing? iii. What are the students doing? iv. What will happen immediately when a student doesn't comply? f. Create a minute by minute guide that identifies everyone's responsibility.

	<p>g. Roll out to the staff - Model the routine/procedures</p> <p>h. Aggressively monitor implementation through observation and walkthroughs.</p>
Progress Indicators:	Attendance, Tardies, Referrals, mCLASS, NWEA, NC Check-Ins, Data Reports
Milestone Dates:	August 2023 - Completion Date On Going
Professional Development:	Instructional Leadership Cohort (Want More Do More), OCS Leadership Program, Culturally Relevant Teaching Strategies that Maximize Academic Growth (Education Innovations & Solutions, Inc.), Core Knowledge, GoMath,
Assigned Implementation Team:	Principal, Curriculum Specialist, Teacher

Goal 3	
Goal:	Monroe Charter Academy will increase student and teacher attendance by 5%. There is a direct correlation between student and teacher attendance and student achievement.
Research-Based Strategies	
Strategy 1:	<p>Environment - Procedures and routines are embedded to maximize instructional time. Transitions are smooth and quick. The classroom is a positive and nurturing educational environment.</p> <p>Impact of Student Achievement - Students feel a sense of belonging and connection to their own academic and behavioral growth in pursuit of their academic goals.</p> <p>Specific - Increase student attendance by 5% monthly.</p> <p>Measurable - Compare student attendance on student academic performance.</p> <p>Attainable - The goal is dependent on stakeholders, students, and teachers. Attendance is extremely important and all parties must be equally committed.</p> <p>Relevant - Attendance and Student Success have a correlation.</p>
Action Steps:	<ol style="list-style-type: none"> 1. School Improvement Team will analyze current events and enrichment activities that are offered at the school. 2. School Improvement Team and School Leadership Team will create clubs that will be offered to students on a monthly basis. 3. Set goals for students participation in clubs and attendance. 4. School Leadership Team will create monthly and quarterly rewards and celebrations. 5. Parent Engagement Committee will recruit volunteers to assist with clubs and extra-curricular activities.
Strategy 2:	Monroe Charter Academy will monitor staff attendance to ensure absences by teachers/staff are minimum.

	<p>Specific - Increase teacher attendance by 5% monthly</p> <p>Measurable - Compare student and teacher attendance on student achievement.</p> <p>Attainable - he goal is dependent on stakeholders, students, and teachers. Attendance is extremely important and all parties must be equally committed.</p> <p>Relevant - Attendance and Student Success have a correlation.</p>
Action Steps:	<ol style="list-style-type: none"> 1. Create parent engagement events/workshops to provide learning opportunities for parents and staff. 2. Use current staff to maintain school culture and positive interaction with students. 3. Communicate resources to assist parents and staff as they navigate through social, emotional and mental health challenges. 4. Proactively communicate policies, procedures, and expectations
Progress Indicators:	Monthly student and teacher attendance reports.
Milestone Dates:	August 2023 - Completion Date On Going
Professional Development:	Instructional Leadership Cohort (Want More Do More), OCS Leadership Program, Strategies for Increasing Student Attendance (Education Innovations & Solutions, Inc.)
Assigned Implementation Team:	School Improvement Team, School Leadership Team, Parent Engagement Committee

Goal 4	
Goal:	Monroe Charter Board of Directors will increase board effectiveness
<i>Research-Based Strategies</i>	
Strategy 1:	Develop and implement an on-going board member training plan.
Action Steps:	<ol style="list-style-type: none"> 1. Identify training topics most needed for the board as it is presently constituted. 2. Identify possible sources of training (DPI, National Charter School Institute, Leaders Building Leaders, North Carolina Charter School Association) 3. Adopt a policy on board member training which establishes a one-hour training session each fall, a one-hour training session each spring, and a two-hour training session over the annual meeting each summer. 4. Incorporate feedback from training sessions, school self-study analysis of annual audit findings, and input from board members and staff in evaluation of training effectiveness and selection of future training topics.
Strategy 2:	Recruit new board members with expertise and experience in the field of marketing, construction, real estate, law and finance.

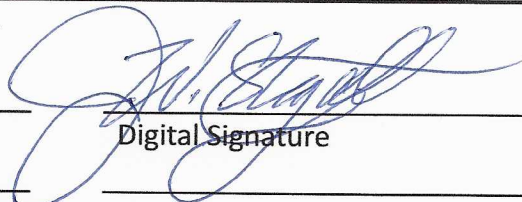
Action Steps:	1. Contact local professional organizations and Chamber of Commerce to advertise opportunities for service on the board.
Progress Indicators:	Attendance at board training sessions and feedback from attendees. Finding of annual audit bearing on board oversight of financial management and compliance. Addition of at least two new board members with professional expertise and experience in one or more of the areas listed.
Milestone Dates:	<ul style="list-style-type: none"> ● Board member training policy implemented by October 9, 2023 ● Fall training session conducted by end of December 2023 ● Spring training session conducted by April 2024 ● Annual meeting training session conducted before beginning of 2024-2025 school year. ● One new board member with professional credentials seated by February 2024 regular meeting. ● Second new board member with professional credentials seated by 2024 annual meeting.
Professional Development:	Board Member Comprehensive Training: Strategies for Effective Governance (Education Innovations and Solutions, Inc.)
Assigned Implementation Team:	Monroe Charter Academy Board of Directors

Goal 5	
Goal:	Monroe Charter Board Members will be trained on the 12 Responsibilities of Charter School Boards
Research-Based Strategies	
Strategy 1:	Organize a Board Retreat (1 of 2)
Action Steps:	Review, implement and assess for the first six (6) responsibilities of Charter School Boards
Strategy 2:	Organize a Board Retreat (2 of 2)
Action Steps:	Review, implement and assess for the final six (6) responsibilities of Charter School Boards
Progress Indicators:	Attendance at Board Retreat and participation and implementation of their roles and responsibilities.
Milestone Dates:	TBD
Professional Development:	Charter School PD based on the 12 Key Responsibilities of Charter School Boards (facilitated by Chance W. Lewis, Ph.D. - Education Innovations & Solutions, Inc.)
Assigned Implementation Team:	Monroe Charter Academy Board of Directors

Certify Submission

Type and sign your name below.

James W. Stegall
Board Chair Name



Digital Signature

5 Sep '23
Date

Dr. Camela B. Ford
School Administrator Name

Dr. Camela B. Ford
Digital Signature

9/5/23
Date