



We are Sugarloaf



Hear Us ROAR



2018–2020 Continuous School Improvement Plan for
Sugarloaf Elementary School

Approved by majority vote on October 16, 2018.

Ashley Newcomer

Ms. Ashley Newcomer, *Principal*

Ashley Hammond

Ms. Ashley Hammond, *SIT Co-Chair*

Lori King

Ms. Lori King, *SIT Co-Chair*

Table of Contents

2018-2020 Continuous School Improvement Plan for Sugarloaf Elementary School

Statement of Assurances

School Improvement Team Membership

Mission and Beliefs

Henderson County Public Schools' Mission Statement

Henderson County Public Schools' Guiding Principle

Henderson County Public Schools' Core Values

School Vision Statement

Sugarloaf Elementary Core Values

Sugarloaf Elementary Mission Statement:

School Profile & Narrative Summary

Description of the School:

School's Purpose:

New Initiatives at Our School

Instructional Planning Time

Duty Free Planning

Duty Free Lunch

Instructional Materials/Textbook Waiver

Conflict Resolution

Strategic Goals

We Value Excellence In:

Continuous Improvement

Summary of Goals

Area One Goals: Human Resources

Human Resource Goal One:

Strategies to Achieve this Goal:

Action Team Sign ups

Measure of Success:

Persons Responsible

Target Date:

Area Two Goals: Community and Family Engagement

Community and Family Engagement Goal One:

Strategies to Achieve this Goal:

Measure of Success:

Persons Responsible

Target Date:

Community and Family Engagement Goal Two:

Strategies to Achieve this Goal:

Measure of Success:

Persons Responsible

[Target Date:](#)

[Area Three Goals: Personalized Learning](#)

[Personalized Learning Goal One:](#)

[Strategies to Achieve this Goal:](#)

[Measure of Success:](#)

[Persons Responsible](#)

[Target Date:](#)

[Area Four Goals: Safe and Nurturing Environments](#)

[Safe and Nurturing Environments Goal One:](#)

[Strategies to Achieve this Goal:](#)

[Measure of Success:](#)

[Persons Responsible](#)

[Target Date:](#)

[Data Review](#)

[Discipline Data](#)

[Comparison of Last 4 Years with Cohort Information](#)

[2017-2018 Subgroup Information](#)

[Math Subgroup Information](#)

[Reading Subgroup Information](#)

[K-3 Reading 3D TRC](#)

[K-2 Math Summative](#)

Statement of Assurances

The School Improvement Plan has been developed and aligned to the requirements of the following:

- Henderson County [School Board Policy 3430](#)
- Henderson County Public Schools Strategic Plan
- Henderson County Public Schools Technology Plan
- NC Accountability Model & ESSA
- AdvancED School Accreditation Standards

School Improvement Team Membership

Team Member Name	Position	Date Elected
Lori King	Co-Chair/1st Grade Teacher	9/12/18
Ashley Hammond	Co-Chair/5th Grade Teacher	9/12/18
Janet Covington	ESL Teacher	9/12/18
Nicole Wallace	Media Specialist	9/12/18
Angie Goodman	Specialist	9/12/18
Haley Creasman	Teacher Assistant	9/12/18
Julie Conn	EC Teacher	9/12/18
Courtney Underwood	Kindergarten Teacher	9/12/18
Claire Holmes	2nd Grade Teacher	9/12/18
Pat Meehan	3rd Grade Teacher	9/12/18
Melissa Castillo	4th Grade Teacher	9/12/18
Bethany Vanderschaaf	EC Teacher	9/12/18
Alicia Cheatham	Parent	9/12/18
Beka Evington	Instructional Coach	9/12/18
Kathy Jones	Assistant Principal	9/12/18
Ashley Newcomer	Principal	9/12/18
Simone Wertenberger	Central Office Partner	N/A

The membership of our School Improvement Team was elected on September 12, 2018.

The School Improvement Plan was approved by secret ballot vote on October 16, 2018.

Mission and Beliefs

Henderson County Public Schools' Mission Statement

Henderson County Public Schools will provide all students the opportunity to learn and the encouragement to succeed in a safe environment. We will honor the individual and nurture the potential of all children.

Henderson County Public Schools' Guiding Principle

The success of a child is the result of a collaborative partnership of school, child parent and community.

Henderson County Public Schools' Core Values

We are here for the children we serve.

- We value each child.
- We value the development of the whole child.
- We value a safe, supportive, and caring learning environment.
- We value respect, honesty, and integrity.
- We value the commitment of quality employees.
- We value effective learning through high quality instruction.
- We value the pursuit of excellence.

School Vision Statement

Our Vision at Sugarloaf Elementary is to grow every child into lifelong learners and leaders.

Sugarloaf Elementary Core Values

Purpose: *We believe a positive, purposeful attitude will empower our school community and facilitate learning.*

Responsibility: *We believe that it is our responsibility to ensure all students become successful 21st Century learners and leaders.*

Interdependence: *We believe we can be successful learners and leaders when we work together as a community.*

Determination: *We believe that ALL of our students can and will learn.*

Empowerment: *We believe we must equip and engage ourselves and our students in order to achieve our fullest potential for success.*

Sugarloaf Elementary Mission Statement:

lea**R**ning
lo**V**ing
le**A**ding
Roaring

School Profile & Narrative Summary

Description of the School:

Sugarloaf is a medium sized school with an enrollment of 447 students. It is located in a rural community in Western North Carolina. Currently our population consists of 46% Hispanic, 28% EL (English Learner), 15% EC (exceptional children) and 80% poverty (this is not determined by free and reduced lunch forms as our school receives 100% “Meals at No Cost,” and therefore may not be a true indicator of our poverty level). Although our staff demographics do not completely reflect our students’ demographics, we do have five bilingual employees and are seeking to increase that number. Our school climate and reputation has changed within the community over the last five years due to the implementation of *The Leader in Me* leadership program and the achievement of Lighthouse Status. Currently, Sugarloaf is one of five schools in North Carolina with this recognition. By empowering students, families, staff, and communities, we have increased parent and community involvement. Sugarloaf has also streamlined instructional practices over time which has allowed for increased student growth and proficiency.

School’s Purpose:

Sugarloaf Elementary continually revises its school vision and mission to align with 21st century learning, allowing the School Improvement Team to establish goals that move us in the direction of those standards. Using recent test and assessment data in grades K-5, we determine the areas in which our efforts should be focused. By utilizing multiple sources of data, such as state, local, and school academic assessments, daily classroom performance, attendance data, teacher surveys, the NC Teacher Working Conditions survey results, the Safe Schools Assessment results, the AdvancEd National Survey of Student Engagement (NSSE) results, school and Power School discipline information, and feedback from our teachers, parents, students, and community, we construct goals that support and produce high student achievement.

New Initiatives at Our School

In compliance with [School Board Policy 3110](#), any new initiative or program must be presented to the Board of Education as part of School Improvement Planning. This year we will be implementing the use of iReady for Math. Teachers will be able to provide differentiated instruction based on assessments and instruction from iReady. All students will spend at least 45 minutes a week on individual instruction.

Instructional Planning Time

Duty Free Planning

With the goal of providing five hours of instructional time per week as outlined in [School Board policy 3430](#), our School Improvement Team has provided daily duty free planning for teachers during regular student contact hours. Certified classroom teachers receive fifty minutes of duty free planning time five days a week. Additionally, they receive three hours of extended planning time once a month.

Duty Free Lunch

With staff input, the School Improvement Team decided duty free lunch should not be scheduled if it would negatively impact instruction or cause inadequate supervision. The team also recognized the importance of building an effective, collegial school climate so they have chosen to have duty free lunch on a rotational basis. They have duty free lunch every other day. Parents and administration will also provide duty-free lunch on special occasions so that whole teams/grade levels can have time together.

Instructional Materials/Textbook Waiver

Building-Level Waiver Request

School: Sugarloaf Elementary School

LEA Number: 450

School Number: 344

Building-Level Waiver Information

Please insert the waiver you are requesting:

When funds allow and quality instructional materials are available, we are requesting the flexibility to use state textbook funds to purchase texts/materials that are not on the current state-approved adoption list.

Identify the law, regulation or policy from which you are seeking an exemption:

General Statute 115c-9b: Use of textbooks not adopted by the State Board of Education

Please state how the waiver will be used.

There are a limited number of textbook titles available on the state-approved textbook list. This waiver allows us the flexibility to use state textbook funds to purchase texts that are currently in use in the district, but are no longer available on state contract and for texts that we already purchase off state contract. Additionally, the waiver would allow us the flexibility to purchase texts off the state contract for courses for which there is no text available.

Please state how the waiver will promote achievement of performance goals.

While teachers integrate many supplementary resources into classroom instruction, student texts are basic and essential instructional materials.

Conflict Resolution

In compliance with [School Board Policy 3431](#), we take steps in our school to resolve conflict. Our specific strategies include:

- Leader In Me Program
 - Daily Instruction through Mountain Lion Team Time
- 8 Habits Instruction throughout the school day
- Social/Emotional Learning with OCDE Project GLAD ®
- Love and Logic

Strategic Goals

Henderson County Public Schools strives to provide a quality educational experience for all students. We do so through strategic planning, collaboration and a commitment to our mission, vision and values.

We Value Excellence In:



Human Resources

Community and Family Engagement

Personalized Learning

Safe and Nurturing Environments

Where Every Piece Matters. Excellence to the Core.

Continuous Improvement

Valuing improvement, the following school-based goals and strategies represent strategic priorities over the next two years.

Summary of Goals

Details can be found on the pages that follow, but note these bullet points as the highlights of our goals:

H - In the area of Human Resources, we plan to:

- Have 100% of our staff involved in school-wide action teams.

C - In the area of Community and Family Engagement, we plan to:

- Increase parent communication with weekly roaring news update calls in English and Spanish from on an as needed basis to 34 messages by the end of the year every Monday evening.
- Increase parent communication with a school-wide newsletter by sending 6 student created newsletters by the end of the year.

P - In the area of Personalized Learning, we plan to:

- Sugarloaf Elementary will meet or exceed expected growth, student achievement will increase by 5 percentage points on state assessments, and subgroup performance targets will be met.

S - In the area of Safe and Nurturing Environments, we plan to:

- Decrease the number of office discipline referrals by 25% each year on our data discipline spreadsheet from 2017-2018 school year to 2018-2019 school year.

Area One Goals: Human Resources

Human Resource Goal One:

- Have 100% of our staff involved in school-wide action teams.

Strategies to Achieve this Goal:

- Action Team Sign ups
- Monthly Meetings
- Action Team Action Plans

Measure of Success:

- Action Team Agendas and meeting notes with present members marked
- Action Team Action Plans publicly displayed
- Action Team Bulletin Board updated as needed

Persons Responsible

- Action Team Members
- All Staff
- Action Team Facilitator

Target Date:

June, 2019

Area Two Goals: Community and Family Engagement

Community and Family Engagement Goal One:

- Increase parent communication with weekly roaring news update calls in English and Spanish on Monday evenings.

Strategies to Achieve this Goal:

- Set up Weekly Messenger Calls for parents to give news about upcoming events.
- Have the message translated for Spanish speaking families

Measure of Success:

- 34 Weekly Messages sent through alert messenger by the end of the year

Persons Responsible

- Administrative Team

Target Date:

June, 2019

Community and Family Engagement Goal Two:

- Increase stakeholder communication with a student created school-wide newsletter.

Strategies to Achieve this Goal:

- Create a Newspaper Club
- Sign students up for the club that are interested

Measure of Success:

- 6 Monthly Newsletters or News broadcasts that will be distributed throughout the community by the end of the year

Persons Responsible

- Newspaper Club
- Office Staff

Target Date:

June, 2019

Area Three Goals: Personalized Learning

Personalized Learning Goal One:

- Sugarloaf Elementary will meet or exceed expected growth. Student achievement will increase by 5 percentage points on all student proficiency of state assessments from 61.3 to 66.3, and all subgroup performance targets will be met.

Strategies to Achieve this Goal:

- All staff will participate in a professional learning community (PLC) to unwrap the standards, analyze student work, plan instructional units with high effect strategies, and use student data to drive instruction once a week.
- All staff will use effective feedback (verbal and written) to increase student understanding and empower students to progress in reading levels.
- All classroom teachers will implement a systematic Guided Reading & Guided Math program by effectively grouping students based on subgroup data and increasing time in leveled text.
- All grades will implement the “push in” model to provide more on grade level instruction for all students, while supplying additional scaffolding for them.
- Staff will implement iReady for differentiated math instruction.
- ESL strategy along with vocabulary strategy is shared with all staff members at our monthly family meeting.
- Vocabulary strategy is shared with all staff in weekly newsletter.
- Students are introduced weekly to a new academic word.

Measure of Success:

- **Teacher Outcomes**
 - PLC meeting agendas and notes
 - Collaboratively planned units of study and lesson plans
 - Data artifacts (Leadership Notebooks, pre and post tests per standard, benchmarks, oral reading fluency data, Reading 3D, etc.)
 - Walkthrough forms and feedback
- **Student Outcomes**
 - Increased EOG scores and/or assessment scores
 - Meet or exceed expected growth
 - More differentiated instruction for their individual needs

Persons Responsible

- Administrative Team
- Instructional Coaches
- Instructional Staff

Target Date:

June, 2019

Area Four Goals: Safe and Nurturing Environments

Safe and Nurturing Environments Goal One:

- Decrease the number of office discipline referrals by 25% from 2017-2018 school year to 2018-2019 school year.

Strategies to Achieve this Goal:

- All staff will increase student recognition for positive behavior with Pride Points, Pride Boards, and Pep Rallies daily, weekly, and monthly.
- Students will sign-in/sign-out or walk with a buddy when leaving the classroom without adult supervision.
- Use of Social Stories with students that struggle with following directions

Measure of Success:

- Discipline data spreadsheet from 2017-2018 school year to 2018-2019
- Student behavior reflection sheets
- Student recognition systems
- Sign-in/sign-out sheets

Persons Responsible

- Administrative Team
- All Staff

Target Date:

June, 2019

Data Review

We value making decisions based on data. The information that follows has been reviewed by our stakeholders as we determined school goals.

In terms of student performance, Sugarloaf Elementary School's leadership team has identified the following expected levels of performance: 1) We expect to be above the affinity group average in each content area and grade level. (2) We expect to be a B school in North Carolina's School Accountability Program. By the first definition, we are above our expected levels of performance in these areas: third grade math (above average) and fourth grade math. We are below our expected levels of performance in these areas: third grade reading (below average), fourth grade reading (below average), fifth grade reading (below average), and fifth grade math (below average). By the second definition, Sugarloaf Elementary School is not at or above this expectation for reading, math, or overall.

At Sugarloaf Elementary, the leadership team used the following graphs to make school improvement decisions.

Discipline Data

Year	Number of Office/Behavior Referrals
2017-2018	196
2018-2019 (Goal)	147

Comparison of Last 4 Years with Cohort Information

SUBJECT	2014-2015	2015-2016	2016-2017	2017-2018
Gr. 3 ELA	53.9	56.3	50.6	51.9
Gr. 4 ELA	61.8	66.2	67.7	51.2
Gr. 5 ELA	51.7	56.4	49.3	51.5
Gr. 3 Math	60.5	76.6	78.5	88.3
Gr. 4 Math	63.6	53.5	67.7	63.1
Gr. 5 Math	53.3	54.5	64.4	47.1
Gr. 5 Science	43.3	70.9	72.6	70.6

2017-2018 Subgroup Information

SUBGROUP	Achievement	Growth	Performance	Grade
All	61.3	78.5	65	C
Hispanic	57.0	82.7	62	C
White	67.2	71.5	68	C
Economically Disadvantaged	54.8	75.1	59	C
ELS	55.0	84.2	61	C
Student W/Disabilities	38.9	76.2	46	D

Math Subgroup Information

SUBGROUP	Math Baseline	2017-2018 Math	2017-2018 Status	Goal 2018-2019
All	53.2	58.6	Met	58.6
Hispanic	52.7	56.4	Met	58.7
White	52.0	63.1	Met	56.7
Economically Disadvantaged	51.8	50.5	Not Met	56.7
ELS	44.2	53.7	Met	51.3
Student W/Disabilities	13.3	31.9	Met	20.9

Reading Subgroup Information

SUBGROUP	Reading Baseline	2017-2018 Reading	2017-2018 Status	Goal 2018-2019
All	42.6	37.4	Not Met	46.6
Hispanic	34.1	28.7	Not Met	39.0
White	50.7	49.5	Not Met	53.9
Economically Disadvantaged	31.8	36.1	Met	36.7
ELS	14.0	24.4	Met	20.1
Student W/Disabilities	13.3	17.0	Met	19.3

K-3 Reading 3D TRC

Grade Level	2015-2016	2016-2017	2017-2018
Kindergarten	84%	83%	79%
1st Grade	77%	89%	75%
2nd Grade	66%	87%	82%
3rd Grade	79%	77%	74%
Overall School Score	76%	86%	77.3%

K-2 Math Summative

Group	2015-2016	2016-2017	2017-2018
Kindergarten Sugarloaf	96%	93%	95%
Kindergarten HCPS	89%	95%	95%
1st Grade Sugarloaf	95%	92%	89%
1st Grade HCPS	92%	92%	92%
2nd Grade Sugarloaf	85%	82%	72%
2nd Grade HCPS	83%	88%	87%