

# School Improvement Plan



**2015-2016**

**2015-2016 *through* 2016-2017**

*School Improvement Plans remain in effect for two years, but a School Leadership Team may amend as often as necessary or appropriate.*

**Draft Due: September 28, 2015**

**Final Copy Due: October 26, 2015**



## 2015-2016 Lincoln Heights Academy School Improvement Plan Report

### Lincoln Heights Academy Contact Information

<b>School:</b>	Lincoln Heights Academy	<b>Courier Number:</b>	461
<b>Address:</b>	1900 New Castle Street	<b>Phone Number:</b>	(980)343-5415
	Charlotte, NC 28216	<b>Fax Number:</b>	(980)343-5419
<b>Learning Community</b>	Central/ Exceptional Children	<b>School Website:</b>	<a href="http://schools.cms.k12.nc.us/lincolnheightsacademyEC/Pages/Default.aspx">http://schools.cms.k12.nc.us/lincolnheightsacademyEC/Pages/Default.aspx</a>

<b>Principal:</b>	Katherine Willenbrock
<b>Learning Community Superintendent:</b>	Gina Smith



## 2015-2016 Lincoln Heights Academy School Improvement Plan Report

### Lincoln Heights Academy School Improvement 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	Email Address	Date Elected
Principal	Katherine Willenbrock	<a href="mailto:Katherine.willenbrock@cms.k12.nc.us">Katherine.willenbrock@cms.k12.nc.us</a>	09/09/15
Assistant Principal Representative	Melissa Melton (Interim AP)	<a href="mailto:Melissa.manikkam@cms.k12.n.cus">Melissa.manikkam@cms.k12.n.cus</a>	09/09/15
Teacher Representative	Cynthia Clayton	<a href="mailto:Cynthia.clayton@cms.k12.nc.us">Cynthia.clayton@cms.k12.nc.us</a>	09/09/15
Teacher Representative	Kathleen Robinson	<a href="mailto:Kathleeenp.robinson@cms.k12.nc.us">Kathleeenp.robinson@cms.k12.nc.us</a>	09/09/15
Teacher Representative	Keith White	<a href="mailto:k.white@cms.k12.nc.us">k.white@cms.k12.nc.us</a>	09/09/15
Inst. Support Representative	Eugenia Hopper	<a href="mailto:Eugenia.hopper@cms.k12.nc.us">Eugenia.hopper@cms.k12.nc.us</a>	09/09/15
Teacher Assistant Representative	TBD		
Parent Representative	TBD		
Parent Representative	TBD		
Parent Representative	TBD		
Parent Representative	TBD		



## 2015-2016 Lincoln Heights Academy School Improvement Plan Report

### Vision Statement

**District:** CMS provides all students the best education available anywhere, preparing every child to lead a rich and productive life.

**School:** The vision of Lincoln Heights Academy is to become the finest comprehensive separate school available for seriously emotionally and behaviorally disabled students. An important part of the vision is the strong belief that exceptional children are capable of learning new behaviors and academic skills that will foster success in school and society.

### Mission Statement

**District:** The mission of CMS is to maximize academic achievement by every student in every school.

**School:** Our mission at Lincoln Heights Academy is to create a learning environment which combines educational, therapeutic, and community efforts. We empower Exceptional Children and their families with the ability to develop and achieve autonomy to become positive, productive, and effective citizens in today's global society.

### Lincoln Heights Academy Shared Beliefs

- Lincoln Heights Academy Family believes in supporting the strengths and areas for growth in every child, parent, staff, and community member.
- Lincoln Heights Academy Family believes in a nurturing and enriching therapeutic learning environment.
- Lincoln Heights Academy Family believes that every child deserves a chance to succeed.
- Lincoln Heights Academy Family believes in supporting every child, parent, staff, and community member.
- Lincoln Heights Academy Family believes in supporting every child, parent, staff, and community member.
- Lincoln Heights Academy Family believes in consistent school-wide expectations.
- Lincoln Heights Academy Family believes that every child deserves a second chance
- Lincoln Heights Academy Family believes that we shall live, love, learn, and succeed together
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## 2015-2016 Lincoln Heights Academy School Improvement Plan Report

### Lincoln Heights Academy SMART Goals

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See Comprehensive Plan Report



# 2015-2016 Lincoln Heights Academy School Improvement Plan Report

## Lincoln Heights Academy Assessment Data Snapshot

Reading	ALL	AMIN	ASIA	BLCK	HISP	MULT	WHT	EDS	LEP	SWD	AIG
Participation Denominator	71	0	0	7	7	2	14	40	1	7	0
Participation Percent	87	0	0	90	0	0	0	90	0	86	0
Participation Status	Not Met	~	~	Not Met	Insuf.	Insuf.	Insuf.	Not Met	Insuf.	Not Met	~
Proficiency Denominator	40	0	0	31	2	0	7	28	1	40	0
Proficiency Percent	5.0	0	0	3.2	0	0	0	0	0	5.0	0
Goal Percent	61.9	0	0	46.6	43.0	0	65.2	48.8	27.6	31.2	0
Proficiency Status	Not Met	~	~	Not Met	Insuf.	~	Insuf.	Insuf.	Insuf.	Not Met	~

Math	ALL	AMIN	ASIA	BLCK	HISP	MULT	WHT	EDS	LEP	SWD	AIG
Participation Denominator	71	0	0	7	7	2	14	40	1	7	0
Participation Percent	87	0	0	90	0	0	0	90	0	86	0
Participation Status	Not Met	~	~	Not Met	Insuf.	Insuf.	Insuf.	Not Met	Insuf.	Not Met	~
Proficiency Denominator	40	0	0	31	2	0	7	28	1	40	0
Proficiency Percent	2.5	0	0	0.0	0	0	0	0	0	2.5	0
Goal Percent	53.9	0	0	37.8	46.1	0	63.0	42.1	34.0	30.0	0
Proficiency Status	Not Met	~	~	Not Met	Insuf.	~	Insuf.	Insuf.	Insuf.	Not Met	~

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## 2015-2016 Lincoln Heights Academy School Improvement Plan Report

Science	ALL	AMIN	ASIA	BLCK	HISP	MULT	WHTTE	EDS	LEP	SWD	AIG
Participation Denominator	6	0	0	5	4	1	3	3	1	6	0
Participation Percent	0	0	0	0	0	0	0	0	0	0	0
Participation Status	Insuf.	~	~	Insuf.	Insuf.	Insuf.	Insuf.	Insuf.	Insuf.	Insuf.	~
Proficiency Denominator	3	0	0	3	1	0	2	9	1	3	0
Proficiency Percent	0	0	0	0	0	0	0	0	0	0	0
Goal Percent	61.8	0	0	46.0	51.7	0	71.7	50.0	33.2	36.4	0
Proficiency Status	Insuf.	~	~	Insuf.	Insuf.	~	Insuf.	Insuf.	Insuf.	Insuf.	~

Current Year EOC	ALL	AMIN	ASIA	BLCK	HISP	MULT	WHTTE	EDS	LEP	SWD	AIG
Participation Denominator	19	0	0	18	0	0	1	13	0	19	0
Participation Percent	0	0	0	0	0	0	0	0	0	0	0
Participation Status	Insuf.	~	~	Insuf.	~	~	Insuf.	Insuf.	~	Insuf.	~

ACT	ALL	AMIN	ASIA	BLCK	HISP	MULT	WHTTE	EDS	LEP	SWD	AIG
Participation Denominator	5	0	0	4	0	0	1	2	0	5	0
Participation Percent	0	0	0	0	0	0	0	0	0	0	0
Participation Status	Insuf.	~	~	Insuf.	~	~	Insuf.	Insuf.	~	Insuf.	~
Proficiency Denominator	2	0	0	2	0	0	0	1	0	2	0
Proficiency Percent	0	0	0	0	0	0	0	0	0	0	0
Goal Percent	66.9	0	0	46.8	0	0	0	51.6	0	33.1	0
Proficiency Status	Insuf.	~	~	Insuf.	~	~	~	Insuf.	~	Insuf.	~

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## 2015-2016 Lincoln Heights Academy School Improvement Plan Report

ACT WorkKeys	ALL	AMIN	ASIA	BLCK	HISP	MULT	WHT	EDS	LEP	SWD	AIG
Participation Denominator	3	0	0	1	0	1	1	2	0	3	0
Participation Percent	0	0	0	0	0	0	0	0	0	0	0
Participation Status	Insuf.	~	~	Insuf.	~	Insuf.	Insuf.	Insuf.	~	Insuf.	~

Math Course Rigor	ALL	AMIN	ASIA	BLCK	HISP	MULT	WHT	EDS	LEP	SWD	AIG
Proficiency Denominator	2	0	0	0	0	2	0	1	0	2	0
Proficiency Percent	0	0	0	0	0	0	0	0	0	0	0
Goal Percent	95.0	0	0	0	0	95.0	0	95.0	0	85.5	0
Proficiency Status	Insuf.	~	~	~	~	Insuf.	~	Insuf.	~	Insuf.	~

Graduation Rate	ALL	AMIN	ASIA	BLCK	HISP	MULT	WHT	EDS	LEP	SWD	AIG
Standard (4-Year)	0	0	0	0	0	0	0	0	0	0	0
Extended (5-Year)	0	0	0	0	0	0	0	0	0	0	0
Status	Insuf.	~	~	Insuf.	~	Insuf.	Insuf.	Insuf.	~	Insuf.	~





## 2015-2016 Lincoln Heights Academy School Improvement Plan Report

### Lincoln Heights Academy Profile

*This narrative should include a description of student and staff demographics, recent achievement(s), and staff qualifications.*

See Comprehensive Plan Report



# 2015-2016 Lincoln Heights Academy School Improvement Plan Report

## Strategic Plan 2018: For a Better Tomorrow

<p><b>Goal 1:</b> Maximize academic achievement in a personalized 21st-century learning environment for every child to graduate college- and career-ready</p> <p><b>Four focus areas:</b></p> <ul style="list-style-type: none"> <li>I. College- and career-readiness</li> <li>II. Academic growth/high academic achievement</li> <li>III. Access to rigor</li> <li>IV. Closing achievement gaps</li> </ul>	<p><b>Goal 2:</b> Recruit, develop, retain and reward a premier workforce</p> <p><b>Five focus areas:</b></p> <ul style="list-style-type: none"> <li>I. Proactive recruitment</li> <li>II. Individualized professional development</li> <li>III. Retention/quality appraisals</li> <li>IV. Multiple career pathways</li> <li>V. Leadership development</li> </ul>
<p><b>Goal 3:</b> Cultivate partnerships with families, businesses, faith-based groups and community organizations to provide a sustainable system of support and care for each child</p> <p><b>Three focus areas:</b></p> <ul style="list-style-type: none"> <li>I. Family engagement</li> <li>II. Communication and outreach</li> <li>III. Partnership development</li> </ul>	<p><b>Goal 4:</b> Promote a system-wide culture of safety, high engagement, cultural competency and customer service</p> <p><b>Five focus areas:</b></p> <ul style="list-style-type: none"> <li>I. Physical safety</li> <li>II. Social and emotional health</li> <li>III. High engagement</li> <li>IV. Cultural competency</li> <li>V. Customer service</li> </ul>
<p><b>Goal 5:</b> Optimize district performance and accountability by strengthening data use, processes and systems</p> <p><b>Four focus areas:</b></p> <ul style="list-style-type: none"> <li>I. Effective and efficient processes and systems</li> <li>II. Strategic use of district resources</li> <li>III. Data integrity and use</li> <li>IV. School performance improvement</li> </ul>	<p><b>Goal 6:</b> Inspire and nurture learning, creativity, innovation and entrepreneurship through technology and strategic school redesign</p> <p><b>Four focus areas:</b></p> <ul style="list-style-type: none"> <li>I. Learning everywhere, all the time</li> <li>II. Innovation and entrepreneurship</li> <li>III. Strategic school redesign</li> <li>IV. Innovative new school</li> </ul>



## 2015-2016 Lincoln Heights Academy School Improvement Plan Report

<b>SMART Goal (1):</b> <i>Duty Free Lunch for Teachers</i>	Provide a duty-free lunch period for every teacher on a daily basis.
<b>Strategic Plan Goal:</b>	<b>Goal 4:</b> Promote a system-wide culture of safety, high engagement, customer service, and cultural competence.
<b>Strategic Plan Focus Area:</b>	I. Physical Safety
<b>Data Used:</b>	Incident Data

<b>Strategies</b> (determined by what data) • Task • Task • Task (PD)	<b>Point Person</b> (title/name)	<b>Evidence of Success</b> (Student Impact)	<b>Funding</b> (estimated cost / source)	<b>Personnel Involved</b>	<b>Timeline</b> (Start—End) • Interim Dates
1. All teachers and teacher assistants will sit and eat with their students and engage them in meaningful conversation at lunch.	Principal/ Willenbrock	LHA is a highly structured small school setting, and must maintain a safe and orderly environment at all times. By engaging students in appropriate meaningful conversation at lunch, we will decrease the number of incidents that occur in the cafeteria by 10%	N/A	All staff	Quarterly



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<b>SMART Goal (2):</b> <i>Duty Free Instructional Planning Time</i>	Provide duty-free instructional planning time for every teacher under G.S. 115C-105.27 and -301.1, with the goal of proving an average of at least five hours of planning time per week, to the maximum extent that the safety and proper supervision of students may allow during regular student contact hours.
<b>Strategic Plan Goal:</b>	<b>Goal 2:</b> Recruit, develop, retain and reward a premier workforce
<b>Strategic Plan Focus Area:</b>	II. Individualized professional development.
<b>Data Used:</b>	Insight Survey Data

<b>Strategies</b> (determined by what data) <ul style="list-style-type: none"> <li>• Task</li> <li>• Task</li> <li>• Task (PD)</li> </ul>	<b>Point Person</b> (title/name)	<b>Evidence of Success</b> (Student Impact)	<b>Funding</b> (estimated cost / source)	<b>Personnel Involved</b>	<b>Timeline</b> (Start—End) • Interim Dates
1. All teachers are provided a minimum of 60 minutes of planning per day.	Principal/ Willenbrock	We will meet or surpass the district response on the Insight Survey for the Instructional culture domain of Instructional Planning	N/A	Teachers	weekly
2. All teachers will meet with planning teams on Tuesdays for academic planning and Thursdays for behavior planning	Title I coach/ Hopper	We will meet or surpass the district response on the Insight Survey for the Instructional culture domain of Instructional Planning	N/A	Teachers/ Title I coach	Weekly
3. When we are unable to keep weekly referral below last year's averages teachers will be assigned the duty of "interventionist" one day a week during their planning period.	Interim AP – Melissa Melton	We will meet or surpass the district response on the Insight Survey for the Instructional culture domain of Instructional Planning	N/A	Boys Town Admin. Training team	Reviewed Weekly at Admin team meeting; quarterly at SLT meeting

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## 2015-2016 Lincoln Heights Academy School Improvement Plan Report

<b>SMART Goal (3):</b> <i>Anti-Bullying / Character Education</i>	Provide a positive school climate, under CMS regulation JICK-R, by promoting a safe learning environment free of bullying and harassing behaviors.
<b>Strategic Plan Goal:</b>	<b>Goal 4:</b> Promote a system-wide culture of safety, high engagement, cultural competency and customer service
<b>Strategic Plan Focus Area:</b>	II. Social and emotional health
<b>Data Used:</b>	Boys Town data (point sheets, levels, referrals, etc.); incident data

<b>Strategies</b> (determined by what data) • <b>Task</b> • <b>Task</b> • <b>Task (PD)</b>	<b>Point Person</b> (title/name)	<b>Evidence of Success</b> (Student Impact)	<b>Funding</b> (estimated cost / source)	<b>Personnel Involved</b>	<b>Timeline</b> (Start—End) • <b>Interim Dates</b>
1. Bully Liaison / Bully-prevention	Rachel Rosenfeld (school psychologist)	All students at LHA will be able to identify bullying behavior and will be able to state the steps of the following social skills: <ul style="list-style-type: none"> <li>• Disagreeing Appropriately</li> <li>• Making an Apology</li> <li>• Asking for Help</li> <li>• Reporting other Youth's Behavior</li> </ul>	N/A	All staff	Quarterly random check with a sample of students



## 2015-2016 Lincoln Heights Academy School Improvement Plan Report

<p>2. Character Education</p> <ul style="list-style-type: none"> <li>• Weekly Intervention team meetings supported by psychologist, social worker, or guidance counselor</li> <li>• All K-8 students will participate in social skills lessons at a minimum of two times per week</li> <li>• School will celebrate student of the week “I am Lincoln Heights”</li> </ul>	<p>Cathy Dillard (school social worker)</p>	<p>All students at LHA will be able to identify key character traits and will be able to state the steps of the following social skills:</p> <ul style="list-style-type: none"> <li>• Following Instructions</li> <li>• Accepting No</li> <li>• Accepting Criticism</li> </ul>	<p>N/A</p>	<p>All staff</p>	<p>Quarterly random check with a sample of students</p>
<p>3. Healthy Active Child 30 min.</p> <ul style="list-style-type: none"> <li>• All K-8 students will participate in Healthy Activity Time for a minimum of 30 minutes per day</li> </ul>	<p>Melissa Melton –Interim AP</p>	<p>Student suspension data and referral data will decrease by 10%</p>	<p>N/A</p>	<p>All staff supporting K-8 instruction</p>	<p>Monthly</p>
<p>4. School Health Team</p> <ul style="list-style-type: none"> <li>• Promote healthy living choices</li> <li>• Develop schedule for FIT lab for all students</li> </ul>	<p>Keith White – PE teacher</p>	<p>Student suspension data and referral data will decrease by 10%</p>	<p>N/A</p>	<p>All school staff</p>	<p>Monthly</p>



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<b>SMART Goal (4):</b>	
<b>Strategic Plan Goal:</b>	
<b>Strategic Plan Focus Area:</b>	
<b>Data Used:</b>	

<b>Strategies</b> (determined by what data) <ul style="list-style-type: none"> <li>• <b>Task</b></li> <li>• <b>Task</b></li> <li>• <b>Task (PD)</b></li> </ul>	<b>Point Person</b> (title/name)	<b>Evidence of Success</b> (Student Impact)	<b>Funding</b> (estimated cost / source)	<b>Personnel Involved</b>	<b>Timeline</b> (Start—End) • <b>Interim Dates</b>
1.					
2.	See Comprehensive Plan Report				
3.					
4.					



## 2015-2016 Lincoln Heights Academy School Improvement Plan Report

<b>SMART Goal (5):</b>	
<b>Strategic Plan Goal:</b>	
<b>Strategic Plan Focus Area:</b>	
<b>Data Used:</b>	

<b>Strategies</b> (determined by what data) <ul style="list-style-type: none"> <li>• <b>Task</b></li> <li>• <b>Task</b></li> <li>• <b>Task (PD)</b></li> </ul>	<b>Point Person</b> (title/name)	<b>Evidence of Success</b> (Student Impact)	<b>Funding</b> (estimated cost / source)	<b>Personnel Involved</b>	<b>Timeline</b> (Start—End) • <b>Interim Dates</b>
1.					
2.	See Comprehensive Plan Report				
3.					
4.					





## 2015-2016 Lincoln Heights Academy School Improvement Plan Report

<b>SMART Goal (6):</b>	
<b>Strategic Plan Goal:</b>	
<b>Strategic Plan Focus Area:</b>	
<b>Data Used:</b>	

<b>Strategies</b> (determined by what data) <ul style="list-style-type: none"> <li>• <b>Task</b></li> <li>• <b>Task</b></li> <li>• <b>Task (PD)</b></li> </ul>	<b>Point Person</b> (title/name)	<b>Evidence of Success</b> (Student Impact)	<b>Funding</b> (estimated cost / source)	<b>Personnel Involved</b>	<b>Timeline</b> (Start—End) <ul style="list-style-type: none"> <li>• <b>Interim Dates</b></li> </ul>
1.					
2.	See Comprehensive Plan Report				
3.					
4.					



## 2015-2016 Lincoln Heights Academy School Improvement Plan Report

Mastery Grading Procedures Plan – Required for All Schools	
<b>Strategic Plan Goal:</b>	<b>Goal 1:</b> Maximize academic achievement in a personalized 21st-century learning environment for every child to graduate college- and career-ready.
<b>Strategic Plan Focus Area:</b>	Academic growth/high academic achievement
<b>Data Used:</b>	MAP data, ACT prep data, School Net, EOG/EOC scores, ACT scores

<b>Strategies</b> (determined by what data) <ul style="list-style-type: none"> <li>• <b>Task</b></li> <li>• <b>Task</b></li> <li>• <b>Task (PD)</b></li> </ul>	<b>Point Person</b> (title/name)	<b>Evidence of Success</b> (Student Impact)	<b>Funding</b> (estimated cost / source)	<b>Personnel Involved</b>	<b>Timeline</b> (Start—End) <ul style="list-style-type: none"> <li>• <b>Interim Dates</b></li> </ul>
1. Common assessments <ul style="list-style-type: none"> <li>• Teachers will participate in training aligned to DDI</li> <li>• Use of School Net 6 week cycle assessments aligned to objectives</li> <li>• MAP testing for all K-8 students</li> </ul>	Katie Willenbrock (principal)	<ul style="list-style-type: none"> <li>• Increased score on DDI rubric from 37 to 60 or above.</li> <li>• 95% of students will participate in district wide assessments every 6 weeks.</li> <li>• 95% of K-8 Students that are enrolled all year will participate in all 3 rounds of MAP</li> </ul>	N/A	All staff	DDI goals reviewed: 10/27, 11/24, 1/12, 1/26, 3/18, 4/12, 4/26, 5/24



## 2015-2016 Lincoln Heights Academy School Improvement Plan Report

<p>2. Data disaggregation</p> <ul style="list-style-type: none"> <li>• Process of monitoring student achievement by objective in order to facilitate remediation/intervention plans (i.e. RTI)</li> <li>• Teams will discuss instructional and behavioral data during weekly team planning, to support academic planning.</li> </ul>	<p>Eugenia Hopper (Title I coach)</p>	<ul style="list-style-type: none"> <li>• 90% of K-8 students will beat expected growth according to MAP testing results</li> <li>• All high school students will master 8 of 10 identified standards for English and Math.</li> </ul>	<p>N/A</p>	<p>All staff</p>	<p>DDI goals reviewed: 10/27, 11/24, 1/12, 1/26, 3/18, 4/12, 4/26, 5/24</p>
<p>3. Flexible grouping</p> <ul style="list-style-type: none"> <li>• Teams will discuss instructional and behavioral data during weekly team planning to create flexible grouping and identify individualized instruction needed for targeted skills</li> <li>• Process of grouping students according to academic need by objective</li> </ul>	<p>Melissa Melton (Interim AP)</p>	<ul style="list-style-type: none"> <li>• 90% of K-8 students will meet or exceed expected growth according to MAP testing results</li> <li>• All high school students will master 8 of 10 identified standards for English and Math.</li> </ul>	<p>N/A</p>	<p>All staff</p>	<p>Every 6 weeks as a part of the DDI cycles</p>
<p>4. Late and make-up work</p> <ul style="list-style-type: none"> <li>• Students will be provided opportunities throughout the quarter to complete missing assignments.</li> </ul>	<p>Willenbrock (principal)</p>	<p>The number of students earning failing grades will decrease by 20% from the mid-quarter to the end of the quarter.</p>	<p>N/A</p>	<p>All staff</p>	<p>Quarterly</p>



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<p>4. Grade Reporting Strategies</p> <ul style="list-style-type: none"> <li>• Daily home note communication</li> <li>• Mid Quarter and Quarter progress reports</li> <li>• IEP progress reports quarterly</li> <li>• Provide parent training for accessing power school.</li> <li>• Parent conferences for students that receive failing grades in the first quarter</li> </ul>	<p>Willenbrock (principal)</p>	<p>The number of students earning failing grades will decrease by 20% from the mid-quarter to the end of the quarter.</p>	<p>N/A</p>	<p>All staff</p>	<p>Quarterly</p>
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## 2015-2016 Lincoln Heights Academy School Improvement Plan Report

### Lincoln Heights Academy - 600 Waiver Requests

#### Request for Waiver

**1. Insert the waivers you are requesting**

- *Maximum Teaching Load and Maximum Class Size (grades 4-12) [required for all schools with grades 4-12]*

**2. Please identify the law, regulation or policy from which you are seeking an exemption.**

- *115C-301 (c and d) Maximum Teaching Load and Maximum Class Size [required for all schools with grades 4-12]*

**3. Please state how the waiver will be used.**

- *Class size will be adjusted to address student individual instructional needs through flexible grouping of students in the most effective utilization of teaching teams. Maximum teaching load will be used to allow teachers in specific areas of the curriculum to teach students designated for specific skill needs and to address the large number of students requesting elective classes.*

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

- *This waiver will allow more flexibility in grouping students to meet their abilities and needs and thus should enhance their achievement on the performance goals.*



## 2015-2016 Lincoln Heights Academy School Improvement Plan Report

Approval of Plan			
Committee Position	Name	Signature	Date
Principal			
Assistant Principal Representative			
Teacher Representative			
Inst. Support Representative			
Teacher Assistant Representative			
Parent Representative			
Parent Representative			
Parent Representative			
Parent Representative			
Parent Representative			



## 2015-2016 Lincoln Heights Academy School Improvement Plan Report

Quarter 2 Review			
Committee Position	Name	Signature	Date
Principal			
Assistant Principal Representative			
Teacher Representative			
Inst. Support Representative			
Teacher Assistant Representative			
Parent Representative			
Parent Representative			
Parent Representative			
Parent Representative			
Parent Representative			



## 2015-2016 Lincoln Heights Academy School Improvement Plan Report

Quarter 3 Review			
Committee Position	Name	Signature	Date
Principal			
Assistant Principal Representative			
Teacher Representative			
Inst. Support Representative			
Teacher Assistant Representative			
Parent Representative			
Parent Representative			
Parent Representative			
Parent Representative			
Parent Representative			





## 2015-2016 Lincoln Heights Academy School Improvement Plan Report

Quarter 4 Review			
Committee Position	Name	Signature	Date
Principal			
Assistant Principal Representative			
Teacher Representative			
Inst. Support Representative			
Teacher Assistant Representative			
Parent Representative			
Parent Representative			
Parent Representative			
Parent Representative			
Parent Representative			