## **Tool A: School Improvement Planning Template**

This tool is part of a series of resources and is designed to be used with the companion documents. The template may be adapted to meet the needs of state education agencies, districts, and schools. The reference for the series is: Layland, A. & Corbett, J. (2017). *Utilizing integrated resources to implement the school and district improvement cycle and supports: Guidance for schools, districts and state education agencies.* Washington DC: The Council of Chief State School Officers.

**At-a-Glance**

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| Date of Plan | | |  | | | Date of Update: | | |  | | Update Summary: | | | | | |  | | | | | | | |
| School Name: | | | |  | | | | | | | | | | |  | | ESSA Status | | | | |  | | |
| City/County: | | |  | | | | | | | | | | Zip Code: | | |  | | | | | Phone Number: | |  | |
| Principal: | |  | | | | | | | | | Contact Information: | | | | | | |  | | | | | | |
| District: |  | | | | | | Superintendent: | | | | |  | | | | | | | District Liaison/Contact: | | | |  | |
| Federal Accountability Designation: | | | | | | | |  | | | | | | Title I Status: | | | | | |  | | | | |
| School Leadership team Members: | | | | | | Name | | | | | Position | | | | | | | | Name | | | | | Position |
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**School Strategic Direction** (refer to 1. Set the Direction section)

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| Vision: | | |  | | | | | | | | | | | | |
| Mission: | | | |  | | | | | | | | | | | |
|  | Goal 1: | | | |  | | | | | | | | | | | |
|  | | Measure: | | | | | Indicator(s) | | Data Source | | Baseline | Target Year 1 | Target Year 2 | | Target Year 3 | |
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|  | |  | | | | | 2. | |  | |  |  |  | |  | |
|  | Goal 2: | | | |  | | | | | | | | | | | |
|  | | Measure: | | | | | Indicator(s) | | Data Source | | Baseline | Target Year 1 | Target Year 2 | | Target Year 3 | |
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|  | Goal 3: | | | |  | | | | | | | | | | | |
|  | | Measure: | | | | | Indicator(s) | | Data Source | | Baseline | Target Year 1 | Target Year 2 | | Target Year 3 | |
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|  | Goal 4: | | | |  | | | | | | | | | | | |
|  | | Measure: | | | | | Indicator(s) | | Data Source | | Baseline | Target Year 1 | Target Year 2 | | Target Year 3 | |
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| Priority Area (based on Needs Assessment) | | | | | | Strategy | | Indicator | | Milestones | | | | Timeline | |
| 1: | | | | | | 1.1: | |  | | 1.1.1. | | | |  | |
| 1.1.2. | | | |  | |
| 1.2: | |  | | 1.2.1. | | | |  | |
| 1.2.2. | | | |  | |
| 2: | | | | | | 2.1: | |  | | 2.1.1. | | | |  | |
| 2.1.2. | | | |  | |
| 2.2: | |  | | 2.2.1. | | | |  | |
| 2.2.2. | | | |  | |
| 3: | | | | | | 3.1: | |  | | 3.1.1. | | | |  | |
| 3.1.2. | | | |  | |
| 3.2: | |  | | 3.2.1. | | | |  | |
| 3.2.2. | | | |  | |
| 4: | | | | | | 4.1: | |  | | 4.1.1. | | | |  | |
| 4.1.2. | | | |  | |
| 4.2: | |  | | 4.2.1. | | | |  | |
| 4.2.2. | | | |  | |

**Plan Signatures:** I have reviewed the plan and understand the work that we need to do together to fully implement the plan. (Signatories could include the principal, other school staff, teaching representatives, school board representative, LEA staff, parent/family advocates, and/or community members.)

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| Name | Position | Improvement Plan Role | Signature |
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**Needs Assessment (refer to 2. assess needs section for more information)**

The needs assessment identifies a school or district’s strengths, weaknesses, opportunities, and threats related to rapid school improvement (see [*Four Domains of Rapid School Turnaround*](http://centeronschoolturnaround.org/wp-content/uploads/2017/02/CST_Four-Domains-Framework-Final.pdf), Center on School Turnaround, 2017). An analysis of the data is conducted to identify the root cause of the weaknesses. This critical information is then used to select effective practices and create strategies to address the root causes. Complete the following items related to the needs assessment (see [*Using Needs Assessments for School and District Improvement: A Tactical Guide*](http://www.ccsso.org/Documents/2017/NeedsAssessmentFinal.pdf), Corbett & Redding, 2017).

**Elements** (indicate the elements included in Needs Assessment)

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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|  | | Demographics: | | | |  | student | | |  | |  | | community | | | | | |  | | | personnel | | | | | |  | other: | | | |  | | | | | |
|  | |  | LEA or SEA policies and supports: | | | | | | | | | |  | | operations | | | | | |  | | | learning infrastructure | | | | | | | | | | | |  | support for school improvement | | |
|  | Student outcomes/performance: | | | | | | | | | | | |  | |  | | | assessments | | | | | | |  | graduation rates | | | | | | |  | | post-secondary success | | | |  |
|  | Accountability metrics | | | | | | |  |  | | other: | | | | | |  | | | | | | | | | | | | | | | | | | | | | | |
|  | Student engagement: | | | | | | |  |  | | attendance | | |  | | behavior | | |  | | | other: | | | | |  | | | | | | | | | | | | |
|  | Student opportunities: | | | | | | |  |  | | enrollment/participation in various programs | | | | | | | | | | | | | | | | | | | |  | other: | | | | | |  | |
|  | | | | | | | | |  | | equity of access to quality instruction | | | | | | | | | | | | | | | | | | | |  | other: | | | | | |  | |
|  | Personnel policy and procedures (e.g., recruitment, hiring, placement, development, evaluation, differentiation, advancement, termination) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | Professional practice (e.g., leadership and decision-making, leadership development, planning, curriculum, instruction, family/community engagement, student support services) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | Climate and culture (e.g., student and adult perceptions, stakeholder engagement) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | Performance management routines (e.g., collecting implementation data, monitoring progress, | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | Vendor/partner practices and outcomes (e.g., do contracts include performance management provisions?) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|  | Other: | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| How was the needs assessment, including the root cause analysis, completed and who was involved? | | | | | | | | | | | | | | | | | | | | | | | | | | | | How was stakeholder input included? | | | | | | | | | | | |
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**Data Analysis** (refer to Root Cause Analysis in 2. assess needs section)

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| --- | --- | --- |
| Strengths | Evidence | What can be leveraged to move us closer to our goals? |
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| Opportunities | Evidence |
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| Weaknesses | Evidence | What are the root causes? |
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| Threats | Evidence |
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List top four priority areas based on the needs assessment. Although more can be identified, going deeper in improving fewer areas is often more effective.



**Priority Planning & Reporting (refer to 3. create plan section for more information)**

For each priority area specified above:

* Strategies are created. Strategies represent effective practices to be implemented by the school and relevant district staff. All strategies are written as a Theory of Action: If…then…and… If…then…and… **If** we(the effective practice the school implements), **then** (what teachers, staff, etc. will do as a result of the effective practice), **and** (what the students do as a result of the effective practice-student focused goal this strategy supports).
* Milestones are indicators of implementing the strategies.
* For each milestone, action plans are developed detailing the incremental steps in completing a milestone.
* Reporting includes implementation (actions and the outputs finished, milestones completed) and results data (strategy and goal measures)
  + Monthly Action Status Reporting should be completed and reviewed by the school leadership team. Any needed adjustments are made to keep the work on track.
  + Quarterly reporting is shared with the district and supports are discussed and added or modified as needed.
  + At least once a semester, milestone completion should be reviewed and adjustments made to ensure milestones are completed by the end of the school year.
  + Annually data from strategies and goals are reviewed to determine if targeted results were seen. Recommendations for next year’s plan are discussed and planning adjusted based on the recommendations.
* The interlaced data (implementation and results) are used to identify responsive supports needed to accomplish the plan and make the needed improvements.
* Supports can be both internal and external and include those needed and received from the district, the state education agency, or from external vendors or contractors.

Each priority area is listed below and includes planning and reporting.

**Priority 1**

|  |  |  |  |  |  |
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| Strategy 1.1: | *(Edit to include school-identified strategies)* **If** we(the effective practice the school implements),then (what teachers, staff, etc. will do as a result of the effective practice), **and** (what the students do as a result of the effective practice/student focused goal this strategy supports). | | | | |
| Strategy Performance Measures: (measuring the **“then”** part of the statement-the adult behavior) | | | | | |
| Indicator | | Data Source | Baseline | Target Year 1 | Target Year 2 |
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| Milestone 1.1.1: |  | | | | | |
| Actions | | Anticipated Outputs | Timeline | Resources/Budget | Person Responsible | Collaborators |
| 1.1.1.1 | |  |  |  |  |  |
| 1.1.1.2. | |  |  |  |  |  |
| 1.1.1.3 | |  |  |  |  |  |
| 1.1.1.4 | |  |  |  |  |  |

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| Strategy 1.2: | **If** we(the effective practice the school implements),then (what teachers, staff, etc. will do as a result of the effective practice), **and** (what the students do as a result of the effective practice/student focused goal this strategy supports). | | | | |
| Strategy Performance Measures: (measuring the **“then”** part of the statement-the adult behavior) | | | | | |
| Indicator | | Data Source | Baseline | Target Year 1 | Target Year 2 |
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| Milestone 1.2.1: |  | | | | | |
| Actions | | Anticipated Outputs | Timeline | Resources/Budget | Person Responsible | Collaborators |
| 1.2.1.1 | |  |  |  |  |  |
| 1.2.1.2. | |  |  |  |  |  |
| 1.2.1.3 | |  |  |  |  |  |
| 1.2.1.4 | |  |  |  |  |  |

Reporting

*Implementation Data*

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| --- | --- | --- | --- | --- |
| Strategy 1.1 | 1st Semester | | 2nd Semester | |
| Milestones Completed (%) |  | |  | |
| Milestones Behind Schedule |  | |  | |
| Cause & Adjustments Made |  | |  | |
| Milestone 1.1:1 | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter |
| Actions Completed (%) |  |  |  |  |
| Outputs Completed (list) |  |  |  |  |
| Actions on Time (%) |  |  |  |  |
| Actions Behind Schedule (%) |  |  |  |  |
| Cause & Adjustments Made |  |  |  |  |
| Resources/Budget Used |  |  |  |  |
| Additional Information/Comments | | | | |

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| Strategy 1.2 | 1st Semester | | 2nd Semester | |
| Milestones Completed (%) |  | |  | |
| Milestones Behind Schedule |  | |  | |
| Cause & Adjustments Made |  | |  | |
| Milestone 1.2.1: | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter |
| Actions Completed (%) |  |  |  |  |
| Outputs Completed (list) |  |  |  |  |
| Actions on Time (%) |  |  |  |  |
| Actions Behind Schedule (%) |  |  |  |  |
| Cause & Adjustments Made |  |  |  |  |
| Resources/Budget Used |  |  |  |  |
| Additional Information/Comments | | | | |

*Performance Data*

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| Strategy | Indicator | Target | Annual Progress | Explanation & Needed Adjustments |
| Strategy 1.1 |  |  |  |  |
| Strategy 1.2 |  |  |  |  |

Supports

List any support(s) provided by the district, state, or other organizations. Identify how the supports were used and how effective the supports were, based on data (include any relevant data in the explanation if it is available).

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| Supports | Provider | How were supports used? | How effective were the supports? |
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**Priority 2**

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| --- | --- | --- | --- | --- | --- |
| Strategy 2.1: | *(Edit to include school-identified strategies)* **If** we(the effective practice the school implements),then (what teachers, staff, etc. will do as a result of the effective practice), **and** (what the students do as a result of the effective practice-student focused goal this strategy supports). | | | | |
| Strategy Performance Measures: (measuring the **“then”** part of the statement/the adult behavior) | | | | | |
| Indicator | | Data Source | Baseline | Target Year 1 | Target Year 2 |
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| Milestone 2.1.1: |  | | | | | |
| Actions | | Anticipated Outputs | Timeline | Resources/Budget | Person Responsible | Collaborators |
| 2.1.1.1 | |  |  |  |  |  |
| 2.1.1.2. | |  |  |  |  |  |
| 2.1.1.3 | |  |  |  |  |  |
| 2.1.1.4 | |  |  |  |  |  |

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| Strategy 2.2: | **If** we(the effective practice the school implements),then (what teachers, staff, etc. will do as a result of the effective practice), **and** (what the students do as a result of the effective practice/student focused goal this strategy supports). | | | | |
| Strategy Performance Measures: (measuring the **“then”** part of the statement/the adult behavior) | | | | | |
| Indicator | | Data Source | Baseline | Target Year 1 | Target Year 2 |
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| Milestone 2.2.1: |  | | | | | |
| Actions | | Anticipated Outputs | Timeline | Resources/Budget | Person Responsible | Collaborators |
| 2.2.1.1 | |  |  |  |  |  |
| 2.2.1.2. | |  |  |  |  |  |
| 2.2.1.3 | |  |  |  |  |  |
| 2.2.1.4 | |  |  |  |  |  |

Reporting

*Implementation Data*

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| --- | --- | --- | --- | --- |
| Strategy 2.1 | 1st Semester | | 2nd Semester | |
| Milestones Completed (%) |  | |  | |
| Milestones Behind Schedule |  | |  | |
| Cause & Adjustments Made |  | |  | |
| Milestone 2.1:1 | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter |
| Actions Completed (%) |  |  |  |  |
| Outputs Completed (list) |  |  |  |  |
| Actions on Time (%) |  |  |  |  |
| Actions Behind Schedule (%) |  |  |  |  |
| Cause & Adjustments Made |  |  |  |  |
| Resources/Budget Used |  |  |  |  |
| Additional Information/Comments | | | | |

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| Strategy 2.2 | 1st Semester | | 2nd Semester | |
| Milestones Completed (%) |  | |  | |
| Milestones Behind Schedule |  | |  | |
| Cause & Adjustments Made |  | |  | |
| Milestone 2.2.1: | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter |
| Actions Completed (%) |  |  |  |  |
| Outputs Completed (list) |  |  |  |  |
| Actions on Time (%) |  |  |  |  |
| Actions Behind Schedule (%) |  |  |  |  |
| Cause & Adjustments Made |  |  |  |  |
| Resources/Budget Used |  |  |  |  |
| Additional Information/Comments | | | | |

*Performance Data*

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| Strategy | Indicator | Target | Annual Progress | Explanation & Needed Adjustments |
| Strategy 2.1 |  |  |  |  |
| Strategy 2.2 |  |  |  |  |

Supports

List any support(s) provided by the district, state, or other organizations. Identify how the supports were used and how effective they were based on data (include any relevant data in the explanation if it is available).

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| Supports Needed | Supports Provided | Source (district and other organizations) | Effectiveness |
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**Priority 3**

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| Strategy 3.1: | *(Edit to include school-identified strategies)* **If** we(the effective practice the school implements),then (what teachers, staff, etc. will do as a result of the effective practice), **and** (what the students do as a result of the effective practice/student focused goal this strategy supports). | | | | |
| Strategy Performance Measures: (measuring the **“then”** part of the statement/the adult behavior) | | | | | |
| Indicator | | Data Source | Baseline | Target Year 1 | Target Year 2 |
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| Milestone 3.1.1: |  | | | | | |
| Actions | | Anticipated Outputs | Timeline | Resources/Budget | Person Responsible | Collaborators |
| 2.1.1.1 | |  |  |  |  |  |
| 2.1.1.2. | |  |  |  |  |  |
| 2.1.1.3 | |  |  |  |  |  |
| 2.1.1.4 | |  |  |  |  |  |

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| Strategy 3.2: | **If** we(the effective practice the school implements),then (what teachers, staff, etc. will do as a result of the effective practice), **and** (what the students do as a result of the effective practice/student focused goal this strategy supports). | | | | |
| Strategy Performance Measures: (measuring the **“then”** part of the statement/the adult behavior) | | | | | |
| Indicator | | Data Source | Baseline | Target Year 1 | Target Year 2 |
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| Milestone 3.2.1: |  | | | | | |
| Actions | | Anticipated Outputs | Timeline | Resources/Budget | Person Responsible | Collaborators |
| 3.2.1.1 | |  |  |  |  |  |
| 3.2.1.2. | |  |  |  |  |  |
| 3.2.1.3 | |  |  |  |  |  |
| 2.2.1.4 | |  |  |  |  |  |

Reporting

*Implementation Data*

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| --- | --- | --- | --- | --- |
| Strategy 3.1 | 1st Semester | | 2nd Semester | |
| Milestones Completed (%) |  | |  | |
| Milestones Behind Schedule |  | |  | |
| Cause & Adjustments Made |  | |  | |
| Milestone 3.1:1 | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter |
| Actions Completed (%) |  |  |  |  |
| Outputs Completed (list) |  |  |  |  |
| Actions on Time (%) |  |  |  |  |
| Actions Behind Schedule (%) |  |  |  |  |
| Cause & Adjustments Made |  |  |  |  |
| Resources/Budget Used |  |  |  |  |
| Additional Information/Comments | | | | |

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| Strategy 3.2 | 1st Semester | | 2nd Semester | |
| Milestones Completed (%) |  | |  | |
| Milestones Behind Schedule |  | |  | |
| Cause & Adjustments Made |  | |  | |
| Milestone 3.2.1: | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter |
| Actions Completed (%) |  |  |  |  |
| Outputs Completed (list) |  |  |  |  |
| Actions on Time (%) |  |  |  |  |
| Actions Behind Schedule (%) |  |  |  |  |
| Cause & Adjustments Made |  |  |  |  |
| Resources/Budget Used |  |  |  |  |
| Additional Information/Comments | | | | |

*Results Data*

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| --- | --- | --- | --- | --- |
| Strategy | Indicator | Target | Annual Progress | Explanation & Needed Adjustments |
| Strategy 3.1 |  |  |  |  |
| Strategy 3.2 |  |  |  |  |

Supports

List any support(s) provided by the district, state, or other organizations. Identify how the supports were used and how effective the supports were, based on data (include any relevant data in the explanation if it is available).

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| --- | --- | --- | --- |
| Supports Needed | Supports Provided | Source (district and other organizations) | Effectiveness |
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**Priority 4**

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| Strategy 4.1: | *(Edit to include school-identified strategies)* **If** we(the effective practice the school implements),then (what teachers, staff, etc. will do as a result of the effective practice), **and** (what the students do as a result of the effective practice/student focused goal this strategy supports). | | | | |
| Strategy Performance Measures: (measuring the **“then”** part of the statement/the adult behavior) | | | | | |
| Indicator | | Data Source | Baseline | Target Year 1 | Target Year 2 |
|  | |  |  |  |  |
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| Milestone 4.1.1: |  | | | | | |
| Actions | | Anticipated Outputs | Timeline | Resources/Budget | Person Responsible | Collaborators |
| 4.1.1.1 | |  |  |  |  |  |
| 4.1.1.2. | |  |  |  |  |  |
| 4.1.1.3 | |  |  |  |  |  |
| 4.1.1.4 | |  |  |  |  |  |

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| --- | --- | --- | --- | --- | --- |
| Strategy 4.2: | **If** we(the effective practice the school implements),then (what teachers, staff, etc. will do as a result of the effective practice), **and** (what the students do as a result of the effective practice/student focused goal this strategy supports). | | | | |
| Strategy Performance Measures: (measuring the **“then”** part of the statement/the adult behavior) | | | | | |
| Indicator | | Data Source | Baseline | Target Year 1 | Target Year 2 |
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| Milestone 4.2.1: |  | | | | | |
| Actions | | Anticipated Outputs | Timeline | Resources/Budget | Person Responsible | Collaborators |
| 4.2.1.1 | |  |  |  |  |  |
| 4.2.1.2. | |  |  |  |  |  |
| 4.2.1.3 | |  |  |  |  |  |
| 4.2.1.4 | |  |  |  |  |  |

Reporting

*Implementation Data*

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| --- | --- | --- | --- | --- |
| Strategy 4.1 | 1st Semester | | 2nd Semester | |
| Milestones Completed (%) |  | |  | |
| Milestones Behind Schedule |  | |  | |
| Cause & Adjustments Made |  | |  | |
| Milestone 4.1:1 | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter |
| Actions Completed (%) |  |  |  |  |
| Outputs Completed (list) |  |  |  |  |
| Actions on Time (%) |  |  |  |  |
| Actions Behind Schedule (%) |  |  |  |  |
| Cause & Adjustments Made |  |  |  |  |
| Resources/Budget Used |  |  |  |  |
| Additional Information/Comments | | | | |

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| Strategy 4.2 | 1st Semester | | 2nd Semester | |
| Milestones Completed (%) |  | |  | |
| Milestones Behind Schedule |  | |  | |
| Cause & Adjustments Made |  | |  | |
| Milestone 4.2.1: | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter |
| Actions Completed (%) |  |  |  |  |
| Outputs Completed (list) |  |  |  |  |
| Actions on Time (%) |  |  |  |  |
| Actions Behind Schedule (%) |  |  |  |  |
| Cause & Adjustments Made |  |  |  |  |
| Resources/Budget Used |  |  |  |  |
| Additional Information/Comments | | | | |

*Results Data*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Strategy | Indicator | Target | Annual Progress | Explanation & Needed Adjustments |
| Strategy 4.1 |  |  |  |  |
| Strategy 4.2 |  |  |  |  |

Supports

List any support(s) provided by the district, state, or other organizations. Identify how the supports were used and how effective the supports were, based on data (include any relevant data in the explanation if it is available).

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| --- | --- | --- | --- |
| Supports Needed | Supports Provided | Source (district and other organizations) | Effectiveness |
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\*Additional pages (e.g., budget and compliance assurances) are then added as attachments to the plan. The budget would show evidence of braiding funds from multiple sources and other strategic leveraging of resources.