2026-2027 John A. Holmes Improvement Plan

John A. Holmes provides an engaging learning environment dedicated to preparing graduates for the global community. Through the support of all stakeholders,students are empowered to become responsible, active, citizens.

Literacy	Math	Student Engagement/Culture (Positive Learning Environment)
Key Strategic Initiative(s) / NCStar Indicator(s)	**Key Strategic Initiative(s) / NCStar Indicator(s)**	**Key Strategic Initiative(s) / NCStar Indicator(s)**
G3.02-Professional Development G3.01-Data Based Decision Making	G3.02-Professional Development G3.01-Data Based Decision Making	*Enter NCStar indicator / strategic initiative...* *Enter additional indicators / initiative if needed...*
Wildly Important Goal(s) (WIGs) & Lag Measures	**Wildly Important Goal(s) (WIGs) & Lag Measures**	**Wildly Important Goal(s) (WIGs) & Lag Measures**
WIG 1: Increase students earning a 17 or higher on the ACT from 29.2% to a 50.4%	**WIG 2:** Increase students earning a platinum, gold or silver score on the ACT WorkKeys from 60.5% to 65.5% June 2027.	**WIG 3:** Decrease lost instructional time from 2,264 days to 2,037 days by June 2027.
Lead Measures	**Lead Measures**	**Lead Measures**
Lead 1: A plan for focused ACT support will be created, based on pre-ACT data from the 2025-2026 school year. **Status:** No Progress / Not Addressed **Lead 2:** Professional development will be provided to teachers to support them in preparing students for the ACT, once a month. **Status:** No Progress / Not Addressed **Lead 3:** Teachers will use plans to instruct students in test-taking strategies during WorkKeys/ACT Wednesday weekly. **Status:** Progressing Toward WIG **Lead 4:** Teachers will embed ACT questions/skills in bell ringers, exams, tests, discussions, etc. weekly **Status:** No Progress / Not Addressed **Lead 5:** Juniors will have practice opportunities monthly and an ACT Boot Camp prior to the test. **Status:** Minimal Progress	**Lead 1:** Teachers will use provided plans to instruct students in test-taking strategies during the allotted WorkKeys/ACT Wednesday **Status:** Progressing Toward WIG **Lead 2:** Teachers will embed ACT WorkKeys questions/skills in bell ringers, exams, tests, discussions, etc. weekly **Status:** Minimal Progress **Lead 3:** Students will participate in a weekly WorkKeys lunch competition with practice questions. **Status:** Minimal Progress **Lead 4:** Leadership will create a marketing campaign to highlight the relevancy of WorkKeys to all students. **Status:** Minimal Progress **Lead 5:** Students who are expected to take the WorkKeys test, will have practice opportunities monthly and a WorkKeys Boot Camp prior to the test. **Status:** Minimal Progress	**Lead 1:** Teachers will assign lunch detention for students that have been tardy more than 3 times. **Status:** Progressing Toward WIG **Lead 2:** Teachers will document detention with a minor in Educator's Handbook and a parent phone call. **Status:** Progressing Toward WIG **Lead 3:** School Improvement/MTSS Team will discuss behavior data and adjustment of school practices monthly. **Status:** Minimal Progress **Lead 4:** Leadership will create support plans for students returning from long-term suspension. **Status:** Progressing Toward WIG

4DX Monitoring: Are we consistently doing the lead measures we committed to, and are those lead measures moving the lag measure toward the WIG?

Rating Status Dropdowns: No Progress / Not Addressed | Minimal Progress | Progressing Toward WIG | Target Met

Tracking Document

Progress Monitoring Criteria & Calibration

4DX-Aligned WIG, Lead Measure & Lag Measure Monitoring

Rating Status	Quantitative Criteria (WIG, Lead & Lag Measures)	Qualitative Criteria (Fidelity & Impact)	Next Steps / LEAD Response
No Progress / Not Addressed	0% of expected lead measure actions completed for the monitoring period. No measurable movement in the lag measure toward the WIG.	Lead measures have not been initiated or monitored. Barriers are preventing implementation.	**INITIATE LEAD PROTOCOL.** **Identify barriers/root causes, clarify ownership, and determine immediate actions and supports. Establish a short-term check-in.**
Minimal Progress	1%-25% of expected lead measure actions completed for the monitoring period. Limited evidence of movement in the lead measures. The lag measure shows little or no movement toward the WIG.	Initial implementation is evident, but execution of the lead measures is inconsistent. Monitoring and documentation are not yet occurring with fidelity.	**INITIATE LEAD PROTOCOL.** **Determine whether the concern is execution of the lead measures or the effectiveness of the selected leads. Establish specific actions, owners, timelines, and an increased monitoring frequency.**
Progressing Toward WIG	26%-99% of expected lead measure actions completed and/or the lead measure is being implemented at the expected frequency/rate for the monitoring period. The lag measure demonstrates measurable movement from baseline toward the WIG target.	Lead measures are implemented with fidelity and routinely monitored. The team uses lead and lag data to make adjustments and address gaps.	**CONTINUE MONITORING.** **Review lead and lag measures at each progress-monitoring cycle. If the lag stalls or declines despite consistent execution of the leads, INITIATE LEAD PROTOCOL to determine whether the lead measures are producing the intended impact.**
Target Met	100% of the WIG target has been achieved, as measured by the lag measure, within the established timeframe. Lead measure data documents the actions that contributed to achieving the WIG.	Evidence demonstrates consistent implementation of the lead measures and achievement of the intended outcome. The team can identify practices that contributed to success.	**VALIDATE AND SUSTAIN.** **Identify which lead measures had the greatest impact. Determine practices to sustain, replicate, or refine. Celebrate achievement and establish the next WIG or next level of performance.**

LEAD Protocol Trigger

Initiate the LEAD Protocol when (1) lead measures are not being implemented with sufficient consistency, or (2) lead measures are being implemented consistently but are not producing expected movement in the lag measure. Use the protocol to identify barriers/root causes and adjust the lead measures or execution plan before the WIG falls off track.

4DX Monitoring Question: *Are we consistently doing the lead measures we committed to, and are those lead measures moving the lag measure toward the WIG?*