

Performance Goal

Performance Goal Area	School Climate					
Performance Goal (desired result of student learning)	Students in all schools in the district who report feeling satisfied with the learning climate during the school day will increase from 73% in 2012 to 85% in 2017.					
Interim Performance Goal	Students in all schools in the district who report feeling satisfied with the learning climate during the school day will increase 3% from 73% in 2012 to 79% in 2014.					
Data Sources	Student Surveys					
Overall Measures						
Measure	Average Baseline	2012/13	2013/14	2014/15	2015/16	2016/17
Report card student surveys	73%	76%	79%	81%	83%	85%
Actual:		74.6	74.6	73.6		

Action Plan

Strategy #1: Decrease out of school suspension/expulsion for violence and other criminal offenses.					
Action Step (List the processes to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Implement a developmentally appropriate PK-12 behavior management plan.	7/2012-6/2017	Deputy Superintendent	\$3500	Local Funds	Report to Deputy Superintendent from School Level Administrators
2. Coordinate a developmentally appropriate social skills training programs for grades PK - 12 such as FAST and Afterschool Character Education programs.	7/2012-6/2017	Special Projects Coordinator	\$10,000 \$13,000	21st Century Grant Funds Other Afterschool Funds	End of the Year Reports
3. Provide Parenting Classes such as Parent University, FAST, and Saturday Academy.	7/2012-6/2017	School Counselors	\$2000	Title I	Parent Surveys Class Records
4. Provide parenting support through school based parent nights, parenting programs, brochures, and other opportunities when applicable.	7/2012-6/2017	Special Projects Coordinator	\$5000	Title I Title VI	Agendas and Sign In Sheets
5. Increase counseling available to students as funding allows.	7/2012-6/2017	Superintendent	\$0	n/a	Decreased Suspensions and Expulsions
6. Provide a staff led advisory program and other programs that enable all students to have an adult who serves as a mentor/advocate for students. (such as daily advisory, graduation coach, student academic advocate, and mentor program as funding allows)	7/2012-6/2017	Superintendent High School Principal Elementary School Principals	\$0	n/a	H.S. records and schedule School behavior and academic data Parent Surveys Mentor program records from all schools
Strategy #2: Increase students' positive connection to the school and to learning.					
Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation

1. Increase counseling and other strategies to deal with inter and intra-personal student issues.	7/2012-6/2017	Principals	\$0	n/a	Student Surveys
2. Continue programs that explore & celebrate student diversity including racial and socioeconomic groups, gender and disability groups.	7/2012-6/2017	Principals	\$0	n/a	School Curricula Class Grouping Student Surveys
3. Continue a plan to expand, sustain, and modify programs within an arts based curriculum to better serve the students. a. Provide arts coordination of school-wide programs. b. Sustain and modify arts standards-based instruction. c. Sustain and modify arts integrated instruction. d. Secure alternate sources of funding through grants and partnerships.	7/2012-6/2017	Arts Coordinator	\$45,000 (projected)	State Funds ABC Funds Local Funds	School Records Arts Coordination Report
4. Provide access to transportation for extra curricular activities when possible for the Afterschool programs throughout the district.	7/2012-6/2017	Afterschool Coordinator	\$38,600	21st Century and Other Grant Resources	Afterschool Attendance Records
5. Provide family/school activities such as Family Reading Nights, Saturday Academies, or Family Math Nights.	7/2011-6/2017	Principals	\$2000	Title I	School/District Activity Reports Parent Surveys
6. Provide transportation for students in alternative school program.	7/2012-6/2017	Deputy Superintendent	\$0	n/a	Bus Records Attendance in Alternative School Program

Strategy #3: Increase the district's ability to react to high risk situations.

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Review and continue implementation of a district-wide crisis management plan that involves local emergency agencies including drills that involve the community rescue/health/mental health personnel.	7/2012-6/2017	Deputy Superintendent Principals	\$0	n/a	Crisis Management Plan and Reports
2. Ensure that the district risk management plan includes preventative and reactionary steps for major injuries.	7/2011-6/2016	Deputy Superintendent Principals	\$0	n/a	Annual Review of the Plan

Performance Goal

Performance Goal Area	School Climate					
Performance Goal (desired result of student learning)	The percentage of parents' satisfied with home-school relations as measured by surveys will improve 3% in years 1 and 2 and 2% in subsequent years from 78% in 2011 to 90% in 2017.					
Interim Performance Goal	The percentage of parents' satisfied with home-school relations as measured by surveys will improve 3% from 81% in 2013 to 84% in 2014.					
Data Sources	Report card surveys					
Overall Measures						
Measure	Average Baseline	2012/13	2013/14	2014/15	2015/16	2016/17
Report card parent surveys	78%	81%	84%	86%	88%	90%
Actual:		83.2	59.2	78.6		

Action Plan

Strategy #1: Increase parents' knowledge of academic programs.					
Action Step (List the processes to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Ensure MAP reports are sent home.	7/2011-6/2017	Principals	\$0	n/a	Teacher Reports to Building Principals
2. Host school state assessment nights.	7/2011-6/2017	Principals	\$2000	Title I	Principal Reports to the Superintendent.
3. Sponsor test taking strategy sessions with parents and students.	7/2011-6/2017	Principals	\$2000	Title I	Principal Reports Parent Surveys
4. Require two parent report card pick up days.	7/2011-6/2017	Principals Superintendent	\$0	n/a	School / District Calendar
5. Offer parenting/subject area workshops for parents.	7/2011-6/2017	Principals Federal Coordinator	\$5000	Title I	Parenting Curriculum Workshop Reports
6. Prepare parents to assist children on standards-based tests.	7/2011-6/2017	Principals	\$2000	Title I	Workshop Reports
7. Maintain school and class websites to provide parents with ongoing information and publish regular print and electronic newsletters.	7/2011-6/2017	Principals School Web Services Coordinators	\$13370 \$16311	E-Rate Funds Local Funds	Websites Coordinators Reports Newsletters
8. Provide support/training for parents on use of the school website, PowerSchool Portal, and student use of Gagggle.	7/2011 - 6/2017	Principals School Web Services Coordinators PowerSchool Coordinators	\$0	n/a	Session Sign-in Sheets Newsletters or Promotional Flyers
Strategy #2: Empower parents in the educational system.					
Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation

1. Involve parents in important planning and decision making.	7/2011-6/2017	Principals Superintendent	\$0	n/a	Committee Membership lists School Improvement Council Notes
2. Train School Improvement Council to fully function as parental advisory committee (training at district level)	7/2011 - 6/2017	Deputy Superintendent Principals	\$500	PDSI Funds	PD Records for Councils Council Survey and Meeting Minutes
3. Encourage use of community and family talents by devising standards-based units that can employ the skills of local citizens and host a high school career day annually.	7/2011 - 6/2017	Principals	\$0	n/a	Principals report using teacher lesson plans.

Strategy #3: Assist parents in overcoming barriers to involvement in their children's education.

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Continue to identify and remove the barriers preventing parents from being involved in school including, but not limited to, minority parents and parents of low socioeconomic groups.	7/2011 - 6/2017	Principals	\$1000	Local Funds	Sign In Sheets
2. Continue parent/grandparent volunteer assistance programs.	7/2011 - 6/2017	Principals	\$0	n/a	Sign In Sheets
3. Maintain ongoing regular communication.	7/2011 - 6/2017	Superintendent Principals	\$0	n/a	Website Logs Newsletters
4. Provide opportunity for arts experiences during non-traditional periods (after school and summer) a. Continue to provide enrichment experiences in the arts during the after school arts academy. b. Coordinate with the local arts council to provide summer arts experiences for students. c. Partner with existing Afterschool Services to increase opportunities.	7/2011 - 6/2017	Arts Coordinator Principals	\$3500	Local Funds	End of the Year Reports
5. Collaborate with community resources including faith-based organizations.	7/2011 - 6/2017	Superintendent Principals	\$0	n/a	End of the Year Reports
6. Continue to execute an arts advocacy plan to increase communication in and support from the community. a. Continue to use an arts-immersed curricula in grades K -12. b. Work with local arts council to provide extended experiences for students. c. Provide more performances and opportunities for parents and community. d. Network with local civic organizations, faith groups, and	7/2011 - 6/2017	Principals Arts Coordinator	\$3500	Local Funds	Plans from Fine Arts Teachers Report from Schools

businesses to provide resources and support.
e. Increase media coverage of an arts-based activities using the school and district websites, newsletters, and local newspaper.
f. Promote and increase awareness and support from the board of trustees, administration, and all area schools.

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Performance Goal

Performance Goal Area	Student Achievement					
Performance Goal (desired result of student learning)	Students in grades 3-8 will demonstrate increased academic performance by increasing the number of students who scored exemplary and met on PASS in ELA, Math, Science, and Social Studies. An annual increase of 3% will be reflected over the 5-year period.					
Interim Performance Goal	Students in grades 3-8 will demonstrate increased academic performance by increasing the number of students who scored exemplary and met or ready / exceeding on the state standardized test in each area of ELA, Math, Science, and Social Studies by a total of 3% by 2014.					
Data Sources	Report Card; PASS Scores ; ACT Aspire					
Overall Measures						
Measure	Average Baseline	2012/13	2013/14	2014/15	2015/16	2016/17
ELA Scores / English	76.5	79.5	82.5	85.5	88.5	91.5
Actual:		73.1	69.2	64.1		
Writing Scores	70.5	73.5	76.5	79.5	82.5	85.5
Actual:		67.4	73.3	15.9		
Math Scores	75.3	78.3	81.3	84.3	87.3	90.3
Actual:		69	66.7	38.1		
Science Scores	59.8	62.8	65.8	68.8	71.8	74.8
Actual:		64.9	61.5	58.9		
Social Studies Scores	61.6	64.6	67.6	70.6	73.6	76.6
Actual:		68.6	62.8	68		
Reading Scores	27.2	n/a	n/a	n/a	30.2	33.2
Actual:		n/a	n/a	27.2		

Action Plan

Strategy #1: Decrease the achievement gap by raising scores of low-scoring subgroups.					
Action Step (List the processes to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Provide a staff led advisory program and other programs that enable all students to have one or more adults who serve as a mentor/advocate for the student, such as daily advisory, graduation coaches/academic advocates, and community mentoring programs. (Add SAA/graduation coach at each school as funding allows)	7/2011-6/2017	Student Academic Advocate	\$65,000 Grad Coach/Lead SAA at WHHS \$300,000 SAA	Local Funds	School program reports Surveys of mentors/mentees Increased student attendance
2. Continue full-day Pre-K classes for 4 year old students. Add additional classes birth through three years as funding is available.	7/2011-6/2017	Superintendent Exceptional Services Coordinator	\$45,000 \$421,800 (estimated)	Local Funds State - 4 yr. old kindergarten, CDEP	School records
3. Lower or maintain the teacher to student ratio to 1:18 for K-3; 1:22 for 4-6; 1:25 for 7-8 grades.	7/2011-6/2017	Superintendent	\$182,100 \$272,867 \$168,341 \$55,433 \$374,251 \$8,600	K-5 Enhancement ACT 135 AA(K-3) Title II-A Local Funds Title I 6-8 Enhancement	Personnel/student records
4. Provide intentional purposeful data driven intervention throughout the school year and during after-school and/or summer in all schools for academically at-risk students such as Reading Recovery and Reading Intervention (depending on availability of funds).	7/2011-6/2017	Summer School Coordinator Director of Special Projects	\$98,687 \$75,000 \$10,000	State Summer After School 21st Century Title I	School intervention records Longitudinal student outcome comparisons
5. Maintain a professional infrastructure to provide job embedded professional development (Master Teachers, Mentors, and TAP leadership team or school level leadership teams) as well as Read to Succeed Reading Coaches.	7/2011-6/2017	Superintendent Director of Special Projects	\$4000-\$5000 stipend per Mentor/Master teacher as funds are available	Grant Funds Title I District Improvement Funds	Master Teacher Records

6. Use professional development to increase the capacity of all classroom teachers to teach a variety of learning levels & styles including teaming and other methods.	7/2011-6/2017	Student Services Director	\$5,934 \$17,080 \$2,300	Title I Title I Schools PDSI	PD Reports Teacher Surveys Student Achievement Outcomes
7. Provide training in the TAP evaluation model for all schools.	7/2011-6/2017	Special Projects Director	\$20,000	TAP Funds	Code Records
8. Create a complete and school-wide arts program(based on standards) that is available to every student that includes that areas of creative writing, dance, drama, media arts, music, and visual arts. a. Create a system to coordinate the total school-wide arts program. b. Continue to offer standards-based instruction in the areas of creative writing, media arts, music, and visual art; and begin to offer standards-based instruction in the areas of dance and drama. c. Visit and dialogue with other ABC schools to learn about best practices in arts infused learning. d. Encourage arts integration across the curriculum	7/2011-6/2017	Arts Coordinator Principals	\$45,000	ABC Funds State Funds Local Funds	Principal's reports Teachers' lesson plans
9. Purchase instructional equipment and materials necessary to implement best practices as funds are available.	7/2011-6/2017	Superintendent	\$50,000	Title I MSP Funds	Invoices Teacher surveys/inventories
10. Seek funding and plan for upgrade of the school facilities to meet the requirement of a high-quality arts-based curriculum in order to better serve the students and the community / or coordinate facility use with community arts groups and faith-based groups when possible. a. Create facilities for arts instruction and productions based on the SC Opportunities to Learn Companion Document. b. Secure the appropriate equipment and resources for traditional(school day) and non-traditional(after-school and summer) periods based on the information provided in the SC Opportunities to Learn Companion Document. (as funds become available)	7/2011-6/2017	Superintendent Arts Coordinator Principals	\$40,000	ABC Funds State Funds	Records of Improvements
11. Provide opportunities for peer tutoring and collaboration during academic instruction.	7/2011-6/2017	Principals Teachers Afterschool Program Directors	\$0	n/a	End of Year Reports

Strategy #2: Utilize assessment and data to drive instruction.

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Provide consistency of programs that will target needs assessment on a long range basis such as TAP and Math Science Partnership Programs.	7/2011-6/2017	Superintendent	\$0	n/a	Feedback to superintendent from principals based on classroom observations and teacher feedback
2. Provide time for teachers to meet/review/analyze data/plan; develop instructional strategies based on data; and work through grade level/intraschool subject area teaming	7/2011-6/2017	Principals	\$0	n/a	Teacher schedules Principal reports Code Records
3. Link MAP data results to state standards(DesCartes) at tested grade levels and connect to Study Island.	7/2011-6/2017	School Leadership Team CCSS SIT Team	\$12,000	Formative Assessment and ARRA Stabilization Funds	Comparison charts
4. Continue vertical teaming to support seamless data driven instruction.	7/2011-6/2017	Superintendent Federal Coordinator Curriculum Coordinator	\$0	n/a	Curriculum guides Team reports
5. Use appropriate benchmark tools to monitor K-8 students progress.	7/2011-6/2017	Principals School Leadership Teams	\$0	n/a	Comparison charts
6. Guide teachers in unpacking the College and Career Ready State Standards.	7/2011-6/2017	Curriculum Facilitator	\$46,000	Title I	Reports of vertical curriculum teams in PK-12
7. Increase differentiation of instruction for students including, but not limited to special populations such as gifted and talented, high ability learners, low ability learners, and special needs students.	7/2011-6/2017	Principals	\$0	n/a	Lesson Plans
Strategy #3: Improve prevention/intervention education programs.					
Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation

1. Provide full-day 4-year old PK classes and birth through 3-year old class if funding is available.	7/2011-6/2017	Superintendent	\$42,962 \$421,800	Local Funds CDEPP-4 Yr. Old Kindergarten	School records
2. Provide extended intervention programs for identified at-risk populations such as JAG, Afterschool, Saturday Academy, mentoring programs, peer tutoring, family building programs, and graduation coaches/student academic advocates (SAA).	7/2011-6/2017	Principals District Staff	\$125,000	Local Funds	EOY Reports
3. Use data such as Dominee, MAP, benchmarks, and state assessments to monitor student progress for at risk populations in order to provide ongoing data driven intervention and support through a student academic advocate/graduation coach at each school. (SAA/graduation coaches will be added at each school as funding allows see Strategy 1 Action Step 1)	7/2011-6/2017	Principals	\$8,000	District	Comparison charts Student Attendance Data
4. Implement with fidelity the middle school concept.	7/2011-6/2017	Principal	\$0	n/a	School Plan

Strategy #4: Have all students reading and performing in mathematics on or above grade level.

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Provide reading intervention programs K-8 using parents, retired teachers, district volunteer programs, and sustain Reading/Math Interventionists in K-6 in each elementary school as funding is available.	7/2011-6/2017	Principal/Title I Coordinator	\$0	n/a	Intervention Program Schedule and Results Teacher Feedback
2. Implement authentic assessment including performance assessments and project based learning.	7/2011-6/2017	Principals	\$0	n/a	Professional development reports Principal reports on observations
3. Provide ESOL English and teaching strategies to all teachers, classroom accommodations for all ESOL students, and an ESOL teacher.	7/2011-6/2017	Special Projects Coordinator	\$40,000	District Funds	Professional development reports; teacher feedback; ESOL student outcome data
4. Hire Paraeducators to use in large classes to assist teachers in meeting the academic needs of all students (depending on availability of funds)	7/2011-6/2017	Superintendent	\$75,000 \$62,359 \$725,438	Entitlement Funds Act 135 Local Funds	Personnel data

5. Integrate the arts in math, ELA, and across all curriculum areas.	7/2011-6/2017	Arts Coordinator Principals	\$3,000 \$1,000	Title I PDSI	Reports from principals on curriculum and classroom observations
6. Maintain / Improve the school library collections based on the South Carolina and American Library Association's standards and align the school library collections with South Carolina College and Career Ready State Standards as funding allows.	7/2011-6/2017	Superintendent District Library Media Coordinator School Library Media Specialists	\$17,493 (K-8)	Local Funds	Annual Collection Analysis Reports District Budget

Performance Goal

Performance Goal Area	Student Achievement					
Performance Goal (desired result of student learning)	High School student academic performance will increase as reflected by the percentage of students who pass all parts of the state mandated college and career readiness assessment on their first attempt.					
Interim Performance Goal	High School student academic performance will increase as reflected by the percentage of students who pass all parts state mandated college and career readiness assessment.					
Data Sources	Report card; HSAP scores (2012 - 2013); State mandated college and career readiness assessment					
Overall Measures						
Measure	Average Baseline	2012/13	2013/14	2014/15	2015/16	2016/17
HSAP 1st Attempt Scores	75.7	78.7	81.7	82.7	83.7	84.7
Actual:		78.2	57.8	n/a	n/a	n/a
State Mandated College and Career Readiness Test	75.7	78.7	81.7	82.7	83.7	84.7
Actual:		n/a	n/a	n/a		

Action Plan

Strategy #1: Continue Freshman Academy					
Action Step (List the processes to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Continue Freshman Academy with ongoing professional development/program assessment/program development.	7/2011-6/2017	High School Principal	\$2,000.00	PDSI	Professional development reports Program and student assessment reports
2. Use Freshman Academy data to identify students who need specific interventions to be provided by the Graduation Coach, JAG Instructor, Before/After School, and Saturday Academy.	7/2011-6/2017	High School Principal	\$0	n/a	FA Data
3. Provide Freshman Academy teachers with an administrator devoted to supporting the academy through student discipline, course rigor, student attendance, coordination of services, and scheduling and participating in parent conferences.	7/2011-6/2017	Superintendent	Based on Current Salary Scale	Local Funds	Personnel Record
Strategy #2: Provide preparation for standards-based assessment.					
Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Align classroom assessments to grade level and course assessments.	7/2011-6/2017	Principals	\$0	n/a	Assess sampling of local student assessments
2. Maintain a professional infrastructure to provide job embedded professional development (Master Teachers, Mentors, and TAP leadership team or school level leadership teams and Read to Succeed Coaches).	7/2011-6/2017	Superintendent Director of Special Projects R2S Coordinator	\$4000 - \$5000 per Mentor/Master Teacher as funds are available	MSP Grant Funds TAP Grant Funds Local Funds R2S Funds	Master Teacher Records End of Year Reports R2S Coaches Records

3. Provide teachers with appropriate class materials to support effective classroom instruction.	7/2011-6/2017	Superintendent	\$10,000.00 \$10,000.00	Local Funds Title I	Invoices Classroom observations Teacher interviews
4. Develop teachers capacity to teach all students by providing targeted professional development for fine arts teachers, classroom teachers, and staff. a. Provide faculty and staff development on standards based arts instruction and integrated arts instruction. b. Provide opportunities for arts teachers, classroom teachers, and administrators to attend professional and conferences, seminars, and S.C. State Department of Education summer professional development institutes. c. Provide opportunities for faculty and staff to discover and develop their own creative abilities. d. Provide Training in the TAP evaluation model.	7/2011-6/2017	Superintendent Special Projects Director	\$3,300 \$20,000	PDSI TAP Funds	School records P.D. records District P.D. records
5. Integrate test taking strategies into classroom instruction.	7/2011-6/2017	Principal	\$0	n/a	Lesson Plans
6. Maintain / Improve the school library collections based on the South Carolina and American Library Association's standards and align the school library collections with South Carolina College and Career Ready State Standards as funding allows.	7/2011-6/2017	Superintendent District Library Media Coordinator School Library Media Specialists	\$6360	Local Funds	Annual Collection Analysis Reports District Budget
7. Provide intentional purposeful data driven intervention throughout the school year and during after-school and/or summer in all schools for academically at-risk students(depending on availability of funds) such as Reading Recovery and Reading Intervention.	7/2011-6/2017	Superintendent Office of Special Projects Curriculum Coordinator	\$75,000.00 \$99,000.00	21st Century After School/ Summer School State Money	Schedules Student outcome data
8. Link MAP data results to state standards(DesCartes) at grade 9 and those who have not passed a State mandated college and career readiness assessment in grades 10, 11, 12 as funding is available.	7/2011-6/2017	MAP Coordinator Test Prep ELA and Math Teachers Classroom ELA and Math Teachers	\$12,000	Formative Assessment and ARRA Stabilization Funds	Comparison charts

9. Increase teachers, including special educators, knowledge of College and Career Ready State Standards, performance based testing/assessments, and project based learning through effective communication with administrators, the District Implementation Team (DIT), Vertical Teams, and Master Teachers.	7/2011-6/2017	Superintendent Special Projects Director Curriculum Facilitator Vertical Teams DIT Master Teachers	\$3,000.00	PDSI	P.D. records
10. Guide teachers in unpacking and implementing the College and Career Ready State Standards by providing strategic support through effective communication with administrators, the District Implementation Team (DIT), Vertical Teams, and Master Teachers.	7/2011-6/2017	Superintendent Special Projects Director Curriculum Facilitator Vertical Teams DIT Master Teachers	\$0	n/a	Lesson Plans Teacher Observations Meeting Minutes Test Results on State Assessments

Strategy #3: Decrease social and emotional barriers to student learning.

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Increase counseling including national career development guidelines emphasizing drug, smoking, and alcohol prevention/abuse K-12.	7/2011-6/2016	Superintendent & Special Projects Coordinator	\$15,000.00	Local Funds	Behavior referrals Counselor logs Counselor interviews Parent interviews
2. Sustain the Freshman Academy.	7/2011-6/2016	High School Principal	\$2,000.00	PDSI	Counselor logs Parent interviews Student interviews
3. Coordinate developmentally appropriate social skills programs that are comprehensive for grades K-12. (such as PBIS, Love and Logic, Bullying Prevention, and Habits of Mind)	7/2011-6/2016	Special Projects Coordinator	\$0	n/a	Behavior referrals Attendance records Parent feedback
4. Provide access to transportation for extra curricular activities when possible through the Afterschool programs throughout the district.	7/2011-6/2016	Principals	\$3,000.00	Local Funds 21st CCLC	Student schedule records/desegregated group evaluation of school drop-out and involvement

Strategy #4: Continue data-driven classroom instruction.

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
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1. Use data to plan and drive instruction and provide consistency of programs that will target needs assessment on a long range basis such as TAP and Math Science Partnership Programs.	7/2011-6/2016	Superintendent	\$0	n/a	Professional development schedule Individual student progress
2. Schedule time to analyze data & develop appropriate instructional strategies based on this data.	7/2011-6/2016	Superintendent/Principal	\$0	n/a	School time-out reports Student outcome data comparison
3. Sustain vertical teaming to support seamless data driven instruction.	7/2011-6/2016	Superintendent/Principals/Federal Coordinator	\$0	n/a	Vertical team reports Student outcome data comparison
4. Maintain effective programs, minimize unnecessary change, and evaluate programs for redundancy. Before a program is dropped at the district or school level an analysis of a minimum of 3 years of data should be conducted to determine program effectiveness.	7/2011-6/2016	Superintendent/Principal	\$0	n/a	Teacher feedback Program Data Longitudinal Student Outcome Data
5. Align all classroom instruction, activities, and assessments to College and Career Ready State Standards.	7/2011-6/2016	Superintendent	\$0	n/a	Longitudinal student outcome data Curricular team reports
6. Increase differentiation of instruction for all students including but not limited to special populations such as gifted and talented, high ability learners, low ability learners, and special needs students.	7/2011 - 6/2016	Principals Teachers	\$0	n/a	Lesson Plans

Strategy #5: Increase support to at-risk populations.

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Provide a staff led advisory program and other programs that enable all students to have one or more adults who serve as a mentor/advocate for the student, such as daily advisory, graduation coaches/academic advocates, and community mentoring programs. (Add SAA/graduation coach at each school as funding allows)	7/2011-6/2016	Graduation Coach Student Academic Advocates	\$65,000 Grad Coach/Lead SAA at WHHS \$300,000 SAA	Local Funds	School program reports Surveys of mentors/mentees Increased student attendance

2. Provide extended services and hours through programs / activities such as Freshman Academy, Apex Academy, Credit Recovery, Tutoring, Afterschool, Saturday Academy, JAG, and the Graduation Coach. (as funds are available)	7/2011-6/2016	Principal Graduation Coach JAG Instructor	\$350,000	21st Century JAG Funds Local Funds	End of the Year Reports
3. Use professional development to increase the capacity of classroom teachers to teach a variety of learning levels, styles, and at-risk populations including teaming, foldables, project based learning, high progress literacy strategies, and other methods.	7/2011-6/2016	Special Projects Director	\$20,000	Title I PDSI Funds	PD Reports Observation Records
4. Use data such as MAP, benchmarks, and state assessments to monitor student progress for at risk populations in order to provide ongoing support through a student academic advocate/graduation coach at each school. (SAA/graduation coaches will be added at each school as funding allows)	7/2011-6/2016	Principal	\$0	n/a	Comparison Charts Student Attendance Data
5. Provide ESOL English and teaching strategies to all teachers, classroom accommodations for all ESOL students, and an ESOL teacher.	7/2011-6/2016	Special Projects Coordinator	\$40,000	Local Funds	Professional development reports ESOL student outcome data Teacher Feedback
6. Research, investigate, and develop an attendance plan to align attendance procedures across the district, to increase community support, and to provide a structure for prevention and intervention to promote consistent school attendance and address absenteeism.	7/2011-6/2016	Lead Graduation Coach Guidance Vertical Team Attendance Supervisor Special Projects Director	\$0	n/a	Plan Improved Attendance Rates
7. Lower or maintain the teacher to student ration to 1:28 or less in grades 9 - 12.	7/2011-6/2016	Superintendent	To be determined	Local Funds Title I	Personnel/student records

Performance Goal

Performance Goal Area	Student Achievement					
Performance Goal (desired result of student learning)	Students in grades K-10 will demonstrate increased performance in the areas of information and technology literacy by increasing the number of students who scored exemplary and met on state grade level or end of course assessments and students in grades 3, 6, 8, and 9 who scored a 70 or better on the Technology Proficiency Assessment. An annual increase of 3% will be reflected on state grade level or end of course assessments and an increase of 20% will be reflected on the district Technology Proficiency Assessment over the 5-year period.					
Interim Performance Goal	Students in grades K-10 will demonstrate increased performance in the areas of information and technology literacy by increasing the number of students who scored exemplary and met on state grade level or end of course assessments and students in grades 3, 6, 8, and 9 who scored a 70 or better on the Technology Proficiency Assessment. An annual increase of 3% will be reflected on state grade level or end of course assessments and an increase of 20% will be reflected on the district Technology Proficiency Assessment over the 5-year period.					
Data Sources	ELA Pass Where applicable EOC Where applicable HSAP (2012 - 2013) State mandated college and career readiness assessment Technology Proficiency Assessment ACT Aspire Where applicable.					
Overall Measures						
Measure	Average Baseline	2012/13	2013/14	2014/15	2015/16	2016/17
End of Course ELA	53.4	56.4	59.4	62.4	65.4	68.4
Actual:		61.9	64.2	60.0		
ELA Scores	76.5	79.5	82.5	85.5	88.5	91.5
Actual:		73.1	69.2	64.1		
HSAP 1st Attempt Scores	75.7	78.7	81.7	n/a	n/a	n/a
Actual:		78.2	57.8	n/a		
Technology Proficiency Assessment for Students *measure changed to average of scores and test changed to Study Island.	9	10.8	51.2	54.6	58	61.4
Actual:		34	51.2	78.2		
Technology Proficiency Assessment for Teachers	56	57.7	59.4	61.2	63	64.9

Actual:		89	89	89		
State mandated college and career readiness assessment	75.7	79.5	82.5	85.5	88.5	91.5
Actual:		n/a	n/a	n/a		

Action Plan

Strategy #1: Increase student achievement in information literacy.					
Action Step (List the processes to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Implement the Big Six process and problem solving model and the APA version 6 writing and reference style district wide in all curriculum areas.	7/2011-6/2017	District ELA Vertical Team Principals	\$0	n/a	Vertical Team Minutes Professional Development Records Teacher Lesson Plans
2. Research best practices for increasing information literacy skills.	7/2011-6/2017	District Learning Team	\$0	n/a	Research
Strategy #2: Increase student achievement in technology literacy.					
Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Expand opportunities for students to access technology through improved infrastructure including the areas of available equipment and services (such as increased bandwidth).	7/2011-6/2017	District Technology Director Technology Vertical Team Technology Coach	To Be Determined	E-Rate Local Funds	Fixed Asset Reports Implementation Plan
2. Provide job embedded technology instructional support through a full time library media specialist at each school and the addition of technology coaches and/or instructional technologists as funds are available.	7/2011-6/2017	Deputy Superintendent Technology Director Technology Vertical Team Library Media Specialists/Technology Coach	\$350,000	Local Funds	Records of Increase in Personnel
3. Provide technical support for district technology (hardware, software, and network) through the addition of technical support staff as funds are available.	7/2011-6/2017	Deputy Superintendent Technology Director Technology Vertical Team Library Media Specialists/Technology	\$55,000	Local Funds	Staff List

		Coach			
4. Increase the use of technology in instruction as required by the College and Career Readiness standards and state performance based assessments through instructional strategies and devices such as Promethean Boards, 1:1 devices, and mobile labs / class sets as funding allows.	7/2011-6/2017	Curriculum Coordinator Vertical Teams Principals Library Media Specialists/ Techology Coach	\$0	n/a	Lesson Plans Observations Vertical Team Minutes
5. Use available technologies such as Gaggle and Schoolwires to develop a "green technology" culture.	7/2011-6/2017	Superintendent Principals Teachers	\$13370 \$16311	E-Rate Local Funds	Decrease in line item for paper and printer supplies
6. Increase the integration of the technology and media arts standards in all content areas.	7/2011-6/2017	Principals	\$0	n/a	Lesson Plans
7. Analyze the current technical support system, research other methods of managing technical support, and create a system that will effectively provide technical support in the most efficient, timely, and effective manner possible with existing resources and staff.	7/2011-6/2017	Technology Director Library Media Coordinator and Specialists Technology Coach Technical Support Staff Special Projects Director Designated Teacher/Admin Representatives	\$0	n/a	Meeting Minutes Report of Study
8. Research and investigate strategies for increasing the integration of technology and media arts standards in all content areas and strategies for strengthening technology and media arts instruction in technology content specific courses K - 12.	7/2011-6/2016	Technology Director Technology Vertical Team	\$0	n/a	Report of Results

Performance Goal

Performance Goal Area	Teacher/Administrator Quality					
Performance Goal (desired result of student learning)	The district will increase the percentage of teachers who are highly qualified (NCLB) in the appropriate content and level from 96% in 2010-2011 to 98% in 2012-2013 and maintain 100% for paraprofessionals who are highly qualified in 2011-2012. By 2012-2013 and subsequent years, 100% of teachers and paraprofessionals who are highly qualified will be reached and maintained with aggressive strategies implemented each subsequent year through 2015-2016.					
Interim Performance Goal	The percentage of teachers who are highly qualified in content and level will increase from 96% to 100% in 2013-2014 and the percentage of paraprofessionals who are highly qualified will maintain 100% in 2013-2017.					
Data Sources	Report Card, District Report for Paraprofessionals, Title II HQ report					
Overall Measures						
Measure	Average Baseline	2012/13	2013/14	2014/15	2015/16	2016/17
Percentage of highly qualified teachers.	96%	98%	100%	100%	100%	100%
Actual:		94.2%	100%	100%		
Percentage of highly qualified paraprofessionals	100%	100%	100%	100%	100%	100%
Actual:		100%	100%	100%		

Action Plan

Strategy #1: Increase district sponsored professional development that is of high quality, ongoing, and aligned with the district needs assessment.					
Action Step (List the processes to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Continue to provide days for professional development and increase the number of professional development opportunities through TAP and cluster.	7/2011-6/2017	Superintendent	per day costs	General Funds	District Calendar
2. Reimburse teachers for training beyond the school day or school year when funding is available.	7/2011-6/2017	Superintendent	\$6500	PDSI, Title I District Improvement, Title VI-REAP, Math/Science Partnership Funds	Records of additional payroll stipends.
3. Continue to pay stipends when appropriate.	7/2011-6/2017	Superintendent	\$5000	PDSI, Title I District Improvement, Title VI-REAP, Math/Science Partnership Funds	Records of additional payroll stipends
4. Continue to pay for para-pro training.	7/2011-6/2017	Special Projects Coordinator	\$1000	Title II-A Funds	AP Reports Para Test Reports
5. Provide teachers with district/school support to become highly qualified in original and multiple areas (Praxis and Course Support).	7/2011-6/2017	Superintendent	\$500	Title II-A	Teacher Personnel Files
6. Provide classroom modeling of instructional strategies by both peers and consultants.	7/2011-6/2017	Special Projects Coordinator/Principals	\$2500 \$5000	PDSI, Title I District Improvement, Math/Science Partnership Funds, and TAP Funding	Principal reports PD Invoices

7. Encourage teachers to visit model programs.	7/2011-6/2017	Special Projects Coordinator	\$3000	PDSI	Teachers written feedback on visits/peer reporting at faculty meetings
8. Provide targeted professional development for fine arts teachers, classroom teachers, and staff. a. Provide faculty and staff development on standards based arts instruction and integrated arts instruction. b. Provide opportunities for arts teachers, classroom teachers, and administrators to attend professional conferences, seminars, and S.C. State Department of Education summer professional development institutes. c. Provide opportunities for faculty and staff to discover and develop their own creative abilities.	7/2011-6/2017	Superintendent Arts Coordinator	\$12,000	State Funds, PDSI, Title I District Improvement Funds, and ABC Funds	PD records Teacher Surveys
9. Provide and support lead teachers/master teachers/coaches in all schools.	7/2011-6/2017	Superintendent Principals	\$58,000	Title I District Improvement, Math / Science Partnership Funds, and TAP Funding	Personnel Files
10. Maintain vertical teams in each content area to strengthen vertical alignment, collaboration between schools and grades levels, and professional development. Continue to provide time for these teams to meet monthly.	7/2011-6/2017	Superintendent Special Projects Coordinator	\$0	n/a	Early Out Day Schedule Vertical Team Meeting Minutes
11. Create a structure for cross district grade band meetings and professional development to increase collaboration at all levels.	7/2011-6/2017	Superintendent Special Projects Director Curriculum Coordinator	\$0	n/a	Meeting Minutes

Strategy #2: Adhere to the teacher recruitment & retention plan when hiring new employees.

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Hire teachers who have experience in core subjects or graduated with academic honors.	7/2011-6/2017	Superintendent	\$50,000	Local Funds	Teacher Applications
2. Recruit at state and regional career fairs.	7/2011-6/2017	Deputy Superintendent	\$2000 \$500	Local Funds Title II	Personnel Director's log book
3. Encourage students from HD1 to become teachers.	7/2011-6/20167	High School Counselors/Teacher Cadet Program Coordinator	\$0	n/a	Cadet Program Curriculum

4. Provide mentors for teachers and administrators.	7/2011-6/2016	Deputy Superintendent	\$3000 \$1765	Adept Program Title II	Adept Program Files Survey Data
5. Provide a sign-on bonus in critical needs areas. (depending on available funds)	7/2011-6/2016	Superintendent	\$15,000	Local Funds	Local Budget
6. Raise supplemental pay for all teachers. (depending on available funds)	7/2011-6/2016	Superintendent	\$60,000	Local Funds	Local Budget Number of vacant positions at the beginning of the school year. Average length of work
7. Assist para-professionals from within the district in becoming teachers. (depending on available funds)	7/2011-6/2016	Deputy Superintendent, and Director of Special Projects	\$0	Title II Funds	Number of para-pros becoming teachers
8. Assist teachers to become certified and highly qualified in needed areas as defined by the district (including National Board Certification).	7/2011-6/2016	Deputy Superintendent and Director of Special Projects	\$2,688	Title II-A	Number of highly qualified teachers in needed areas Number of National Board Teachers and submitted portolios
9. Maintain or lower the teacher to student ratio to 1:18 for K-3; 1:22 for 4-6th grades; 1:25 for 7th & 8th grades; and 1:28 for 9th - 12th grades.	7/2011-6/2016	Superintendent	\$182,100 \$272,867 \$168,341 \$55,433 \$374,251 \$8,600	K-5 Enhancement ACT 135 AA (K-3) Title II-A Local Funds Title I 6-9 Enhancement	Personnel/student records
10. Increase systems of support and transparency of communication within the district by creating and implementing a district communication plan.	7/2011-6/2016	All District and School Administrators Superintendent District Leadership Team	\$0	n/a	Reports of Communication Committee Communication Plan Teacher Surveys
11. Ensure ongoing efforts to increase a healthy, clean, and safe working environment.	7/2011-6/2016	Superintendent Deputy Superintendent Special Projects Administrator Principals	\$0	n/a	OHSA reports Reports by Title II team Principal Reports
12. Implement district wide staff wellness program.	7/2011-6/2016	School Nurses Director of Food Services Director of Exceptional Services	\$1,000	Local Funds	Documentation of wellness programs Staff Survey

13. Raise salaries to be competitive within the state. (depending on available funds)	7/2011-6/2016	Superintendent	TBD	Local Funds	Comparison of state and local salaries.
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Performance Goal

Performance Goal Area	Teacher/Administrator Quality					
Performance Goal (desired result of student learning)	The percentage of teachers with state-recognized advanced degrees will increase from 64% in 2010-2011 to 69% in 2016-2017.					
Interim Performance Goal	The percentage of teachers with state-recognized advanced degrees will increase at least 1% annually from 64% in 2010-2011 to 66% in 2013-2014.					
Data Sources	School report cards					
Overall Measures						
Measure	Average Baseline	2012/13	2013/14	2014/15	2015/16	2016/17
School report card average	64%	65%	66%	67%	68%	69%
Actual:		61.8%	61.3	60.5		

Action Plan

Strategy #1: Increase availability of graduate courses.					
Action Step (List the processes to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Monitor district needs to form higher education cohorts.	7/2011-6/2017	Director of Special Projects and Curriculum Facilitator	\$0	n/a	Reports from administrative team with input from teachers
2. Offer classes that are aligned with district needs.	7/2011-6/2017	Director of Special Projects and Curriculum Facilitator	\$12,500	State Funds	Student Assessment Data Needs Assessment of teacher competency/comfort level in knowledge and pedagogy
3. Provide targeted professional development for fine arts teachers, classroom teachers, and staff to support completing advanced degrees, increasing content knowledge, or improving teacher craftsmanship.	7/2011-6/2017	Director of Special Projects and staff	To be Determined	PDSI, Title II, K-5 Enhancement, and Title I District Improvement	Agendas and Sign-in Sheets
Strategy #2: Increase retention of teachers with master's degrees.					
Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Lower or maintain the teacher to student ratio to 1:18 for K-3; 1:22 for 4-6;	7/2011-6/2017	Superintendent	\$182,100 \$272,867 \$168,341 \$55,433 \$374,251 \$8,600	K-5 Enhancement ACT 135 AA (K-3) Title II-A Local Funds Title I 6-8 Enhancement	Personnel / Student Records
2. Increase systems of support and transparency of communication within the district by creating and implementing a district communication plan.	7/2011-6/2017	All District and School Principals Superintendent District Leadership Team	\$0	n/a	Reports of Communication Committee Communication Plan Teacher Surveys

3. Ensure ongoing efforts to increase a healthy, clean, and safe working environment.	7/2011-6/2017	Superintendent, Deputy Superintendent, Special Projects Administrator, and Principals	\$0	n/a	Osha Reports Reports by Title II team Principals' reports
4. Implement a district wide staff wellness program.	7/2011-6/2017	School Nurses, Director of Food Services, and Director of Exceptional Services	\$1,000	Local Funds	Documentation of Wellness Programs Survey
5. Evaluate extra duties required and district wide benefits such as free tickets to extra-curricular events, merit pay alternatives, and stipends to ensure equitableness and fairness.	7/2011-6/2017	Superintendent Principals Special Projects Administrator	\$0	n/a	Staff Surveys Staff Handbooks Payroll Records
6. Raise salaries to be competitive within the state as funding allows.	7/2011-6/2017	Superintendent	\$0	n/a	Comparison of salaries to state averages

Strategy #3: Administrators will receive professional development that aligns with the district and school's needs assessment outcomes.

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Provide opportunities for administrators to network and share information at the school, district, state, and national levels.	7/2011-6/2017	Superintendent, Director of Special Projects, and School Administrators	\$7,500	PDSI	Administrator Log Books
2. Encourage administrators to focus on instructional leadership development as required by needs assessments.	7/2011-6/2017	Superintendent Deputy Superintendent Director of Special Projects Curriculum Facilitator	\$0	n/a	Administrator Log Books Analysis of Administrator Instruction/Student assessments
3. Continue a mentoring program for administrators.	7/2011-6/2017	Superintendent and Deputy Superintendent	\$0	n/a	Meeting Notes New Administrator Surveys

Strategy #4: Administrative quality will be evaluated.

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. An evaluation orientation will be provided for all district and school administrators.	7/2011-6/2017	Deputy Superintendent	\$0	n/a	Deputy Superintendent Interview

2. All administrators will be evaluated on an annual basis and formally every three years using state/district evaluation instrument.	7/2011-6/2017	Superintendent and Deputy Superintendent	\$0	n/a	GBE records
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Performance Goal

Performance Goal Area	Teacher/Administrator Quality					
Performance Goal (desired result of student learning)	100% of administrators evaluated on an annual basis will maintain or exceed their rating of proficient as measured by the appropriate performance assessment tools for individual positions (principals=ADEPP; assistant principals=modified ADEPP; others=TBD)from 2010-2011 to 2016-2017.					
Interim Performance Goal	100% of administrators evaluated on an annual basis will maintain or exceed their rating of proficient as measured by the appropriate performance assessment tools for individual positions from 2010-2011 to 2013-2014.					
Data Sources	Personnel records/ADEPP performance evaluations					
Overall Measures						
Measure	Average Baseline	2012/13	2013/14	2014/15	2015/16	2016/17
Percentage of administrators with ADEPP ratings of proficient or exemplary	100%	100%	100%	100%	100%	100%
Actual:		100%	100%	100%		

Action Plan

Strategy #1: Provide administrators with professional development that aligns with the district and school's needs assessment outcomes.					
Action Step (List the processes to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Allow administrators to network and share information at the school, district, state, and national levels.	7/2011-6/2017	Superintendent, Director of Special Projects, and School Administrators	\$7,500	PDSI	Administrator Log Books
2. Encourage administrators to focus on instructional leadership development based on school data analysis.	7/2011-6/2017	Superintendent, Director of Special Projects, Curriculum Facilitator, and School Level Administrators	\$0	n/a	Administrator Log Books Analysis of Administrator Instruction/Student Assessments
3. Continue to provide a mentoring program for administrators.	7/2011-6/2017	Superintendent and Deputy Superintendent	\$0	n/a	Administrator meeting notes Interviews with new administrators
Strategy #2: Administrative quality will be evaluated.					
Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Provide an evaluation orientation for all district & school administrators.	7/2011-6/2017	Deputy Superintendent	\$0	n/a	Deputy Superintendent Interview
2. All administrators will be evaluated on an annual basis and formally every three years using state/district evaluation instruments.	7/2011-6/2017	Superintendent and Deputy Superintendent	\$0	n/a	GBE Records
3. Investigate opportunities for feedback and input at all levels.	7/2011-6/2017	Superintendent and Deputy Superintendent	\$0	n/a	Surveys and interviews of all new administrators

Performance Goal

Performance Goal Area	Read to Succeed: Assessment Plan					
Performance Goal (desired result of student learning)	By the fall of each year, the district leadership team will analyze student outcomes from formative, state, and district assessments to ensure the goals and instructional outcomes align to literacy goals.					
Interim Performance Goal						
Data Sources						
Overall Measures						
Measure	Average Baseline	2012/13	2013/14	2014/15	2015/16	2016/17
State Assessments	0	0	0	0	0	3
Actual:		na	na	na		

Action Plan

Strategy #1: Monitor alignment of literacy goals to student outcomes					
Action Step (List the processes to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Gather the existing data from all sources for each school and student	August 2016/ June 2017	Administrators, Master Teachers	n/a	n/a	Data Team agendas and minutes
2. Establish district, school, and classroom goals and action steps	August 2016/June 2017	District Literacy Leadership Team, School Leadership Teams	n/a	n/a	Strategic Plans and SLOs
3. Identify outcomes that align to achieving all goals	September 2016/ June 2017 ongoing	District Literacy Leadership Team, School leadership Teams	n/a	n/a	Leadership meeting agendas and minutes, teacher and student qualitative and quantitative data analyses

Performance Goal

Performance Goal Area	Read to Succeed: Instructional Plan					
Performance Goal (desired result of student learning)	By SY 2016-2017, all HD1 schools will allot 120 minutes of uninterrupted and differentiated reading instruction time for students in grades K-3 and 90 minutes for grades 4-8.					
Interim Performance Goal						
Data Sources						
Overall Measures						
Measure	Average Baseline	2012/13	2013/14	2014/15	2015/16	2016/17
Uninterrupted time allotted for literacy development	60-100	0	0	0	90	90-120
Actual:		n/a	n/a	n/a	90	

Action Plan

Strategy #1: Create school cultures that support literacy success					
Action Step (List the processes to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Implement school schedules that safeguard the recommended amount of reading instructional time	August 2016/June 2017	Building Administrators	n/a	n/a	School Schedules
2. Research instructional strategies and interventions aligned to needs assessments	June 2016/June 2017	District Literacy Leadership Team	n/a	n/a	Research documents, PLOs, SLOs, classroom observations
3. Secure complex texts for student engagement	August 2016/June 2017	District Literacy Leadership Team	n/a	n/a	Complex texts libraries
4. Implement district/school reading plan and instructional strategies to engage students in reading and writing daily	August 2016/June 2017	District and school administrators	n/a	n/a	Classroom observations and teacher evaluations

Performance Goal

Performance Goal Area	Read to Succeed: Leadership					
Performance Goal (desired result of student learning)	By the end of each fiscal year, the leadership team will attend 45 hours of professional learning opportunities to increase their knowledge of all literacy initiatives. (eg. Field Testing, Cluster Development, High Progress Literacy Training, Read to Succeed Training, Graduate Courses, Classroom Observations and Post-conferences, Collaboration)					
Interim Performance Goal						
Data Sources						
Overall Measures						
Measure	Average Baseline	2012/13	2013/14	2014/15	2015/16	2016/17
Professional Learning Opportunities Participant Records	0	0	0	0	30	45
Actual:		n/a	n/a	n/a		

Action Plan

Strategy #1: Provide literacy professional development for school and district leaders.					
Action Step (List the processes to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Develop PLO plan for leaders to meet their 45 hours based on school/district needs.	August 2016/ June 2017	Office of Special Projects staff	n/a	n/a	Professional Learning Opportunities calendar
2. Provide PLO and job-embedded support on district initiatives for teachers new to the district	August 2016/ June 2017	Office of Special Projects staff, contracted service providers, Reading Coaches Master and Mentor Teachers	n/a	n/a	PLOs sign-in records, Post-conference records, teacher and coaches' reflection logs
Strategy #2: Track leaders' personal growth in literacy education					
Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Develop personal growth plans for leaders to keep abreast of best practices, educational trends related to reading instruction, and effective leadership practices	August 2016/ June 2017	Deputy Superintendent, District and school administrators	n/a	n/a	Administrators' Professional Growth Plans
2. Develop post-conference plans which include research-based best practices to encourage teacher growth and improve student achievement	September 2016/ June 2017	School Administrators, Master Teachers, Mentor Teachers	n/a	n/a	Post-conference plans, teacher reflections

Performance Goal

Performance Goal Area	Read to Succeed: Parent and Family Involvement					
Performance Goal (desired result of student learning)	By July 2017, 100% of HD1 schools will provide documentation that they communicated with parents and families quarterly in more than one format and families responded.					
Interim Performance Goal						
Data Sources						
Overall Measures						
Measure	Average Baseline	2012/13	2013/14	2014/15	2015/16	2016/17

Action Plan

Strategy #1: Develop school/district plan to increase parent and family support for literacy proficiency					
Action Step (List the processes to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Establish school expectations for communicating with families and parents					
2. Plan school efforts to communicate regarding Read To Succeed to families and parents each quarter					
Strategy #2: Document parent and family support to literacy efforts					
Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Gather documentation quarterly that demonstrates reciprocal communication between schools and families					
2. Submit quarterly evidence to district leadership					

Performance Goal

Performance Goal Area	Read to Succeed: Professional Learning					
Performance Goal (desired result of student learning)	By the end of each fiscal year, teachers will attend a minimum of 30 hours of professional learning opportunities appropriate for their grade-level to increase their knowledge of all literacy initiatives (eg. Cluster, High Progress Literacy Training, Post-conferences, Peer Observations, Collaboration)					
Interim Performance Goal						
Data Sources						
Overall Measures						
Measure	Average Baseline	2012/13	2013/14	2014/15	2015/16	2016/17

Action Plan

Strategy #1: Provide literacy professional development for teachers					
Action Step (List the processes to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Develop PLO plan for teachers to meet their 30 hours based on school/district needs					
2. Require teachers new to the district to attend PLO and receive job-embedded support to understand district initiatives and expectations					
Strategy #2: Track teachers' professional growth in literacy					
Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Participate in observation post-conference conversations and reflections to receive feedback, identify areas of reinforcement and refinement, and later implement research-based best practices to improve student achievement					
2. Develop personal growth plans (SLOs, Action Plans) for teachers to track student data and continuously reflect on student growth and achievement; to set professional goals for teacher growth in content and best practices; and to identify action steps for meeting goals					

Performance Goal

Performance Goal Area	Read to Succeed: School-Community Partnerships					
Performance Goal (desired result of student learning)	By July 2017, Hampton District One will host at least two community partner forums to communicate the Read To Succeed Act requirements, district needs assessment data; discuss goals and progress; and to receive feedback from stakeholders.					
Interim Performance Goal						
Data Sources						
Overall Measures						
Measure	Average Baseline	2012/13	2013/14	2014/15	2015/16	2016/17

Action Plan

Strategy #1: Increase Community Partner Support					
Action Step (List the processes to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Plan two dates and agendas to host community forums					
2. Invite stakeholders at least one month before event					
3. Facilitate discussion among all stakeholders at each forum to brainstorm ways of collaboration and support between schools and the community to meet goals					
Strategy #2: Document Community Partner Support for Literacy Initiatives					
Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Gather data and prepare each presentation for the community					
2. Submit minutes from each forum to school and district leadership					

Performance Goal

Performance Goal Area	Read to Succeed: Student Outcomes					
Performance Goal (desired result of student learning)	By the end of each school year, students will meet or exceed the yearly projected growth as evidenced by district progress monitoring tools.					
Interim Performance Goal						
Data Sources						
Overall Measures						
Measure	Average Baseline	2012/13	2013/14	2014/15	2015/16	2016/17

Action Plan

Strategy #1: Progress Monitor Student Achievement					
Action Step (List the processes to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Administer pre-testing by September 2016 for all students to determine baseline and identify needed interventions					
2. Administer mid-year benchmark assessments by February 2017; analyze data for effectiveness of interventions and students' needs and progress					
3. Administer post-testing by May 2017 to determine if students met or exceeded their yearly projected growth					