

STRATEGIC PLAN FOR THE SCHOOL DISTRICT OF NEWBERRY COUNTY

March 23, 2012

Performance Goal Area: Student Achievement

<p>PERFORMANCE GOAL I: (Desired result of student learning)</p>	<p>The percentage of students in all subgroups in grades 3 – 8 who score proficient and above as measured by PACT 2008 and the percentage of students in all subgroups in grades 3 – 8 who score met and exemplary as measured by PASS (2009 and beyond) will increase as detailed below: <u>Math</u>: from 29.4% in 2008 to 91% in 2013 <u>ELA</u>: from 30.3% in 2008 to 91% in 2013 <u>Science</u>: from 28.4% in 2008 to 91% in 2013 <u>Social Studies</u>: from 24.2% in 2008 to 91% in 2013</p>						
<p>ANNUAL INTERIM PERFORMANCE GOAL I:</p>	<p>The percentage of students in all subgroups in grade 3 – 8 who score proficient and above as measured by PACT (2004 – 2008) and the percentage of students in all subgroups in grades 3 – 8 who score met and exemplary as measured by PASS (2009 and beyond) will increase as detailed below: <u>Math</u>: from 64.1% 70.9% in Spring 2010 2011 to 76% in Spring 2011 2012 <u>ELA</u>: from 65.9% 66.1% in Spring 2010 2011 to 72% in Spring 2011 2012 <u>Science</u>: from 59.5% 64.8% in Spring 2010 2011 to 70% in Spring 2011 2012 <u>Social Studies</u>: from 66% 66.9% in Spring 2010 2011 to 72% in Spring 2011 2012</p>						
<p>DATA SOURCE(S):</p>	<p>PACT/PASS 3 – 8 math, ELA, science, and social studies scores (subgroups) participation rates, benchmarks, MAP testing, informal reading inventories, attendance, discipline referrals, etc.</p>						
<p>OVERALL MEASURES</p>	<p>Baseline</p>	<p>Annual Interim Target</p>					
	<p>2007-2008</p>	<p>2008-2009</p>	<p>2009-2010</p>	<p>2010-2011</p>	<p>2011-2012</p>	<p>2012-2013</p>	
<p>Writing (PASS 2009 & beyond)</p>	<p>N/A</p>	<p>62.2 %</p>	<p>70% 64%</p>	<p>75% 67.6%</p>	<p>73%</p>		
<p>Math</p>	<p>29.4</p>	<p>55.4% 62.8%</p>	<p>70.2% 64.1%</p>	<p>79% 70.9%</p>	<p>76%</p>		
<p>ELA</p>	<p>30.3</p>	<p>55.4% 65.5%</p>	<p>70.3% 65.9%</p>	<p>79.4% 66.1%</p>	<p>72%</p>		
<p>Science</p>	<p>28.4</p>	<p>54.8% 57.3%</p>	<p>69.9% 59.5%</p>	<p>79% 64.8%</p>	<p>70%</p>		
<p>Social Studies</p>	<p>24.2</p>	<p>53.0% 64.2%</p>	<p>68.9% 66%</p>	<p>79% 66.9%</p>	<p>72%</p>		
	<p>actual scores</p>	<p>actual scores</p>	<p>actual scores</p>	<p>actual scores</p>			

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March 23, 2012

Performance Goal Area: Student Achievement

<p>PERFORMANCE GOAL II : (Desired result of student learning) PERFORMANCE GOAL III : (Desired result of student learning)</p>	<p>The percentage of students in grade 10 who score proficient or advanced (3 or 4) on sub-tests on the HSAP on the first attempt will increase in math from 51.8% in 2008 to 80% in 2013, and increase in ELA from 51.5% in 2008 to 80% in 2013. The percentage of students in grade 10 who meet standard (2, 3, 4) on first attempt of sub-tests of HSAP will increase in math from 82.5% in 2008 to 96% in 2013, and increase in ELA from 80.4% in 2008 to 96% in 2013. The percentage of students in gateway courses who pass the EOCEP tests will increase from an average of 60.2% in 2008 to an average of 80% 2013.</p>						
<p>ANNUAL INTERIM PERFORMANCE GOAL II : ANNUAL INTERIM PERFORMANCE GOAL III :</p>	<p>The percentage of students in grade 10 who score proficient or advanced (3 and 4) on sub-tests on the HSAP on the first attempt will increase in math from 42.8% 58.9% in 2010 2011 to 62% in 2014 2012, and will increase in ELA from 44.6% 56.3% in 2010 2011 to 62% in 2014 2012. The percentage of students in grade 10 who meet standard (2, 3, 4) on first attempt of sub-tests of the HSAP will increase in Math from 76.8% 81.7% in 2010 2011 to 86% in 2014 2012, and will increase in ELA from 80.9% 86.4% in 2010 2011 to 85% 90% in 2014 2012. The percentage of students in gateway courses who pass the EOCEP tests (with a 70 or higher) will increase from an average 62.9% 58.5% in 2010 2011 to an average of 70% in 2014 2012, among the subject areas.</p>						
<p>DATA SOURCE(S):</p>	<p>HSAP score reports, EOCEP score reports, MAP testing, attendance records, discipline referrals, graduation rates, and participation rates.</p>						
<p>OVERALL MEASURES</p>	<p>Baseline</p>	<p>Annual Interim Target</p>					
	<p>2007-2008</p>	<p>2008-2009</p>	<p>2009-2010</p>	<p>2010-2011</p>	<p>2011-2012</p>	<p>2012-2013</p>	
<p>HSAP- Pass First Attempt Meeting Standard</p>	<p>75.4%</p>	<p>71.3%</p>	<p>76% 71.1%</p>	<p>80% 78.5%</p>	<p>83.0%</p>		
<p>HSAP – ELA- 3 & 4</p>	<p>51.8%</p>	<p>43%</p>	<p>60% 44.6%</p>	<p>60% 56.3%</p>	<p>62.0%</p>		
<p>HSAP ELA- Meeting Standard</p>	<p>80.4%</p>	<p>79%</p>	<p>80.9%</p>	<p>85% 86.4%</p>	<p>90.0%</p>		
<p>HSAP- Math- 3 & 4</p>	<p>51.5%</p>	<p>46%</p>	<p>60% 42.8%</p>	<p>60% 58.9%</p>	<p>62.0%</p>		
<p>HSAP- Math- Meeting Standard</p>	<p>82.5%</p>	<p>76%</p>	<p>76.8%</p>	<p>85% 81.7%</p>	<p>86.0%</p>		
<p>EOCEP – Algebra I / Math Technologies 2</p>	<p>77.8%</p>	<p>80.2%</p>	<p>85% 83.4%</p>	<p>87% 77%</p>	<p>80.0%</p>		
<p>EOCEP – English I</p>	<p>63.2%</p>	<p>59.1%</p>	<p>65% 70.2%</p>	<p>75% 60.5%</p>	<p>67.0%</p>		
<p>EOCEP – Physical Science</p>	<p>52%</p>	<p>41.2%</p>	<p>55% 49.8%</p>	<p>60% 42.3%</p>	<p>NA</p>		
<p>*EOCEP – Biology I / Applied Biology</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>67% 62.5%</p>	<p>65.0%</p>		
<p>EOCEP – US History</p>	<p>N/A</p>	<p>N/A</p>	<p>50% 46.5%</p>	<p>60% 41.9%</p>	<p>50.0%</p>		

Strategy A - Utilize data to improve instruction and student achievement

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
1. Analyze student performance on state and district mandated assessments and use the results of the analysis to improve instruction	January 2008	June 2013	Director of Assessment, Accountability & Professional Development, Assistant Superintendent of Instruction, Director Middle and High School Education, Principals, and School Data Teams	-0-		Continue
2. Identify areas of strength and areas of concern based on analysis of state and district assessment results and formulate a plan of enrichment and remediation	August 2008	June 2013	Assistant Superintendent of Instruction, Director of Middle and High School Education, Principals, and School Data Teams	-0-		Continue
3. Conduct a longitudinal study annually of state and district assessments to include various subgroups and individual scores as needed	January 2008	June 2013	Director of Assessment, Accountability & Professional Development, Director of Middle and High School Education and Principals	-0-		Continue
4. Create the position of Data Analysis in order to assist the schools and district in data driven decision making	July 2008	July 2009	Superintendent, Assistant Superintendent of Instruction and Executive Director of Human Resources	\$60,000	Local Funds	Completed

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Strategy A - Utilize data to improve instruction and student achievement (continued)

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
5. Provide professional development for schools and district staff related to data analysis	August 2008	June 2013	Assistant Superintendent of Instruction	\$800	K-5, 6-8, Title I, Title II, state technology, and PDSI	Continue
6. Analyze and revise as necessary gateway courses' semester exams to ensure reliability and validity (literacy plan to focus more on non-fiction)	August 2008	June 2013	Principals and Teachers, Director of Middle and Secondary Education, and Director of Assessment, Accountability & Professional Development	\$15,000	Title II and PDSI	Continue
7. Revise gateways courses' semester exams based on analysis of reliability and validity	August 2008	June 2013	Principals, Teachers, Director of Middle and Secondary Education, and Director of Assessment, Accountability & Professional Development	\$15,000	Title II and PDSI	Continue
8. Provide for the continuation of MAP, Dominie, CFA's and TestView and the implementation of Teacher Toolbox	July 2008	June 2013	Superintendent, Assistant Superintendents of Instruction, Assistant Superintendent of Operations, District Data Team, and Director of Assessment, Accountability & Professional Development	\$68,000	Title I, Lottery, PDSI, and Local Funds	Continue
9. Increase student attendance to exceed the 95.3% required (less suspensions and interventions of truancy) through adherence to Board Policy and incentives	January 2008	June 2013	Executive Director of Student Services, Principals, and School counselors	-0-		Continue

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Strategy B - Provide standards-based instruction in the core curricular areas

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
1. Identify and implement annually research-based instructional techniques and interventions to improve performance of tested subgroups at the elementary, middle, and secondary levels	January 2008	June 2013	Director of Assessment, Accountability & Professional Development, Director of Middle & Secondary, Elementary Education and Special Services	\$20,000	PDSI, Local Funds, Title I, Title VI, K – 5 Lottery, and 6 – 8 Lottery	Modify and Continue
2. Ensure utilization of standards- based instructional pacing concept across district schools	January 2008	June 2013	Assistant Superintendent of Instruction, Director of Middle & Secondary, Elementary Education and Special Services	\$12,000	PDSI, Title I, Title II, and Title VI	Modify and Continue
3. Continue cyclical review and update curriculum guides with accompanying pacing guides and continue to explore curriculum mapping and national core curriculum common core state standards	January 2008	June 2013	Assistant Superintendent of Instruction	0 \$75,000	PDSI Title II, Title VI, and State	Modify and Continue
4. Monitor the class sizes in elementary grades and core subjects in grades 6 – 12. The District will strive to maintain a student teacher ratio of 25–30:1 in kindergarten, 20-25:1 in grades 1-5, and 25-30:1 in grades 6-12	January 2008	June 2013	Superintendent, Assistant Superintendent of Instruction, Assistant Superintendent of Operations, and Executive Director of Human Resources		Title II, State Funds, Local Funds, Title I, and K-5 Lottery	Modify and Continue
5. Provide developmentally appropriate early childhood programs throughout the district, as needed	January 2008	June 2013	Assistant Superintendent of Instruction	\$593,333 \$591,306	Title I, Local Funds, and State Funds	Modify and Continue

STRATEGIC PLAN FOR THE SCHOOL DISTRICT OF NEWBERRY COUNTY

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Strategy B – Provide standards-based instruction in the core curricular areas (continued)

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
6. Provide instructional strategies, techniques, professional development and materials that meet the needs of English language learners	January 2008	June 2013	Assistant Superintendent of Instruction	\$40,000	Title I and Title III	Modify and continue
7. Provide teachers with instructional coaching in core content areas at all grade levels	January 2008	June 2013	Superintendent and Assistant Superintendent of Instruction	\$713,053	Title I, K – 5 Lottery, 6 – 8 Lottery, and Local	Modify and continue
8. Use a variety of formal and informal assessment techniques on an on-going basis to guide daily instruction and decision-making	January 2008	June 2013	Principals and Curriculum Coordinators	-0-	N/A	Modify and Continue
9. Study and utilize the revised Bloom’s Taxonomy	January 2008	June 2013	Assistant Superintendent of Instruction, Director Middle and High School Education, Principals, and Curriculum Coordinators	-0-	N/A	Modify and Continue
10. Utilize computer software to remediate, enrich, progress monitor classroom instruction for all students (elementary, middle, and secondary)	January 2008	June 2013	Principals, Curriculum Coordinators and Instructional Software Specialists	\$50,000	Local, Title I, K – 5 Lottery , and IDEA	Modify and Continue
11. Utilize MAP analysis to guide instruction to meet the individual student needs in Reading, Language, and Math, in grades K-10 and special needs	January 2008	June 2013	Principals	\$69,000	Title I, PDSI, K – 5 Lottery local and State	Modify and Continue

STRATEGIC PLAN FOR THE SCHOOL DISTRICT OF NEWBERRY COUNTY

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Strategy B - Provide standards-based instruction in the core curricular areas (continued)

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
12. Implement strategies for credit retrieval to increase high school graduation rates	January 2008	June 2013	Assistant Superintendent of Instruction, Director of Middle and Secondary Education, and Principals/Guidance	-0-		Modify and Continue
13. Provide on-going professional development grounded in current research and provide professional development to maximize instruction time through planning and varied classroom instructional activities	January 2008	June 2013	Assistant Superintendent of Instruction, Principals, Director of Assessment, Accountability & Professional Development, and Curriculum Coordinators	\$60,000	K-5 Lottery, 6-8 Lottery, PDSI, Title I, Title II, Local Funds, Title VI, Grants, Federal Funds, and State	Modify and Continue
14. Provide early release time for planning of instruction for all teachers and instructional assistants	July 2008	June 2013	Assistant Superintendent of Instruction, Assistant Superintendent of Operations, and Principals	-0-	N/A	Modify and Continue

Strategy B - Provide standards-based instruction in the core curricular areas (continued)

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
15. Provide professional development supporting literacy in all K – 12 curricular areas	January 2008	June 2013	Assistant Superintendent of Instruction, Principals, Curriculum Coordinators, and Director of Assessment, Accountability & Professional Development	\$20,000	Local, PDSI, Title I, Title II, K – 5 Lottery, 6 – 8 Lottery, Grants and Title VI	Modify and Continue
16. Provide for the continued implementation of the Montessori program	January 2008	June 2013	Superintendent and Assistant Superintendent of Instruction	\$746,062	K – 5 Lottery, Local Funds, Title I, Title VI, and Title II	Modify and Continue
17. Explore a choice program/expansion of Montessori Program	January 2008	June 2013	Superintendent and Assistant Superintendent of Instruction	\$110,000 to implement	Local, Title VI, K-5 Lottery, Title I, and Title II	Hold

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Strategy B - Provide standards-based instruction in the core curricular areas (continued)

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
18. Provide resources necessary to promote optimum student learning to include and not limited to: <u>Math:</u> manipulatives, literature, calculators, demonstration resources, visuals, and models. Include technology or media based support. <u>Science:</u> consumable materials, science kits such as district developed, inquiry based kits, scientific instruments, literature, demonstration resources, visuals, and models. Include technology or media based support. <u>Social Studies:</u> maps, atlases, globes, literature, primary resources, and real world simulation activities. Include technology or media based support. <u>English Language Arts:</u> classroom libraries and leveled readers which include a variety of genres, literature in a variety of formats such as Big Books and listening centers, classroom publishing materials and supplies, reference materials, demonstration resources, visuals, and models. Include technology or media based support.	January 2008	June 2013	Assistant Superintendent of Instruction, Assistant Superintendent of Operations, Principals, Curriculum Coordinators, Teachers, Director of Technology, and Director Middle and Secondary Education	\$15,000 \$15,000 \$15,000 \$20,000	As funds are available : K – 5 Lottery, 6 – 8 Lottery, Local, State, Grants, Title I, Title VI K – 5 Lottery, 6 – 8 Lottery, Local, State, Grants, Title I, Title VI K – 5 Lottery, 6 – 8 Lottery, Local, State, Grants, Title II, PDSI, Title VI Title I, SCRI Grants, K – 5 Lottery, 6 – 8 Lottery, and Title VI	Continue Modify & Continue Modify & Continue Modify & Continue Modify & Continue

STRATEGIC PLAN FOR THE SCHOOL DISTRICT OF NEWBERRY COUNTY

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Strategy B - Provide standards-based instruction in the core curricular areas (continued)

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
19. Continue to provide up-dated media resources	January 2008	June 2013	Assistant Superintendent of Instruction, Principals, Media Specialists, and Director of Technology, and Technology Coach	\$40,000	Local Funds and Technology	Modify & Continue
20. Provide opportunities for students to participate in district, regional, state-wide, and national academic events/ competitions	January 2008	June 2013	Assistant Superintendent of Instruction, Principals, Teachers, and Counselors	\$20,000	Local Funds, Perkins, and Fundraising	Modify & Continue
21. Continue the systematic process of regular communication between regular education and special education teachers regarding academic progress and needs of shared students	January 2008	June 2013	Director of Special Services, Principals, Teachers, Special Education Teachers	-0-	N/A	Modify & Continue
22. Continue the systematic process of regular communication between regular education and ESOL teachers regarding academic progress and needs of shared English Language learners	January 2008	June 2013	Principals, Assistant Superintendent of Instruction, ESOL teachers and general education teachers	-0-	N/A	Modify & Continue
23. Ensure that schedules are developed to provide for subject area and grade level planning	January 2008	June 2013	Director of Middle and Secondary Education, Principals, and Curriculum Coordinators	-0-	N/A	Modify & Continue
24. Provide continuing professional development for curriculum coaches.	July 2005	June 2011	Director of Assessment, Accountability & Professional Development, Technology Coach	\$2,000	Title I, Title II, and K – 5 Lottery	Modify & Continue

Strategy B - Provide standards-based instruction in the core curricular areas (continued)

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
25. Provide enrichment programs for students in need of academic assistance at every elementary and middle school during school hours	January 2008	June 2013	Assistant Superintendent of Instruction, Director of Middle and Secondary Education, Principals, Curriculum Coordinators, and Teachers			Modify and Continue
26. Continue single gender classrooms at selected middle schools	January 2008	June 2013	Principals and Teachers	-0-	N/A	Modify
27. Evaluate single gender program to determine improvement in academics and behavior	January 2008	June 2013	Director of Middle and Secondary Education, Executive Director of Student Services, Principals, and Teachers	-0-		Modify and Continue
28. Expand single gender classrooms at selected middle school level as appropriate	January 2008	June 2013	Executive Director of Student Services, Principals, and Guidance Counselors	-0-		Modify and Continue
29. Provide professional development opportunities for all teachers through monthly district wide Wednesdays as needed	January 2008	June 2013	Assistant Superintendent of Instruction, Director of Middle and Secondary Education, and Director of Assessment, Accountability & Professional Development	-0-		Modify and Continue

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Strategy C - Provide standards-based instruction in Mathematics

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
1. Develop and implement a plan of action to target problem solving skills across all strands Develop and implement district plan to effectively transition to the Common Core State Standards (CCSS)	July 2005	June 2013	Principals, Curriculum Coordinators, Math Coaches, Director of Middle and Secondary Education, Director of Assessment, Accountability, & Professional Development, Teachers, and Design & Implementation Team	0 \$100,000	Title II, Title VI, State and Local Funds, and WPEC	Modify and Continue Implement & Modify
2. Provide all math teachers with on-going professional development in utilizing manipulatives/resources in standards-based instruction that will support common core instruction	July 2005	June 2013	Director of Assessment, Accountability & Professional Development, Director of Middle and Secondary Education	\$5,000 \$10,000	Title I, Title II, PDSI, K-5 Lottery, 6-8 Lottery, Title VI, and State and Local funds	Modify and Continue
3. Provide ongoing professional development to include newly adopted resources, technology, as well as existing resources to enhance planning and instruction	July 2007	June 2013	Director of Assessment, Accountability & Professional Development, Curriculum Coordinators, Math Coach, Design Team and District Implementation Team	\$15,000	Title I, Title II, PDSI, K-5 lottery, 6-8 lottery, State and Local funds	Modify and Continue
4. Create a district wide math committee to assist all schools in providing standards-based, best practices through face to face instruction	July 2009	June 2013	Superintendent, Assistant Superintendent of Instruction, Director of Middle and Secondary Education, Design Team and District Implementation Team	\$500		Modify and Continue
5. Provide teachers with professional development to enable them to create and utilize appropriate assessments of standards-based math instruction including benchmarks common core math	July 2008	June 2013	Director of Middle and Secondary Education, Curriculum Coordinators, Director of Assessment, Accountability &	\$5,000	PDSI , Title II, Title VI, State and Local Funds, and WPEC	Modify and Continue

instruction and benchmarks			Professional Development, Math Coach, Design Team and District Implementation Team			
6. Revise current curriculum guides	July 2009	June 2013	Office of Instruction and Selected Teachers	\$30,000	Title II, Title VI, and State and Local funds	Modify and Continue

Strategy D - Provide standards-based instruction in Social Studies

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
1. Provide opportunities to connect historical events to today's world and facilitate researched based decision making	January 2008	June 2013	Principals, Curriculum Coordinators, and Teachers	-0-		Continue
2. Utilize a variety of resources and experiences to build background knowledge and encourage chronological thinking, including but not limited to field trips, visuals (real and virtual), experts, historical fiction, artifacts, primary documents, and technology	January 2008	June 2013	Principals, Curriculum Coordinators, and Teachers	-0-		Modify and Continue
3. Provide opportunities for students to be involved with service learning and social advocacy projects that guide students to become responsible citizens and to appreciate cultural diversity	January 2008	June 2013	Principals, Curriculum Coordinators, Teachers, Parents and Community Volunteers	-0-		Modify and Continue
4. Create a District wide Social Studies Committee to assist all schools with standards-based, best practices social studies instruction	January 2009	June 2013	Assistant Superintendent of Instruction, Director of Middle and Secondary Education, and Teachers	\$500	Local	Modify and Continue
5. Create and Revise Common Formative Assessments to address all standards	June 2010	June 2013	Assistant Superintendent of Instruction, Director of Middle and Secondary Education and Teachers	\$48,000 \$10,000	PDSI and Title II and State Funds	New Modify and Continue
6. Analyze PASS data to identify areas of weaknesses to guide instructional decisions.	January 2008	June 2013	Principals, Curriculum Coordinators, and Teachers	-0-		New Continue
7. Implement Curriculum Core State Standards Appendix A, Literacy, Social Studies, Science, and Technical subjects to include writing: Three text	July 2012	June 2013	Assistant Superintendent of Instruction, Principals, Curriculum Coordinators, Teachers, and	-0-	New	

types (argument, informational/explanatory, and narrative).			Design and Implementation Team			
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Strategy E – Provide standards-based instruction in Science

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
1. Develop and/or provide science kits to all teachers K - 12	July 2008	June 2013	Principals, Curriculum Coordinators, Kit Center facilitator and Science Coaches	\$25,000 \$5,000	PDSI, K – 5 Lottery, 6 – 8 Lottery, and State Funds	Modify and Continue (Modifications of #'s 1-3)
2. Continue to provide professional development for teachers to improve their utilization of inquiry-based science instruction (kits, texts, supplemental resources, workshops and technology)	July 2008	June 2013	Principals, Curriculum Coordinators, Director of Assessment, Accountability & Professional Development, and Science Coaches	\$15,000	PDSI, K – 5 Lottery, 6 – 8 Lottery, and State & Local Funds	Modify and Continue
3. Provide teachers with professional development to enable them to create and utilize appropriate assessments of standards/inquiry-based instruction including benchmarks	July 2008	June 2013	Principals, Curriculum Coordinators, Director of Assessment, Accountability & Professional Development, and Science Coaches	\$10,000	PDSI, K – 5 Lottery, 6 – 8 Lottery, and State & Local Funds	Modify and Continue
4. Support science kit refurbishment through the Kit Center	July 2008	June 2013	Assistant Superintendent for Instruction	\$35,000	Federal Funds	Modify and Continue
5. Create a district wide committee to assist all schools in providing standards-based, best practices in science instruction through face to face interaction	July 2009	August 2013	Assistant Superintendent of Instruction, and Director of Middle and Secondary Education	\$500	Local Funds and Grants	Modify and Continue
6. Survey teachers of grades K-12 to determine the need for kits, materials, and/or resources	August 2009	June 2013	Director of Assessment, Accountability & Professional Development and Assistant Superintendent for Instruction	-0-		Modify and Continue

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Strategy F - Provide standards-based instruction in English Language Arts

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
1. Literacy (reading, writing, and listening, speaking, viewing, and research) will be emphasized and provided holistically, in all instructional areas	January 2008	June 2013	Principals, Curriculum Coordinators, and Teachers	-0-		Modify and Continue
2. Professional development will be provided to support literacy emphasis	January 2008	June 2013	Director of Assessment, Accountability & Professional Development, Principals, Curriculum Coordinators, and Teachers	\$10,000	Title I, PDSI, Local Funds, and grants	Modify and Continue
3. Participate in the South Carolina Reading Initiative activities in targeted schools	January 2008	June 2010	Director of Assessment, Accountability & Professional Development, and Assistant Superintendent for Instruction	\$30,000	SCRI Grants and Reading First	Completed
4. Continue to provide an uninterrupted literacy block which includes the utilization of best practice ELA instructional strategies	January 2008	June 2011-2013	Principals, Curriculum Coordinators, Teachers, Director of Assessment, Accountability & Professional Development	\$5,000	PDSI State and Local Funds	Modify and Continue
5. Continue a District-wide publication featuring student created writing	January 2008	June 2013	Assistant Superintendent of Instruction, Newberry County Reading Council, Director of Middle and Secondary Education	\$2,000	Title I Local Funds	Modify and Continue

STRATEGIC PLAN FOR NEWBERRY COUNTY SCHOOL DISTRICT

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Strategy – F- Provide standards-based instruction in English Language Arts

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
6. Create and implement foreign language instruction beginning in elementary school	July 2008	June 2013	Assistant Superintendent of Instruction	\$150,000	Local Funds and Grants	Hold
7. Provide professional development activities for writing across the curriculum	January 2008	June 2013	Director of Assessment, Accountability & Professional Development, Curriculum Coordinators, and Teachers	\$10,000	Grants (state and federal) and Title I	Modify and Continue
8. Analyze PASS data writing domains and ELDA data to identify areas of weakness	July 2009	June 2013	Principals, Curriculum Coordinators, and Teachers	-0-		Modify and Continue
9. Research and continue implementation of scientifically based strategies of intervention related to assisting struggling readers at all levels in flexible groupings	July 2008	June 2013	Principals, Curriculum Coordinators, Director of Middle and Secondary Education, and RTI and SIP Teams	-0-		Modify and Continue
10. Develop a balanced district literacy plan for all schools	January 2008	September 2008	Principals, Teachers, and Curriculum Coordinators	-0-		Complete
11. Implement the district literacy plan in all schools	September 2008	June 2013	Principals, Teachers, and Curriculum Coordinators	-0- \$19,000	Title VI	Modify and Continue
12. Utilize the Dominie in grades K-5 to assess reading levels, reading comprehension, and miscue analysis, fluency, accuracy, and word analysis	January 2008	June 2013	Principals, Teachers, and Curriculum Coordinators	-0-		Modify and Continue
13. Create a district-wide committee to assist all schools in providing standards-based, best practices English Language Arts instruction	July 2009	June 2013	Assistant Superintendent for Instruction and Director of Middle and Secondary Education	\$500	Local Funds and Grants	Modify and Continue

Strategy F – Provide standards-based instruction in English Language Arts (continued)

Action Plan						
Action Step <small>(List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)</small>	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source <small>(Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)</small>	MONITOR Completed YES/NO Continue Modify Modified Date
14. Analyze MAP data to identify areas of weaknesses to guide instructional decisions.	January 2008	June 2013	Principals, Curriculum Coordinators, and Teachers	-0-		New
15. Implement Common Core State Standards for English Language Arts and Literacy in Math, History/Social Studies, Science, and Technical subjects in grades K-2 for 2012 – 2013 and grades 3 – 12 for 2013 – 2014.	July 2012	June 2013	Assistant Superintendent of Instruction, Principals, Curriculum Coordinators, and Teachers			New

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Strategy G – Implement a quality sequential K – 12 fine arts program

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
1. Hire full time highly qualified teachers in music and art for each school to include additional staff to meet the requirements for Fine Arts for college admission	January 2008	June 2013	Superintendent, Assistant Superintendent for Instruction and Executive Director of Human Resources		State and Local Funds	Hold Monitor
2. Include instruction, in each individual school, in under-represented arts areas including drama, dance, strings, piano/ keyboard, and visual arts	January 2008	June 2013	Principals and Arts Teachers	-0-		Hold
3. Coordinate professional development activities to increase the incorporation of the arts across the curriculum	January 2008	June 2013	Principals and Director of Assessment, Accountability & Professional Development	-0-		Modify and Continue
4. To increase public awareness of the arts through publicity recognition of student accomplishments through varied avenues	January 2008	June 2013	Art Teachers	-0-		Modify and Continue
5. Develop a district fine arts K – 12 curriculum guide	January 2008	July 2013	Assistant Superintendent of Instruction and Fine Arts Teachers			Hold
6. Establish a centralized network for organizing, storing, and sharing supplies	January 2008	August 2013	Assistant Superintendent of Instruction, Assistant Superintendent of Operations, and Fine Arts Committee			Hold
7. Develop a district Fine Arts Committee to assist all schools in providing standards-based, best practices instruction in the arts.	January 2008	June 2013	Assistant Superintendent of Instruction and Director of Assessment, Accountability & Professional Development	-0-		Modify and Continue

Strategy H – Implement a quality sequential K – 12 physical education program

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
1. Hire full time physical education teachers for all elementary schools	June 2008	June 2013	Assistant Superintendent of Instruction and Executive Director of Human Resources			Hold
2. Investigate establishing an intramural sports programs	June 2008	June 2013	Physical Education Teachers and Athletic Directors	-0-		Modify and Continue

Strategy I – Provide technology resources to improve student achievement

Action Plan						
Action Step <small>(List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)</small>	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source <small>(Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)</small>	MONITOR Completed YES/NO Continue Modify Modified Date
1. Provide three technology coaches for district schools to support use of classroom technology	July 2008	June 2013	Assistant Superintendent for Instruction and Director of Technology	\$150,000/year	Technology, Local Funds, and Grant	Continue-1 Hold
2. Establish a baseline classroom that includes 2 student computers, 1 teacher laptop/ or teacher PC, 1 projector, and 1 interactive board and sound system. Upgrade and replace on a cyclical basis. This includes providing the necessary resources to implement additional tech. integration in classrooms	August 2008	June 2013	Director of Technology	\$200,000 per year	Technology, Local Funds, and grants	Modify & Continue
3. All teachers will provide for the integration of technology into their day-to-day instruction	August 2008	June 2013	Teachers, Principals and Instructional Technology Facilitator	-0-		Modify & Continue
4. District curriculum and pacing guides will be posted to the district web-site for access by everyone	August 2008	June 2013	Instructional Technology Facilitator	-0-		Modify & Continue
5. Provide and update software to support instructional standards in K – 12 (i.e: MAP, A+,Odyssey, Teacher Toolbox, On-Course, etc)	August 2008	June 2013	Instructional Technology Facilitator, Assistant Superintendent for Instruction, Director of Middle and Secondary Education and Director of Special Services	\$150,000 per year	Title I, Technology, K-5 Lottery, 6-8 Lottery, Local Funds, Title VI, and eRate	Modify & Continue
6. Every media center will have a clerical assistant in order for the media specialist to be able to assist students in the use of technology to support curriculum	August 2005 2008	June 2011 2013	Assistant Superintendent of Operations and Director of Technology			Hold

Strategy I – Provide technology resources to improve student achievement (continued)

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
7. Provide necessary resources to provide out sourced network engineers to support advanced network applications	August 2008	June 2013	Assistant Superintendent of Operations and Director of Technology	\$100,000	Local Funds	Continue
8. Establish and implement computer labs to accommodate 20 - 25% of student enrollment. Upgrade and replace on a cyclical basis.	January 2008	June 2013	Assistant Superintendent of Operations, Assistant Superintendent of Instruction, and Director of Technology	\$100,000	Local Funds	Modify & Continue
9. Establish school based technology support using in-house technology proficient person	January 2010	June 2013	Principals, Director of Technology, Assistant Superintendent of Operations, Assistant Superintendent of Instruction, and Instructional Technology Facilitator	-0-	Local and Grant	Modify & Continue
10. Establish school based technology committees	February 2010	June 2013	Principals, Instructional Technology Facilitator, and Technology Leaders	-0-		Modify & Continue
11. Provide continuing PD for technology integration through after-school workshops, summer institutes, and on-line training	January 2010	June 2013	Instructional Technology Facilitator, Director of Assessment, Accountability & Professional Development	\$10,000	E2T2 Grant, State and Local Funds	Modify & Continue

Performance Goal Area: Student Achievement – Adult Education

<p>PERFORMANCE GOAL I : (Desired result of student learning)</p>	<p>The percentage of English speaking students in the Adult Education program will meet 3 5 of the 6 state-approved program standards pertaining to the percent of students completing an academic level for English speaking students.</p>					
<p>PERFORMANCE GOAL II : (Desired result of student learning)</p>	<p>The percentage of Limited English Proficient students in the Adult Education program will meet 3 5 of the 6 state-approved program standards pertaining to the percent of students completing an academic level for limited English proficient students.</p>					
<p>.ANNUAL INTERIM PERFORMANCE GOAL I : ANNUAL INTERIM PERFORMANCE GOAL II :</p>	<p>The percentage of English speaking students in the Adult Education program will meet 2 3 out of 6 state-approved program standards pertaining to the percent of students completing an academic level for English speaking students in the 2010-2011 2012-2013 school year.</p> <p>The percentage of Limited English Proficient students in the Adult Education program will meet 3 4 of the 6 state-approved program standards pertaining to the percent of students completing an academic level for limited English proficient students in the 2010-2011 2012-2013 school year.</p>					
<p>DATA SOURCE(S):</p>	<p>Test of Adult Basic Education (TABE), Basic English Skills Test (BEST)</p>					
<p>OVERALL MEASURES</p>	<p>Baseline</p>	<p>Annual Interim Target</p>				
	<p>2007-2008</p>	<p>2008-2009</p>	<p>2009-2010</p>	<p>2010-2011</p>	<p>2011-2012</p>	<p>2012-2013</p>
	<p>(0%)</p>	<p>100% 25%</p>	<p>100% 41.7%</p>	<p>50%</p>	<p>60%</p>	<p>75%</p>

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Strategy A- Provide adult education students with instruction based on best practices

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
1. Audit current supplies, materials and technology. Make recommendations and provide all faculty members with appropriate and up-to-date instructional materials and technology	July 2008	June 2013	Director of Adult Education	\$2,500	State Funds, Local Funds, and Grants	Modify and Continue
2. Adult education teachers will attend professional development programs provided by the school, district and state. Programs will address knowledge skills and instructional strategies to ensure that all state standards are met	July 2008	June 2013	Director of Adult Education and Teachers	\$1,000	State and Local Funds	Modify and Continue
3. Evaluate curricula in all areas of instruction and revise if need is determined to exist to ensure that the materials are aligned with state standards	July 2008	June 2013	Director of Adult Education and Teachers	\$500	State and Local Funds	Modify and Continue
4. Train teachers on proper use of technology to enhance instruction and student academic achievement	July 2008	June 2013	Director of Adult Education and Teachers	\$500	State and Local Funds	Continue
5. Evaluate quarterly program data reports to determine if program, instructional and/ or curricula changes are necessary. Modify program and services based upon data	July 2008	June 2013	Director of Adult Education	\$1,000	State Funds, Local Funds, and Grants	Modify and Continue
6. Identify regional needs based upon community, business, industry, and school district needs and develop programs and services to meet identified needs	July 2008	June 2013	Director of Adult Education and Teachers	\$500	State and Local Funds	Modify and Continue

Performance Goal Area: Teacher and Administrator Quality

PERFORMANCE GOAL I: (Desired result of student learning)	Ensure that every administrative vacancy, in all school years 2008-2013, is filled by a competent and qualified administrator as measured by their certification and recommendations.					
ANNUAL INTERIM PERFORMANCE GOAL:	Candidates identified annually based on projected administrative vacancies					
DATA SOURCE(S):	Certification records, school enrollment, transcripts, student achievement, recommendations, professional development, plans and goals, surveys of interest, facilities studies, AYP, cohort studies for budget, discipline referrals, teacher turnover, and administrative turnover					
OVERALL MEASURES	Baseline	Annual Interim Target				
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Participation in Aspiring Administrators Academy	10	10	10	10		
Apple- Assistant Principal Leadership Academy	3	4	1	2	2	
Winthrop M. Ed. Leadership Cohort		12	12 (9)	0		
Principal Induction Program			1	1	3 (3)	
Clemson Cohort / WPEC					5	
M. Ed. Leadership						
On-line Programs					TBA	
Developing Aspiring Principals Program					1	4
SCASA Assistant Principal Webinar Series					4	4
Successful Promotion from within when possible					5	

Strategy A- Develop academy for aspiring administrators

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
1. Research the need for administrative assistants and present findings to Board to secure funding for staff recommendations	March 2008	June 2013	Superintendent, Assistant Superintendent of Instruction, Executive Director of Human Resources, and Director of Assessment, Accountability & Professional Development	3 positions per year/ \$150,000 (findings)	Local Funds and potential grant funding	Complete
2. Develop and implement a program for aspiring administrators a. Investigate Best Practices being used to implement/ develop program b. Winthrop M. Ed. Cohort and Apple c. Design the program with input from Administrators to include: focus group, shadowing opportunities, administrative experiences, and book club requirements d. Invite all employees with administrative certification to participate e. Clemson/WPEC M.Ed. Leadership f. On-line Programs	March 2008	June 2013	Superintendent, Assistant Superintendent of Instruction, Executive Director of Human Resources, and Director of Assessment, Accountability & Professional Development	-0-		Modify and Continue
3. Implement the program	August 2008	June 2013	Director of Assessment, Accountability & Professional Development	\$1,000/year	Local Funds	Modify and Continue
4. Develop and implement a mentoring program for new assistant principals and administrative assistants	August 2011	June 2013	Assistant Superintendent of Instruction, Executive Director of Human Resources, Director of Assessment, Accountability & Professional Development, and Principals	-0-		Modify and Continue

<p>5. Develop districts capacity for future leadership</p> <ul style="list-style-type: none"> a. Professional Development within our own district b. Provide Leadership opportunities at district and school levels 	<p>August 2012</p>	<p>June 2013</p>	<p>Superintendent, Board of Trustees, Assistant Superintendent for Curriculum & Instruction, Assistant Superintendent of Operations, and Principals</p>	<p>-0-</p>	<p>New (Been Doing)</p>	
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Performance Goal Area: Teacher and Administrator Quality

<p>PERFORMANCE GOAL II: (Desired result of student learning)</p>	<p>100% of all core academic subject area teachers (except middle level teachers) are highly qualified as defined by the South Carolina requirement of No Child Left Behind in the appropriate content area by the beginning of the 2006-07 school year. 85% 100% of middle level teachers will be highly qualified in school year 2010-2011 2012-2013.</p>					
<p>ANNUAL INTERIM PERFORMANCE GOAL II:</p>	<p>100% of all core academic subject area teachers (except middle level teachers) are highly qualified as defined by South Carolina requirements of No Child Left Behind in the appropriate content and level by August, 2005 2010. 75% 85% of middle level teachers will be highly qualified in school year 2009-2010 2011-2012.</p>					
<p>DATA SOURCE(S):</p>	<p>Certification records, certification portal system, National Board Certification, HOUSSE</p>					
<p>OVERALL MEASURES</p>	<p>Baseline 2007-2008</p>	<p>Annual Interim Target</p>				
<p>Percent of Highly Qualified</p>	<p>98%</p>	<p>2008-2009 99%</p>	<p>2009-2010 99.3%</p>	<p>2010-2011 100% met</p>	<p>2011-2012 100% 99.9%</p>	<p>2012-2013 100%</p>
		<p>65% Middle level teachers (met)</p>	<p>65% Middle level teachers (met)</p>	<p>75% Middle level(met)</p>	<p>85% Middle level (met)</p>	<p>95% Middle level</p>

STRATEGIC PLAN FOR THE SCHOOL DISTRICT OF NEWBERRY COUNTY

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Strategy A- Provide appropriate opportunities for current teachers to obtain Highly Qualified status

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
1. Ensure all content area teachers meet highly qualified status by: Reviewing transcripts to determine courses needed to satisfy content hours (offer professional development courses for add-on certification)	March 2008	June 2013	Executive Director of Human Resources and Director of Assessment, Accountability & Professional Development	\$7,500	Title I, II, Local Funds, ADEPT, and PDSI	Modify and Continue
2. Register for and pass PRAXIS (Notify teachers of potential reimbursement for fees and purchase study guides for PRAXIS and provide study sessions)	March 2008	June 2013	Executive Director of Human Resources and Director of Assessment, Accountability & Professional Development	\$7,500	Title I, II, Local Funds, ADEPT, and PDSI	Modify and Continue
3. Offer HOUSSE Evaluation (for Special Education only)	March 2008	June 2013	Director of Assessment, Accountability & Professional Development	\$250	Title II and ADEPT	Modify and Continue
4. Professional development opportunities to assist teachers in obtaining National Board Certification	March 2008	June 2013	Director of Assessment, Accountability & Professional Development	\$4,000	Title II	Modify and Continue
5. Develop partnerships with colleges and universities to provide middle level add on certification	August 2008	June 2013	Executive Director of Human Resources and Director of Assessment, Accountability & Professional Development	\$6,000	Title II and WPEC	Continue
6. Develop in-house content courses to provide middle level add-on certification	June 2010	June 2013	Executive Director of Human Resources and Director of Assessment, Accountability & Professional Development	\$6,000	Title II	Continue

Performance Goal Area: Teacher and Administrator Quality

PERFORMANCE GOAL III: (Desired result of student learning)	A competitive wage will be paid for all district personnel as measured by a wage and salary survey conducted by an outside source as needed beginning 2006-2007.					
ANNUAL INTERIM PERFORMANCE GOAL III:	A wage and salary study conducted and implemented by 2006-2007 school year.					
DATA SOURCE(S):	Survey, RFP to conduct survey, current salaries, turnover rate					
OVERALL MEASURES	Baseline	Annual Interim Target				
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Competitive salaries	Equal to or greater than competitors	None due to budget constraints	Equal to or greater than competitors	None due to budget constraints	None due to budget constraints (Step Increases). Did not take advantage of proviso to freeze teacher salaries.	Continue to increase salaries as allowed

Strategy A- Provide competitive wages

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
1. Conduct a request for proposal for the wage and salary survey to include classified personnel, teachers, substitutes, home-bound and extra-curricular supplements to present each group as needed	May 2005	May 2010	Executive Director of Human Resources	\$25,000 per study	Local Funds	Complete
2. Make recommendations to the Board to secure competitive salaries	May 2008	May 2013	Superintendent and Executive Director of Human Resources	Included above	Local Funds	Modify & Continue based on budget constraints
3. Develop a committee to research and implement incentive pay bonuses based on a variety of criteria, (ie: student achievement, evaluation results, recommendation, professional growth, teacher attendance)	June 2008	June 2013	Superintendent, Executive Director of Human Resources, and State Department of Education	-0-	Local Funds	To be developed by SDE

Performance Goal Area: Teacher and Administrator Quality

PERFORMANCE GOAL IV: (Desired result of student learning)	Highly qualified teachers will be retained at a turnover rate of less than 10% by 2011 2013.					
ANNUAL INTERIM PERFORMANCE GOAL IV:	Maintain teacher turnover rate 10% or less for 2010-2011 2011-2012					
DATA SOURCE(S):	Turnover rate, supply and demand, letters of intent, contracts, ADEPT					
OVERALL MEASURES	Baseline	Annual Interim Target				
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Turnover rate	10%	10% 9%	9% 10%	10%	10% (11)	

***Advanced Ed findings: Commendation: “The district’s capacity to recruit and retain qualified staff.”**

Strategy A- To recruit and retain Highly Qualified teachers

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
1. Develop a recognition program for years of service within our district	August 2009	May 2013	Executive Director of Human Resources	TBD	Local Funds and Sponsors	Modify and Continue when funds allow
2. Encourage pre-service educators to experience the profession through Teacher Cadets, practicums, student teacher experiences	August 2008	May 2013	Assistant Superintendent for Instruction, Principals, and Teachers	-0-		Modify and Continue Starting a teacher cadet program at WCS
3. Develop and implement a comprehensive mentoring program for 1 st year teachers	June 2008	May 2013	Executive Director of Human Resources, Director of Assessment, Accountability & Professional Development and Principals	\$25,000	ADEPT Funds, Title II and Local Funds	Continue
4. Participate with Newberry College, Piedmont Technical College, Fairfield County Schools, Lexington 4, and CERRA in applying for a Center of Excellence Grant for the Recruitment and Retention of teachers	January 2010	June 2011	Executive Director of Human Resources	-0-	Grant Funds	Continue
5. Partner with Newberry College in the establishment of RETAIN (Recruit and Empower Teachers Through Action, Innovation, and Networking) Center of Excellence for teacher	January 2011	January 2014	Executive Director of Human Resources	-0-	Grant Funds (\$600,00 over 3 years)	Continue

retention						
6. Professional Development School Partnership – Newberry College teaching their middle level certification students at Newberry Middle School	August 2011	June 2013	Executive Director of Human Resources, Direction of Assessment, Accountability & Professional Development, Newberry College Staff	-0-		New

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Performance Goal Area: School Climate

PERFORMANCE GOAL I: (Desired result of student learning)	Each school will increase the percentage of parents or guardians who participate in parent/teacher conferences.					
ANNUAL INTERIM PERFORMANCE GOAL:	Each school will increase the percentage of parents/guardians attending parent/teacher activities by .6 percentage points each year.					
DATA SOURCE(S):	Uniform log used by all schools, sign-in sheets in office, IEP conferences summary reports, technology conference evidence (email, skype, etc).					
OVERALL MEASURES	Baseline	Annual Interim Target				
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Percent of parents participation through parent-teacher conference logs.	93 (96.1%)	94% (96%)	96.6% (97.3%)	97.9% (90.3%)	95.6%	
	(actual)	(actual)	(actual)	(actual)		

Strategy A- Parenting skills are promoted and supported

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
1. Monitor and update Parent Lending Library at each school and increase awareness of this resource	September 2008	May 2013	Principals, Guidance Counselors, Family Literacy Coordinator and Librarians	\$1,500	Title I, Local Funds, and Title III	Modify & Continue
2. Provide two Parenting workshops at the school level such as: * Math * SAT/ACT * ELA * Parenting skills * PASS * Study skills * HSAP * Special Education Programs * ELDA * Technology/Parent Portal	September 2008	May 2013	Principals, Curriculum Coordinators, Guidance Counselors, Family Literacy Coordinator, Hispanic Family Facilitator	-0-		Modify & Continue

Strategy B – Provide a variety of communication tools to facilitate two way communication

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
1. Maintain a web page for all schools and Alert Now	September 2008	June 2013	Principal, Technology Department, and School Representative	\$17,000	Technology and Local Funds	Continue
2. Provide a monthly school calendar of school activities in Spanish and English on website	August 2008	June 2013	Translator, School Guidance Counselors and School Representative	\$1,000	Local	Continue
3. Utilize a daily communication tool, such as a student agendas and Parent Portal	August 2008	May 2013	Teacher	\$21,000	Local	Continue
4. Share students' work with parents for review and comment on a regular basis. Utilize technology Parent Portal	August 2008	May 2013	Student, Parent and Teacher	-0-		Continue
5. Survey parents on satisfaction with school climate, academic and overall school performance, and character education using state and/or school designed surveys. Results will be utilized to develop School Improvement Plans	March 2008	June 2013	Principal, Executive Director of Student Services, Curriculum Coordinators and Guidance Counselors	-0-		Continue

Strategy C – Promote volunteering in schools

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
1. Survey parents regarding interest, talents, and availability as outlined in students' handbook	August 2008	June 2013	Principals and Executive Director of Human Resources	\$50	Local Funds	Continue
2. Develop a parent volunteer program at each school	September 2008	June 2013	Principals	\$2,600	Local Funds	Continue
3. Provide workshops to staff members in creating an inviting climate to effectively utilize volunteers	September 2008	June 2013	Principals	-0-	N/A	Continue
4. Form partnership with local businesses	October 2008	June 2013	Principals and Executive Director of Human Resources	-0-	N/A	Continue
5. Create a school volunteer Appreciation Event	May 2008	June 2013	Principals and Executive Director of Human Resources	\$2,000	Local Funds and Foundation as available	Continue
6. Encourage community volunteers to serve as mentors throughout the district	September 2008	June 2013	Principals and Executive Director of Student Services	\$5,000	Local Funds as available	Modify

Performance Goal Area: School Climate

PERFORMANCE GOAL II: (Desired result of student learning)	Staff will be provided continual comprehensive crisis preparedness instruction through a school based staff development measured by attendance log.					
ANNUAL INTERIM PERFORMANCE GOAL II:	Principals and building coordinators will be provided crisis preparedness training by district crisis coordinator and Student Resource Officers annually.					
DATA SOURCE(S):	Consultant, school safety officers, local law enforcement and student service director will provide workshops. Attendance logs, emergency procedures safety plan					
OVERALL MEASURES	Baseline	Annual Interim Target				
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
School Safety Awareness Training logs	100%	100%	100%	100%	100%	

STRATEGIC PLAN FOR THE SCHOOL DISTRICT OF NEWBERRY COUNTY

March 23, 2012

Strategy A- Review and update crisis preparedness plan

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
1. Review and update Emergency Preparedness Safety Plan	August 2008	May 2013	Executive Director of Student Services and Principals	-0-	Safe & Drug Free Schools and Local Funds	Modify & Continue
2. Identify/address safety issues – specific to each school to establish and maintain a safe school environment	August 2008	June 2013	School Crisis Coordinator	-0-	Local Funds	Continue
3. Hold mock procedures	August 2008	May 2013	Principals and Executive Director of Student Services	\$3,000	Local Funds	Modify & Continue
4. Provide training to staff on updated Emergency Preparedness Safety Plan	August 2008	June 2013	School Crisis Coordinator and Executive Director of Student Services	\$3,000	Local Funds	Modify & Continue
5. Review and update Crisis Response Team at schools and district	August 2008	June 2013	Executive Director of Student Services and Principals	\$3,000	Local Funds	Modify & Continue

Performance Goal Area: School Climate

PERFORMANCE GOAL III: (Desired result of student learning)	Students will apply effective problem-solving and decision-making life skills to become healthy members of society as defined the school wellness policy (ADF) issued 12/06.					
ANNUAL INTERIM PERFORMANCE GOAL III:	Implement school wellness policy (ADF) with 100% of students in grades K-12.					
DATA SOURCE(S):	Teachers will make use of state and federal Health and Safety education curriculum guides, Kids Count Data, district healthy life-styles surveys, and Character Development.					
OVERALL MEASURES	Baseline	Annual Interim Target				
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
District physical fitness survey	100%	100%	100%	100%	100%	
Review of Policy (ADF)		100%	100%	100%	100%	

Strategy A- Teach Health Through PE Classes

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
1. Research need for additional Physical Education teachers at the elementary level based on local and national findings of students' fitness	August 2008	2013	Executive Director of Human Resources and Principals	-0-		Modify and Continue
2. All schools will fully comply with the School Wellness Policy (ADF)	August 2008	May 2013	Principals, Physical Education Teachers, Health and Wellness Advisory Board, and Director of Nutrition	0-		Continue
3. Fully implement character development/bullying district wide, through the district wide Bullying Coordinating Committee (Add Bullying Prevention District-wide Initiative)	August 2008	May 2013	Counselors, teachers, principals and Executive Director of Student Services	\$10,000	Local Funds	Modify & Continue

STRATEGIC PLAN FOR THE SCHOOL DISTRICT OF NEWBERRY COUNTY

March 23, 2012

Performance Goal Area: Facilities

PERFORMANCE GOAL: (Desired result of student learning)	Provide modern, adequate, comfortable, and attractive schools, as measured by program needs and state and international building code standards for PK – 12 educational facilities, adequate for projected ten year growth.					
ANNUAL INTERIM PERFORMANCE GOAL:	Assess facilities needs, growth projections, funding sources and strategies in the formulation of a facilities plan which provides and funds the construction/renovation of the appropriate facilities for our students, in addition to providing a plan and funding source for capital and technology maintenance needs.					
DATA SOURCE(S):	Facilities needs assessment; fiscal capacity analysis; state facility standards; international building code; facility enrollment projections; growth projections of surrounding areas.					
OVERALL MEASURES	Baseline	Annual Interim Target				
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Studies completed						
Plan formulated and decided upon				X		
Funding plan executed				X		
Building construction started		X			X	
Building construction completed						

1. 78 million dollar program –100% complete – MCHS/WCS/PGE completed, LME/PRE completed, MCMS campus annexation is completed. Balance of funds to be used to fund additional capital projects as approved by the school board.
2. Demographic and redistricting study – certain criteria to guide process – efficient utilization of educational space, maintain neighborhood schools, limit travel, maintain true feeder system from elementary/middle schools. Demographic and redistricting study completed and new elementary attendance lines in the Mid Carolina area were approved by the board for the 2010-2011 school year and were implemented during the 2010- 2011 school year.

Strategy A - Assess Facilities Needs

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
1. Identify current conditions	January 2008	June 2013	Superintendent, Assistant Superintendent for Operations, Director of Facilities Management, CM & A/E consultants as needed	\$25,000	Capital project funds and general funds	Yes Modify & Continue
2. Study growth projection/ demographics/ patterns of growth/ industrial development of Newberry and surrounding area, to include formal and informal studies	January 2008	June 2013	Superintendent and Assistant Superintendent for Operations	included	Capital project funds and general funds	On-going
3. Study program needs and requirement	January 2008	June 2013	Superintendent, Assistant Superintendent for Operations, and Assistant Superintendent of Instruction	included	Capital project funds and general funds	Modify and Continue
4. Identify current building standards for programs and international building code	January 2008	June 2013	Assistant Superintendent of Operations and Director of Facilities Management	included	Capital project funds and general funds	On-going
5. Assess suitability of real property and identify potential school/office sites as needed	January 2008	June 2013	Superintendent and Assistant Superintendent of Operations	included	Capital project funds and general funds	Yes Ongoing

Strategy B- Assess capital and technology maintenance needs

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
1. Survey current conditions of technology hardware	January 2008	June 2013	Director of Technology	Minimal	General Funds	Modify & Continue
2. Develop and implement a phased replacement program for technology hardware	January 2008	June 2013	Director of Technology and Assistant Superintendent for Operations	\$200,000 \$250,000 annually	General Funds, Capital Project Funds, and Federal Funds (Erate)	Modify and Continue
3. Develop and implement a planned maintenance program for capital maintenance items (roofs, paint, gym floors, paving)	January 2008	June 2013	Director of Facilities Management and Assistant Superintendent for Operations	\$500,000 annually	General Funds and Capital Project Funds	Modify and Continue

Strategy C – Analyze Fiscal Capacity and Funding Sources

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
1. Analyze fiscal capacity of tax base	January 2008	June 2013	Superintendent, Assistant Superintendent of Operations and Chief Financial Officer	Minimal	Capital Project Funds and General Funds	Modify and Continue
2. Assess current debt and public's "willingness to pay"	January 2008	June 2013	Superintendent, Assistant Superintendent of Operations, Chief Financial Officer, and Board	Minimal	General Funds	Modify and Continue
3. Explore and identify alternatives (8% pay as you go/referendum), performance contracting	January 2008	June 2013	Superintendent, Assistant Superintendent of Operations, Chief Financial Officer and Board	Minimal	General Funds and State & Federal Funds	Modify and Continue
4. Explore and identify "unconventional" alternatives (grants, private funding)	January 2008	June 2013	Superintendent, Assistant Superintendent of Operations, Board, Assistant Superintendent of Instruction, and Chief Financial Officer	Minimal	General Funds	Modify and Continue

Strategy D – Prioritize Needs in Light of Fiscal Capacity

Action Plan						
Action Step <small>(List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)</small>	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source <small>(Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)</small>	MONITOR Completed YES/NO Continue Modify Modified Date
1. Identify the code/life safety needs and necessities	January 2008	Ongoing June 2013	Assistant Superintendent of Operations, Director of Facilities Management, and Construction Management Firm	Minimal	General Funds	Continue
2. Identify programmatic necessities	January 2008	Ongoing June 2013	Superintendent, Assistant Superintendent of Operations, Board, and Assistant Superintendent of Instruction	Minimal	General Funds	Continue
3. Identify the “Next Tier” of needs (wants, extras, and “nice to haves”)	January 2008	Ongoing June 2013	Superintendent, Assistant Superintendent of Operations, Assistant Superintendent of Instruction, and Director of Facilities Management	Minimal	General Funds	Continue
4. Prioritize technology maintenance needs in light of money	January 2008	Ongoing June 2013	Assistant Superintendent of Operations, Director of Technology and Chief Financial Officer	Minimal	General Funds, Capital Project Funds, and Federal Funds (Erate)	Continue
5. Prioritize capital maintenance needs in light of money	January 2008	Ongoing June 2013	Assistant Superintendent of Operations, Director of Facilities Management, Superintendent, and Chief Financial Officer, and Capital Projects Director	Minimal	General Funds and Capital Project Funds	Continue

Strategy E – Decide How to Fund Plan

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
1. Weigh the pros and cons of the basic choices- 8% pay/go; bond referendum; incremental purchase plan, state school building funds	January 2008	June 2013	Superintendent, Board, Assistant Superintendent of Operations, and Chief Financial Officer	Minimal	Capital Project Funds	Modify & Continue
2. Identify an adequate dollar amount to fill capital maintenance needs and how to fund	January 2008	Ongoing June 2013	Superintendent, Board, Assistant Superintendent of Operations, Chief Financial Officer, and Director of Facilities Management	Minimal	Capital Project Funds	Modify & Continue
3. Identify same for technology maintenance needs and how to fund	January 2008	Ongoing June 2013	Assistant Superintendent of Operations, Director of Buildings & Grounds, Director of Facilities Management, and Chief Financial Officer	Minimal	Capital Project Funds and Federal Funds (Erate)	Modify & Continue

Strategy F- ~~Implement~~ Continue 5 Year Construction/Renovation Plan

Action Plan						
Action Step <small>(List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)</small>	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source <small>(Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)</small>	MONITOR Completed YES/NO Continue Modify Modified Date
1. Develop construction schedule	January 2008	June 2013	Superintendent, Board, and Assistant Superintendent of Operations	\$100,000 included	Capital project funds	Modify and Continue
2. Hire construction management/architect/engineering team(s)	January 2008	June 2013	Superintendent, Board, and Assistant Superintendent of Operations	included	Capital project funds	Modify and Continue
3. Develop specifications for each project	January 2008	Based on schedule	Superintendent, Board, and Assistant Superintendent of Operations, Director of Facilities Management (input from schools)	included	Capital project funds	Modify and Continue
4. Advertise and hire contractor	January 2008	Based on schedule	Superintendent, Board, and Assistant Superintendent of Operations	included	Capital project funds	Modify and Continue
5. Manage construction	January 2008	Based on schedule	Superintendent, Board, Assistant Superintendent of Operations, Director of Facilities Management, and Construction Management Firm, and Director of Capital Projects	included	Capital project funds	Modify and Continue

Strategy G- Implement Funding Plan

Action Plan						
Action Step (List the steps taken by the group to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start Date	Timeline End Date	Person Responsible	Estimated Cost	Funding Source (Title __, PDSI, K-5 and 6-8 Enhancement, academic assistance, technology, innovation, local funds, etc.)	MONITOR Completed YES/NO Continue Modify Modified Date
1. Hire consultants/bond attorney	January 2008	June 2013	Superintendent, Board, Assistant Superintendent of Operations, and Chief Financial Officer	\$50,000	Capital project funds	Modify and Continue
2. Size bond issues in coordination with construction payout schedule	January 2008	June 2013	Superintendent, Board, Assistant Superintendent of Operations, and Chief Financial Officer	included	Debt service fund	Modify and Continue
3. Sell bonds	January 2008	June 2013	Superintendent, Board, Assistant Superintendent of Operations, and Chief Financial Officer	included	Capital project funds and debt service fund	Modify and Continue

Needs Assessment 2011-2012 School Year

Context/Demographics Needs Assessment

The School District of Newberry County is the sole local education agency serving Newberry County, a rural county located in the Central Midlands of South Carolina. The district serves nearly 5,900 students in three attendance areas. The school district student population is 39% black, 47.9% white, and 11.2% Hispanic.

The U.S. Census Bureau estimates that Newberry County is home to 37,508 citizens (down 1.0% from the 2010 census). More than two-thirds of this population lives in rural areas. For 2011, the county's average monthly unemployment rate was 9.1%, which was just above the state rate of 10.3%. In 2008, the per capita personal income in Newberry County was \$28,121 up 4.6%. The 2011 figure was 30% less than the national per capita income, which was \$40,166, and 9.4% less than the state figure, which was \$32,495.

Many of Newberry's children live in low-income families. In nine of our 12 K-12 schools, at least half of the students are from low-income families. In four, low-income students comprise three-fourths or more of the enrollment.

Nearly 9% of the adult population has less than a 9th grade education. Another 16.1% failed to earn a high school diploma after reaching 9th grade. Only 32.9% of the population has at least a high school diploma or its equivalency.

Children's success is strongly influenced by the education of their parents. In 2006, 190 babies, 34.4% of all babies, were born to mothers of all ages who had not completed the 12th grade. In 2006, 34.3% of White and 34.5% of African-American and Other babies were born to mothers who had completed less than the 12th grade. This is a substantial improvement from 49.8% in 1970. In addition, during 2006, 28.2% had completed 12 grades (25.1% of Whites and 33.5% of African Americans and Others) and 36.5% had more than a high school degree (39.7% of Whites and 31.0% of African American and Others).

Based on Kids Count data for 2005, children born to mothers with less than a high school diploma is 31.4% while the state average is 23.7%. 351 of Newberry County's 2957 children under age 6 received Temporary Assistance for Needy Families (TANF) indicating a family income below the federal poverty level.

**Failures
Grades 1-3 in 2010
(2011)**

	Grade 1	Grade 2	Grade 3
White Male	8 (2)	2 (2)	2 (0)
White Female	4 (1)	1 (1)	1 (1)
Black Male	2 (6)	1 (2)	2 (1)
Black Female	6 (4)	1 (0)	2 (0)
Hispanic Male	5 (4)	1 (0)	1 (1)
Hispanic Female	0 (0)	0 (1)	0 (0)
White/ Black Male	1 (1)	0 (0)	0 (0)
White/ Black Female	0 (0)	0 (0)	1 (0)
TOTALS	26 (18)	6 (6)	9 (3)

Failures Grades 1-3 in 2010

Grade 1- 2%
Grade 2- .4%
Grade 3- 1%

Over-age for Grade 3 in 2010- 4%

Summary

As a predominately rural county and due to the cyclical nature of societal issues, Newberry can expect to continue many of these indicators at the current levels. The one opportunity to make significant strides against these community problems and to break the cycle is to work diligently at educating our youth.

End of Course- Algebra I- 2011

	Number Tested	% Passing
All Students	461	77%
Gender		
Male	236	72.5%
Female	225	81.8%
Racial/Ethnic Group		
White	249	83.9%
African American	161	65.8%
Hispanic	46	80.4%
Disability Status		
Disabled	67	55.2%
English Proficiency		
Ltd. English Prof.	35	80.0%
Socio-Economic Status		
Subsidized Meals	268	69.0%

End of Course- English I- 2011

	Number Tested	% Passing
All Students	453	60.5%
Gender		
Male	234	53.8%
Female	218	67.9%
Racial/Ethnic Group		
White	238	70.6%
African American	161	45.3%
Hispanic	44	56.8%
Disability Status		
Disabled	62	19.4%
English Proficiency		
Ltd. English Prof.	37	54.1%
Socio-Economic Status		
Subsidized Meals	269	52.0%

Biology- End of Course- 2011

	Number Tested	% Passing
All Students	544	62.5%
Gender		
Male	266	64.7%
Female	278	60.4%
Racial/Ethnic Group		
White	245	80.0%
African American	231	46.8%
Hispanic	62	51.6%
Disability Status		
Disabled	67	26.9%
English Proficiency		
Ltd. English Prof.	49	46.9
Socio-Economic Status		
Subsidized Meals	347	51.9

Physical Science- End of Course- 2011

	Number Tested	% Passing
All Students	313	42.5%
Gender		
Male	169	37.9%
Female	144	47.9%
Racial/Ethnic Group		
White	186	59.1%
African American	103	14.6%
Hispanic	19	31.6%
Disability Status		
Disabled	68	11.8%
English Proficiency		
Ltd. English Prof.	14	28.6%
Socio-Economic Status		
Subsidized Meals	177	26.6%

US History & Constitution- End of Course- 2011

	Number Tested	% Passing
All Students	396	41.9%
Gender		
Male	189	46.0%
Female	207	38.2%
Racial/Ethnic Group		
White	192	60.9%
African American	164	22.6%
Hispanic	38	28.9%
Disability Status		
Disabled	39	12.8%
English Proficiency		
Ltd. English Prof.	31	25.8%
Socio-Economic Status		
Subsidized Meals	233	28.8%

2011- HSAP Performance- Overall

79.2% of students taking HSAP passed both sections on the first attempt.

2011 HSAP Performance- ELA

	<u>Number</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>
	<u>Tested</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Level 4</u>	<u>Passing</u>	<u>Level 3 & 4</u>
All Students	406	13.6	30.1	36.5	19.8	86.4	56.3
Gender							
Male	212	18.5	30.5	36.0	15.0	81.5	51.0
Female	194	8.5	29.6	37.0	24.9	91.5	61.9
Racial/Ethnic Group							
White	196	7.9	20.5	40.0	31.6	92.1	71.6
African-American	171	19.8	39.5	32.1	8.6	80.2	40.7
Hispanic	39	16.2	37.8	37.8	8.1	83.8	45.9
Disability Status							
Disabled	71	48.5	37.9	13.6	0	51.5	13.6
English Proficiency							
Ltd. English Prof.	20	33.3	33.3	33.3	0	66.7	33.3
Socio-Economic Status							
Subsidized Meals	254	18.5	37.4	33.6	10.5	81.5	44.1

N/A- Not Applicable

2011 HSAP Performance- Math

	<u>Number</u> <u>Tested</u>	<u>%</u> <u>Level 1</u>	<u>%</u> <u>Level 2</u>	<u>%</u> <u>Level 3</u>	<u>%</u> <u>Level 4</u>	<u>%</u> <u>Passing</u>	<u>%</u> <u>Level</u> <u>3 & 4</u>
All Students	406	18.3	35.7	28.5	17.5	81.7	46.0
Gender							
Male	212	24.0	29.5	30.5	16.0	76.0	46.5
Female	194	12.2	42.3	26.5	19.0	87.8	45.5
Racial/Ethnic Group							
White	196	12.1	24.7	34.7	28.4	87.9	63.1
African-American	171	25.9	45.7	23.5	4.9	74.1	28.4
Hispanic	39	16.2	48.6	18.9	16.2	83.8	35.1
Disability Status							
Disabled	71	56.1	34.8	7.6	1.5	43.9	9.1
English Proficiency							
Ltd. English Prof.	20	33.3	44.4	16.7	5.6	66.7	22.3
Socio-Economic Status							
Subsidized Meals	254	24.4	42.0	23.5	10.1	75.6	33.6

N/A- Not Applicable

2011 PASS Performance – Writing

	<u>Number</u> <u>Tested</u>	<u>%</u> <u>Not Met</u>	<u>%</u> <u>Met</u>	<u>%</u> <u>Exemplary</u>	<u>*%</u> <u>Passing</u>
All Students	885	32.4	42	25.6	67.6
Gender					
Male	454	40.1	39.5	20.4	59.9
Female	431	24.2	44.5	31.3	75.8
Racial/Ethnic Group					
White	432	20.9	42.3	36.8	79.1
African-American	350	47.5	40.8	11.7	52.5
Asian/ Pacific Is.	7	N/A	N/A	N/A	N/A
Hispanic	91	31	47.1	21.8	68.9
Am Indian/Alaskan	5	N/A	N/A	N/A	N/A
Disability Status					
Disabled	104	74.7	23.2	2	25.3
English Proficiency					
Ltd. English Prof.	71	34.7	47.2	18.1	65.3
Socio-Economic Status					
Subsidized Meals	560	43	41.1	15.9	57

N/A- Not Applicable

*Adjusted to account for natural variation in performance, SC District Report Card, 2011

2011 PASS Performance – Reading & Research (ELA)

	<u>Number</u> <u>Tested</u>	<u>%</u> <u>Not Met</u>	<u>%</u> <u>Met</u>	<u>%</u> <u>Exemplary</u>	<u>*%</u> <u>Passing</u>
All Students	2737	34	35.5	30.5	76.6
Gender					
Male	1404	40.6	33.4	26.0	70.3
Female	1333	27.1	37.6	35.2	83.2
Racial/Ethnic Group					
White	1303	22.4	32.7	45.0	85.7
African-American	1088	47.7	38.0	14.3	65.5
Asian/ Pacific Is.	11	10	30	60	90
Hispanic	323	36.3	38.6	25.2	76.1
Am Indian/Alaskan	12	N/A	N/A	N/A	N/A
Disability Status					
Disabled	346	74.0	17.8	8.2	43.2
English Proficiency					
Ltd. English Prof.	246	37.8	39.0	23.2	74.8
Socio-Economic Status					
Subsidized Meals	1819	42.9	37.3	19.8	69.9

N/A- Not Applicable

*Adjusted to account for natural variation in performance, SC District Report Card, 2011

2011 PASS Performance – Math

	<u>Number</u> <u>Tested</u>	<u>%</u> <u>Not Met</u>	<u>%</u> <u>Met</u>	<u>%</u> <u>Exemplary</u>	<u>*%</u> <u>Passing</u>
All Students	2737	29.1	41.2	29.7	80.2
Gender					
Male	1404	32.8	38.2	29.1	76.5
Female	1333	25.3	44.3	30.4	83.9
Racial/Ethnic Group					
White	1303	18.1	37.7	44.2	88.5
African-American	1088	43.2	43.9	12.9	69
Asian/ Pacific Is.	11	20	10	70	90
Hispanic	323	27	46.6	26.4	83.4
Am Indian/Alaskan	12	N/A	N/A	N/A	N/A
Disability Status					
Disabled	346	64.4	29.6	6	48.6
English Proficiency					
Ltd. English Prof.	246	28.2	45.9	25.9	82.4
Socio-Economic Status					
Subsidized Meals	1819	37.4	42.8	19.7	74.0

N/A- Not Applicable

*Adjusted to account for natural variation in performance, SC District Report Card, 2011

2011 PASS Performance – Science

	<u>Number</u> <u>Tested</u>	<u>%</u> <u>Not Met</u>	<u>%</u> <u>Met</u>	<u>%</u> <u>Exemplary</u>	<u>%</u> <u>Passing</u>
All Students	1851	35.2	46.4	18.4	64.8
Gender					
Male	935	37.5	42.7	19.7	62.5
Female	916	32.8	50.2	17.1	67.2
Racial/Ethnic Group					
White	876	19.2	50.6	30.2	80.8
African-American	734	54.2	40.2	5.6	45.8
Asian/ Pacific Is.	7	N/A	N/A	N/A	N/A
Hispanic	229	35.8	51.4	12.8	64.2
Am Indian/Alaskan	5	N/A	N/A	N/A	N/A
Disability Status					
Disabled	230	70.0	25.9	4.1	30.0
English Proficiency					
Ltd. English Prof.	172	37.7	50.3	12.0	62.3
Socio-Economic Status					
Subsidized Meals	1223	45.6	44.3	10.1	54.4

N/A- Not Applicable

2011 PASS Performance – Social Studies

	<u>Number</u> <u>Tested</u>	<u>%</u> <u>Not Met</u>	<u>%</u> <u>Met</u>	<u>%</u> <u>Exemplary</u>	<u>%</u> <u>Passing</u>
All Students	1845	33.2	38.7	28.1	66.8
Gender					
Male	941	36	34.2	29.8	64.0
Female	904	30.4	43.2	26.4	69.6
Racial/Ethnic Group					
White	877	22.7	38.1	39.2	77.3
African-American	729	47.1	36.7	16.2	52.9
Asian/Pacific Is.	6	N/A	N/A	N/A	N/A
Hispanic	223	29.9	48.8	21.3	70.1
Am Indian/Alaskan	10	N/A	N/A	N/A	N/A
Disability Status					
Disabled	241	60.9	27.0	12.2	39.1
English Proficiency					
Ltd. English Prof.	172	28.4	51.1	20.5	71.6
Socio-Economic Status					
Subsidized Meals	1234	40.5	40.5	19.0	59.5

N/A- Not Applicable

Additional analysis yields the following data:

District

- District did not make AYP in 2011- met 26 of 29 objectives
- 3 schools made AYP in 2011 (decreased from 8 in 2010)
- District had 10 schools receive Palmetto Gold/ Silver Awards for Student Achievement and/or Closing the Achievement Gap
- District report card- Absolute Rating 2011- Average, no change from 2010
- District report card- Growth Rating 2011- Good, increased from At Risk in 2010
- School report cards- Absolute Indices 2011- 4 increased, 10 remained the same, 1 decreased
- School report cards- Absolute Ratings 2011- 2 Excellent, 3 Good, 10 Average, 0 Below Average
- School report cards- Growth Indices 2011- 4 increased, 10 remained the same, 1 decreased
- School report cards- Growth Ratings 2011- 1 Excellent, 6 Good, 6 Average, 1 Below Average, 1 At Risk
- District graduation rate increased from 69.7% in 2010 to 75.4% in 2011
- District average SAT score increased from 1370 in 2010 to 1395 in 2011
- District average ACT score increased from 18.8 in 2010 to 19.0 in 2011

EOC

- EOC Algebra I all students percent passing decreased from 83.4% in 2010 to 77% in 2011
- EOC English I all students percent passing decreased from 70.2% in 2010 to 60.5% in 2011
- EOC English I subsidized meal percent passing decreased from 61.7% in 2010 to 52.0% in 2011
- EOC Biology was not tested in 2010.
- EOC Physical Science was tested for the final time in 2011.
- EOC US History and Constitution all students percent passing decreased from 46.5% in 2010 to 41.9% in 2011.

HSAP- ELA

- Hispanic students increased percent proficient and advanced from 30% in 2010 to 45.9% in 2011
- African American students increased percent meeting standard from 68.3% in 2010 to 80.2% in 2011
- Disabled students increased percent meeting standard from 38.9% in 2010 to 51.5% in 2011
- LEP students increased percent meeting standard from 54.2% in 2010 to 66.7% in 2011
- Subsidized meals students increased percent proficient and advanced from 28.2% in 2010 to 44.1% in 2011

HSAP- Math

- All students increased percent proficient and advanced from 42.8% in 2010 to 46% in 2011
- African American students increased percent proficient and advanced from 18.3% in 2010 to 28.4% in 2011
- Hispanic students increased percent meeting standard from 71.0% in 2010 to 83.8% in 2011
- Disabled students increased percent meeting standard from 38.9% in 2010 to 43.9% in 2011
- Disabled students decreased percent proficient and advanced from 13.0% in 2010 to 9.1% in 2011
- Subsidized meal students increased percent proficient and advanced from 25.2% in 2010 to 33.6% in 2011

PASS Writing

- Female students percent passing was 75.8% compared to their male counterparts percent passing rate of 59.9%.
- Hispanic students increased percent meeting standard from 60.3% in 2010 to 68.9% in 2011.

PASS ELA (Reading and Research)

- All subgroups increased percent meeting standard from 2010 to 2011
- Disabled students increased percent meeting standard from 28.8% in 2010 to 43.2% in 2011
- Subsidized meals students increased percent meeting standard from 56.7% in 2010 to 69.9% in 2011

PASS Math

- All students increased percent meeting standard from 44.4% in 2010 to 80.2% in 2011
- White students increased percent exemplary from 37.7% in 2010 to 44.2% in 2011
- African American Students increased percent exemplary from 9.5% in 2010 to 12.9% in 2011
- Hispanic students increased percent meeting standard from 65.4% in 2010 to 83.4% in 2011
- Disabled students increased percent meeting standard from 27.9% in 2010 to 48.6% in 2011
- LEP students increased percent exemplary from 20.4% in 2010 to 25.9% in 2011
- Subsidized meals students increased percent exemplary from 15.4% in 2010 to 19.7% in 2011

PASS Science

- All students increased percent meeting standard from 60.0% in 2010 to 64.8% in 2011
- White students increased percent meeting standard from 74.7% in 2010 to 80.8% in 2011
- African American students increased percent meeting standard from 42.2% in 2010 to 45.8% in 2011
- Hispanic students increased percent exemplary from 5.6% in 2010 to 12.8% in 2011
- LEP students increased percent exemplary from 4.4% in 2010 to 12.0% in 2011
- Subsidized meals students increased percent exemplary from 6.5% in 2010 to 10.1% in 2011

PASS Social Studies

- All students increased percent exemplary from 22.1% in 2010 to 28.1% in 2011
- African American students increased percent meeting standard from 49.9% in 2010 to 52.9% in 2011
- Disabled students increased percent passing from 34.6% in 2010 to 39.1% in 2011
- LEP students increased percent exemplary from 18.6% in 2010 to 20.5% in 2011
- Subsidized meals students increased percent exemplary from 13.6% in 2010 to 19.0% in 2011

Teacher and Administrator Quality, Programs and Processes Needs Assessment

- Differentiated instruction will help to address the achievement gap that exists between white and African-American students, white and Hispanic students, regular and special education students, native English speakers and non-native speakers, and full-pay and free/reduced lunch students.
- Provide professional development opportunities to address children in poverty (70%)
- Teachers with emergency/provisional certificates = 0% 2009, 4.4% in 2010, and 0% in 2011
- Teacher attendance = 94.3%; down from 94.6% in 2009
- Average teacher pay = \$44, 926; up from \$44,587 in 2009
- Neighboring districts pay administrators approximately \$10,000 more per year.
- No formal district program is in place to prepare future administrators.

Summary

Newberry continues to serve as a stepping stone for many teachers and administrators who hone their skills here then move on to better paying jobs elsewhere.

Teacher pay is crucial to attracting qualified, effective educators to Newberry and then keeping them here. The district has been successful in developing administrators within our own ranks, and continues to strive to provide long-term stability in the district's leadership roles and pay salaries that are competitive with those of neighboring districts. The district encourages and supports administrators participation in leadership programs.

Also, constant professional development is necessary to offset skills erosion and to train teachers in new best practices as they are discovered.

Adequate funding in the areas of professional development and recruitment is necessary to meet the growing academic needs of the students of Newberry County.

School Climate Perceptions Needs Assessment

- Less than **70%** of parents participated in scheduled parent/teacher conferences at the time of plan development. In 2010, 100% of parents/guardians participated in some form of parent/teacher conference; up from **97.3%** in 2009.
- **In 2008-2010, 4 out of every 1000** students were placed on out of school suspension or expulsion for violent and/or criminal offenses (down from 8 in 2007-2008).

Technology/Facilities Needs Assessment

- International Standards for Technology in Education (ISTE) and the state technology plan recommend that each classroom be equipped with a variety of technology. Currently, the district average is 2.9 computers per classroom. We are close to completing our goal of 3 per classroom.
- Smart boards, projectors, etc. are advocated in the literature (Technology and the 21st Century). Currently, the district has approximately 450 smart boards and projectors. Televisions have been replaced by V-Brick systems and projectors.
- Major facility needs have been addressed due to completion of Phase II of our capital improvement plan. Additional capital projects are to be completed as funding allows.
- All schools included in the building program have been constructed to International Building Code and SDE office of School Facilities specifications.
- Mechanical, electrical, and plumbing (MEP) upgrades continue to be addressed. Upon completion of the present capital improvement program there will be additional MEP systems nearing the end of expected efficiency which will have to be addressed in the future.
- Presently approximately 98% of the district's portable classrooms have been replaced with new and renovated buildings.
- We expect student growth, especially in the southeastern portion of the county, as the Greater Columbia area continues to expand and development continues in the Lake Murray area. The northwestern portion of the county is another potential growth area as the Greenwood/Lake Greenwood area expands.
- Funding is an issue in Newberry as it is everywhere. The county has a limited fiscal and political capacity for incurring and servicing debt.
- The district began an installment purchase and renewal plan under 8% constitutional debt limit which has provided \$77.5 million to address the major portion of facilities needs.
- The overriding goal is to close the gap between the reality of where we are and where we want to be. Updated facilities, adequate for our needs, with growth in mind and accounted for, provided in an affordable fashion within our fiscal constraints.
- Additional projects will be considered with any remaining building funds after all contracted projects are completed.
- IP Security Camera Systems have been installed in 80% of our schools to enhance campus security. Our goal is to reach 100% of our campuses by the August of 2013.
- Computer Managed Lock Systems have been installed in 95% of our schools with the remaining campuses to be completed by August 2013.
- Innovative technology such as smartboards, projectors, IP security cameras, VOIP phone systems, I-Pads, tablets, wireless access points, etc. require school districts to constantly manage limited internet bandwidth to allow the end user access when needed.
- The School District of Newberry County has migrated from Novell servers to Windows servers. This allowed us to upgrade our instructional software and distribute it remotely to the computers, create user band policies which lock down the computer based on the user account, allows us to remotely access computers to assist with issues as well as gives us an inventory database of workstations in the district. We implemented the use of a Smoothwall Webfilter device which is CIPS compliant and allows user based policies.

Summary

In the last five years, the district has lowered the average “instructional” age of its school facilities from 31 to less than 15. With the constantly changing state of technology, we must regularly refresh our resources in this area. Technology is now a mandate in any adequate educational system.

The economic recession and substantial state budget reductions have presented major challenges in this area but we remain committed to our technology plan and refresh program.

The current facilities plan has made a significant impact on Newberry's facility and technological infrastructure needs.