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Needs Assessment

Context/ Demographics/ Needs Assessment- 2014

The School District of Newberry County is the second largest employer in the County and the sole local education agency serving Newberry County. The district serves over 6,000 students in three attendance areas containing a total of 12 schools (one K-12 community school, two high schools, two middle schools, and seven elementary schools) plus a technologically advanced career center. Our staff includes over 480 teachers who are supported by 350 other personnel and administrators.

Current demographic trends have remained steady around 6,000 students over the last five years. More than 68% of students served in the School District of Newberry County are classified as economically disadvantaged and receive subsidized meals. Additionally, the demographics of the district are 47% Caucasian, 37% African American, 12% Hispanic, and 3% Two or More Races.

Students who attend the schools within the School District of Newberry County originate from three communities and attend elementary, middle, and high schools located within those communities: Newberry High School serves the students from the Newberry city limits and the Chappells/ Silverstreet communities; Mid-Carolina High School serves the students from the towns of Little Mountain, Pomaria, and Prosperity; Whitmire Community School serves students from the Whitmire community from grades Pre-Kindergarten through grade twelve. The district has worked to promote unity within the county even though there are three distinct areas that have varying identities. This is seen through the District Motto of One District- One Team- One Mission.

The following charts represent student and district performance over the last three years.

Current District Demographics

All Students	African American	Hispanic	White	Subsidized Meals
6, 039	37%	13%	47%	68%

South Carolina Report Card Ratings- District

	Absolute Rating	Growth Rating
2011	Average	Good
2012	Average	Good
2013	Excellent	Excellent

* Excellent- School performance substantially exceeds the standards for progress toward the 2020 SC Performance Vision.

Federal Accountability Adequate Yearly Progress/ ESEA

	AYP Status	Overall Points Total- ESEA	Overall Grade Conversion- ESEA
2011	No (26/29)	N/A	N/A
2012	N/A	87.9	B
2013	N/A	75.8	C

* C- Performance meets the state's expectations.

Teacher Information

	Attendance Rate	% with Advanced Degrees	# National Board Certified	Teachers Returning from Previous Year	Teacher Professional Development Days (Average)
2011	95.3%	66.8%	66	89.4%	12.2
2012	95.3%	69.0%	62	91.2%	15.5
2013	95.0%	68.3%	55	90.9%	14.4

* Teacher professional development days include the five required.

Student Attendance Rate

	Percentage
2011	95.5%
2012	96.2%
2013	95.8%

Annual Drop Out Rate

	Percentage
2011	2.0%
2012	1.9%
2013	1.4%

On Time Graduate Rate

	All Students	African American	Hispanic	White	Disabled	Limited English Proficiency	Subsidized Meals
2011	69.7%	66.0%	68.8%	66.0%	30.0%	53.3%	61.6%
2012	74.4%	65.2%	78.4%	82.6%	42.4%	79.2%	67.3%
2013	80.3%	77.5%	75.0%	83.7%	54.2%	69.6%	73.6%

* Students who graduate with a South Carolina High School Diploma within four years of entering high school.

HSAP Percent Passing

	All Students	African American	Hispanic	White	Disabled	Limited English Proficiency	Subsidized Meals
2011	88.4%	81.3%	95.2%	94.8%	53.2%	92.3%	81.6%
2012	87.2%	77.0%	90.0%	95.5%	58.8%	87.5%	80.5%
2013	90.5%	87.3%	86.2%	93.9%	64.5%	81.0%	86.9%

* Students who pass HSAP by the spring or subsequent summer graduation two years after taking the examination for the first time.

HSAP- ELA- Mean Score

	All Students	African American	Hispanic	White	Disabled	Limited English Proficiency	Subsidized Meals
2012	229	219	226	237	204	223	222
2013	230.3	219.5	225.1	241.0	207.9	N/A	223.1

HSAP- Math- Mean Score

	All Students	African American	Hispanic	White	Disabled	Limited English Proficiency	Subsidized Meals
2012	226	213	222	236	201	220	218
2013	227.3	215.6	229.9	237.1	204.8	N/A	220.1

End of Course- Algebra I- Percent Passing/ Mean Score

	All Students		African American		Hispanic		White		Disabled		Limited English Proficiency		Subsidized Meals	
	%Pass	Mean	%Pass	Mean	%Pass	Mean	%Pass	Mean	%Pass	Mean	%Pass	Mean	%Pass	Mean
2011	77.0%	77.5	65.8%	73.2	80.4%	77.3	83.9%	80.4	55.2%	70.9	80.0%	77.5	69%	74.4
2012	83.6%	79.5	76.1%	75.6	80.0%	77.5	90.7%	83.0	62.2%	71.5	76.5%	75.6	78.8%	76.7
2013	83.2%	78.5	74.4%	74.3	90.5%	79.3	87.3%	81.2	56.1%	70.8	89.8%	79.2	81.6%	76.5

End of Course- Biology- Percent Passing/ Mean Score

	All Students		African American		Hispanic		White		Disabled		Limited English Proficiency		Subsidized Meals	
	%Pass	Mean	%Pass	Mean	%Pass	Mean	%Pass	Mean	%Pass	Mean	%Pass	Mean	%Pass	Mean
2011	62.5%	74.3	46.8%	68.8	51.6%	70.0	80.0%	80.4	26.9%	62.6	46.9%	68.6	51.9%	70.5
2012	72.4%	77.0	45.0%	68.0	84.6%	75.8	80.6%	80.1	36.4%	64.6	60.0%	68.4	59.6%	71.2
2013	66.7%	76.5	50.6%	69.8	62.5%	75.1	82.9%	82.8	32.1%	65.6	55.2%	71.4	57.7%	72.9

End of Course- English I- Percent Passing/ Mean Score

	All Students		African American		Hispanic		White		Disabled		Limited English Proficiency		Subsidized Meals	
	%Pass	Mean	%Pass	Mean	%Pass	Mean	%Pass	Mean	%Pass	Mean	%Pass	Mean	%Pass	Mean
2011	60.5%	73.1	45.3%	67.9	56.8%	71.3	70.6%	76.6	19.4%	61.7	54.1%	70.6	52.0%	70.3
2012	65.6%	75.0	54.1%	71.1	58.7%	73.2	77.6%	78.7	27.3%	64.5	45.7%	69.8	56.8%	72.0
2013	72.0%	75.7	62.1%	71.6	71.2%	74.6	79.2%	79.0	35.7%	65.9	68.3%	73.5	64.3%	72.9

End of Course- US History/ Constitution- Percent Passing/ Mean Score

	All Students		African American		Hispanic		White		Disabled		Limited English Proficiency		Subsidized Meals	
	%Pass	Mean	%Pass	Mean	%Pass	Mean	%Pass	Mean	%Pass	Mean	%Pass	Mean	%Pass	Mean
2011	41.9%	68.9	22.6%	65.2	28.9%	66.1	60.9%	72.6	12.8%	61.5	25.8%	65.0	28.8%	66.0
2012	41.9%	68.3	18.8%	64.0	46.9%	67.0	57.8%	71.8	10.4%	62.1	29.2%	64.4	29.3%	65.4
2013	45.7%	69.5	22.9%	64.7	45.7%	68.1	58.8%	72.7	20.4%	62.9	34.5%	66.4	29.3%	66.1

PASS- ELA- Mean Score- Grades 3-5

	All Students	African American	Hispanic	White	Disabled	Limited English Proficiency	Subsidized Meals
2012	654.9	633.5	645.3	673.7	614.5	640.3	641.3
2013	656.3	635.9	647.8	673.7	612.3	645.7	642.9

PASS- Math- Mean Score- Grades 3-5

	All Students	African American	Hispanic	White	Disabled	Limited English Proficiency	Subsidized Meals
2012	655.7	635.5	649.7	672.9	615.1	646.9	643.1
2013	655.9	633.2	650.1	673.6	611.3	647.6	642.1

PASS- Science- Mean Score- Grades 3-5

	All Students	African American	Hispanic	White	Disabled	Limited English Proficiency	Subsidized Meals
2012	625.8	604.4	626.5	644.3	593.7	623.2	613.5
2013	626.8	603.3	622.0	643.9	596.4	618.4	613.4

PASS- Social Studies- Mean Score- Grades 3-5

	All Students	African American	Hispanic	White	Disabled	Limited English Proficiency	Subsidized Meals
2012	638.1	616.8	633.6	656.1	606.1	633.5	625.4
2013	645.1	621.1	639.2	663.7	612.0	632.0	629.5

PASS- ELA- Mean Score- Grades 6-8

	All Students	African American	Hispanic	White	Disabled	Limited English Proficiency	Subsidized Meals
2012	639.7	616.8	645.3	657.7	591.6	631.4	625.8
2013	641.1	618.1	636.2	660.0	592.1	630.8	626.9

PASS- Math- Mean Score- Grades 6-8

	All Students	African American	Hispanic	White	Disabled	Limited English Proficiency	Subsidized Meals
2012	643.5	619.0	649.7	662.5	600.3	640.0	628.3
2013	640.7	617.0	634.2	660.5	596.0	631.6	626.1

PASS- Science- Mean Score- Grades 6-8

	All Students	African American	Hispanic	White	Disabled	Limited English Proficiency	Subsidized Meals
2012	629.2	606.3	626.5	649.3	582.2	611.7	616.0
2013	623.1	600.5	618.3	642.4	577.0	616.2	626.1

PASS- Social Studies- Mean Score- Grades 6-8

	All Students	African American	Hispanic	White	Disabled	Limited English Proficiency	Subsidized Meals
2012	635.0	615.4	633.6	649.8	594.8	633.5	622.2
2013	637.5	617.8	640.7	651.1	591.5	638.1	625.3

Summary:

The analysis of the data from the various state mandated assessment programs reveals discrepancies in the overall performance of subgroups. African American students are not performing at the same levels as other student groups. Hispanic students have shown growth over time in areas and are outperforming our African American students in many areas. White students are performing at expected levels and have shown some growth over time in their performance. Specific subject areas continue to provide challenges- PASS Science and Social Studies and End of Course US History. Overall, student performance has seen some increases, especially in the subsidized meals subgroup, but with the increased expectations, students and teachers must continue to push students to continued growth.

While teacher retention is at a high rate, Newberry continues to serve as a stepping stone for many teachers and administrators who hone their skills here and then move on to better paying jobs elsewhere- neighboring districts pay administrators approximately \$10,000 more per year. However, the district's reputation for hiring from within is noted as a positive by teachers who choose to work in the School District of Newberry County. Professional development continues to be an on-going need for all teachers, including addressing children in poverty, differentiated instructional strategies to address the achievement gap, instructional best practices to aid the transition to the Common Core State Standards, and integrating new technologies into the classroom.

Parent involvement and student safety continue to remain goals for overall school climate. Parent contact and participation has increased over the past three years with schools and district emphasis on maintaining open communication with parents. Additionally, safety within the district remains a focus. Each school had secured entrances installed that require school-personnel to grant entry to non-employees. Annually, teachers and administrators receive on-going training in preparation for emergencies. The Newberry County Sheriff's Department and the school district collaborate on emergency preparedness and conduct safety walk-throughs at each school. Additionally, the overall health and well-being of our students remains a focus. Teachers and students have all participated in surveys and policy reviews to promote overall health, well-being, and readiness to learn.

Facilities and maintenance are the final areas for performance goals. Since 2005, most schools within the district have received upgrades, renovations, or new construction. The final project for completion involves the building of a new district administration office with a completion date of April 2014. The on-going technology support continues to be a challenge with the ratio of devices to technicians remaining extremely high.

Even though challenges continue to arise, we remain persistent in our pursuit of excellence as a district. Our accomplishments are highlighted by our growth in student achievement, our ability to promote from within, our continued parent contact, and our upgraded facilities. We continue to face the challenges of inconsistent performance by subgroups and losing quality personnel to neighboring districts.

Vision, Mission, Brand

Mission: To engage students at all levels in educational experiences that ensure success and life-long learning.

Vision: Our vision is of a culture where:

- All ideas are valued;
- A cooperative relationship exists between the school district and the community;
- Collaboration is expected; and
- People want to work and students want to learn.

Brand: One District, One Team, One Mission

Performance Goal Area: Student Achievement: Elementary

<p>PERFORMANCE GOAL I: (Desired result of student learning)</p>	<p>The goal, for the School District of Newberry County, is to meet or exceed the established goals set by the federal (AYP) and state (State Report Card) for elementary schools in each of the subgroups that have been identified for our district through 2018.</p> <p>ELA from 635 in 2012-2013 to 660 in 2017-2018 Math from 635 in 2012-2013 to 660 in 2017-2018 Science from 635 in 2012-2013 to 660 in 2017-2018 Social Studies from 635 in 2012-2013 to 660 in 2017-2018</p>						
<p>ANNUAL INTERIM PERFORMANCE GOAL I:</p>	<p>Interim goals will be established based on the federal and state goals as outlined below in the overall measures for the subjects of ELA, writing, math, science, and social studies for our elementary schools through 2014.</p> <p>ELA from 635 in 2012-2013 to 640 in 2013-2014 to 645 in 2014-2015 Math from 635 in 2012-2013 to 640 in 2013-2014 to 645 in 2014-2015 Science from 635 in 2012-2013 to 640 in 2013-2014 to 645 in 2014-2015 Social Studies from 635 in 2012-2013 to 640 in 2013-2014 to 645 in 2014-2015</p>						
<p>DATA SOURCE(S):</p>	<p>PASS 3 – 5 for writing, math, ELA, science, social studies, participation rates, benchmarks, MAP testing, informal reading inventories and other assessments that will help monitor student progress.</p>						
<p>OVERALL MEASURES</p>	<p>Target (Actual w/ SEM) Actual w/o SEM</p>	<p>Target (Actual w/ SEM) Actual w/o SEM</p>	<p>Annual Interim Target</p>				
	<p>2011-2012</p>	<p>2012-2013</p>	<p>2013-2014</p>	<p>2014-2015</p>	<p>2015-2016</p>	<p>2016-2017</p>	<p>2017-2018</p>
<p>Writing</p>							
<p>Math</p>	<p>630 (655.7) 639.7</p>	<p>635 (655.9) 639.9</p>	<p>640</p>	<p>645</p>	<p>650</p>	<p>655</p>	<p>660</p>
<p>ELA</p>	<p>630 (654.9) 636.5</p>	<p>635 (656.3) 637.9</p>	<p>640</p>	<p>645</p>	<p>650</p>	<p>655</p>	<p>660</p>
<p>Science</p>	<p>630 625.8 625.8</p>	<p>635 626.8 626.8</p>	<p>640</p>	<p>645</p>	<p>650</p>	<p>655</p>	<p>660</p>
<p>Social Studies</p>	<p>630 638.1 638.1</p>	<p>635 645.1 645.1</p>	<p>640</p>	<p>645</p>	<p>650</p>	<p>655</p>	<p>660</p>

Performance Goal Area: Student Achievement: Middle

<p>PERFORMANCE GOAL II : (Desired result of student learning)</p>	<p>The goal, for the School District of Newberry County, is to meet or exceed the established goals set by the federal (AYP) and state (State Report Card) for middle schools in each of the subgroups that have been identified for our district through 2018.</p> <p>ELA - from 628 in 2012 -2013 to 648 in 2017-2018 Math - from 628 in 2012-2013 to 648 in 2017-2018 Science - from 628 in 2012-2013 to 648 in 2017-2018 Social Studies - from 628 in 2012-2013 to 648 in 2017-2018</p>						
<p>ANNUAL INTERIM PERFORMANCE GOAL II :</p>	<p>Interim goals based on the federal and state goals as outlined below in the overall measures for the subjects of ELA, writing, math, science, and social studies for our middle schools will be met or exceeded by all subgroups through 2014.</p> <p>ELA - from 628 in 2012-2013 to 632 in 2013-2014 to 636 in 2014-2015 Math - from 628 in 2012-2013 to 632 in 2013-2014 to 636 in 2014-2015 Science - from 628 in 2012-2013 to 632 in 2013-2014 to 636 in 2014-2015 Social Studies - from 628 in 2012-2013 to 632 in 2013-2014 to 636 in 2014-2015</p>						
<p>DATA SOURCE(S):</p>	<p>PASS 6 – 8 for writing, math, ELA, science, social studies, participation rates, benchmarks, MAP testing, and other assessments that will help monitor student progress.</p>						
<p>OVERALL MEASURES</p>	<p>Target (Actual w/SEM) Actual w/o SEM</p>	<p>Target (Actual w/SEM) Actual w/o SEM</p>	<p>Annual Interim Target</p>				
	<p>2011-2012</p>	<p>2012-2013</p>	<p>2013-2014</p>	<p>2014-2015</p>	<p>2015-2016</p>	<p>2016-2017</p>	<p>2017-2018</p>
<p>Writing</p>							
<p>Math</p>	<p>624 (643.5) 628.8</p>	<p>628 (640.7) 626.0</p>	<p>632</p>	<p>636</p>	<p>640</p>	<p>644</p>	<p>648</p>
<p>ELA</p>	<p>624 (639.7) 622.0</p>	<p>628 (641.1) 623.4</p>	<p>632</p>	<p>636</p>	<p>640</p>	<p>644</p>	<p>648</p>
<p>Science</p>	<p>624 629.2 629.2</p>	<p>628 623.1 623.1</p>	<p>632</p>	<p>636</p>	<p>640</p>	<p>644</p>	<p>648</p>
<p>Social Studies</p>	<p>624 635.0 635.0</p>	<p>628 637.5 637.5</p>	<p>632</p>	<p>636</p>	<p>640</p>	<p>644</p>	<p>648</p>

Performance Goal Area: Student Achievement: High

<p>PERFORMANCE GOAL III : (Desired result of student learning)</p>	<p>The goal, for the School District of Newberry County, is to meet or exceed the established goals set by the federal (AYP) and state (State Report Card) for high schools in each of the subgroups that have been identified for our district. The mean scale score of students in grade 10 on the first attempt in ELA will be from 226 in 2012-2013 to 241 in 2017-2018; Math from 223 in 2012-2013 to 241 in 2017-2018.</p>						
<p>ANNUAL INTERIM PERFORMANCE GOAL III :</p>	<p>Interim goals will be established based on the federal and state goals as outlined below in the overall measures for the subjects of ELA, writing, math, science, and social studies for our high schools. The mean scale score of students in grade 10 on the first attempt in ELA from 226 in 2012-2013 to 229 229 in 2013-2014 to 232 in 2014-2015; Math from 223 in 2012-2013 to 226 in 2013-2014 to 230 in 2014-2015.</p>						
<p>DATA SOURCE(S):</p>	<p>HSAP, EOC Algebra I, EOC English I, EOC Biology, EOC US History, Graduation Rate, MAP testing and other assessments that will help monitor student progress.</p>						
<p>OVERALL MEASURES</p>	<p>Target (Actual w/SEMS) Actual w/o SEMS</p>	<p>Target (Actual w/SEMS) Actual w/o SEMS</p>	<p>Annual Interim Target</p>				
	<p>2011-2012</p>	<p>2012-2013</p>	<p>2013-2014</p>	<p>2014-2015</p>	<p>2015-2016</p>	<p>2016-2017</p>	<p>2017-2018</p>
<p>HSAP – First Attempt ELA</p>	<p>223 (229) 224</p>	<p>226 (230.3) 225.3</p>	<p>229</p>	<p>232</p>	<p>235</p>	<p>238</p>	<p>241</p>
<p>HSAP – First Attempt Math</p>	<p>220 (226) 221</p>	<p>223 (227.3) 221.3</p>	<p>226</p>	<p>230</p>	<p>233</p>	<p>236</p>	<p>241</p>
<p>EOCEP – Algebra I/Math Technologies 2 (% passing)</p>	<p>79.5 79.5</p>	<p>78.5 78.5</p>					
<p>EOCEP – English 1 (% passing)</p>	<p>75.0 75.0</p>	<p>75.7 75.7</p>					
<p>EOCEP – Biology 1/Applied Biology (Average score)</p>	<p>76 77.0 77.0</p>	<p>77 76.5 76.5</p>	<p>78</p>	<p>79</p>	<p>80</p>	<p>81</p>	<p>82</p>
<p>EOCEP – US History (Average score)</p>	<p>71 68.3 68.3</p>	<p>73 69.5 69.5</p>	<p>73</p>	<p>77</p>	<p>79</p>	<p>81</p>	<p>82</p>
<p>Graduation Rate</p>	<p>73.1 72.8 72.8</p>	<p>74.1 74.4 74.4</p>	<p>75</p>	<p>77</p>	<p>TBD</p>	<p>TBD</p>	<p>TBD</p>

Performance Goal Area: Student Achievement: Adult Education

PERFORMANCE GOAL IV : (Desired result of student learning)	The goal for the Newberry Adult Education program is to meet or exceed established goals approved by the State Department of Education through 2018.						
ANNUAL INTERIM PERFORMANCE GOAL IV :	Interim goals will be established based on state goals as outlined below in the overall measures for graduates and academic level completers as noted below.						
DATA SOURCE(S):	High school transcripts, GED, TABE, and Best Plus test results.						
OVERALL MEASURES	Baseline Actual	Annual Interim Target					
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Number of Graduates (GED & Diploma)	38%	42%	46%	48%	TBD	TBD	TBD
Percent of students who complete an Adult Ed. Level	50%	54%	58%	60%	TBD	TBD	TBD
Percent of ESOL students who complete an Adult Ed. Level	50%	54%	58%	60%	TBD	TBD	TBD

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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
1. Develop and implement a written district policy for collecting and analyzing data at all grade levels.	May 2014		Director of Assessment, Accountability and Professional Development, Assistant Superintendent of Instruction, Director Middle and Secondary Education, Principals, and School Data Teams	0		Data rooms; student & teacher goal setting worksheets
2. Analyze student subgroup performance on state, district, and federal mandated assessments and use the results of the analysis to improve instruction	July 2013	June 2018	Director of Assessment, Accountability and Professional Development, Assistant Superintendent of Instruction, Director Middle and Secondary Education, Principals, and School Data Teams	0		Data rooms; student & teacher goal setting worksheets Continue
3. 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	July 2013	June 2018	Assistant Superintendent of Instruction, Director of Middle and Secondary Education, Principals, and School Data Teams	0		Meeting minutes; copy of plan(s) Continue
4. Conduct a longitudinal study annually of state and district assessments to include various subgroups and individual scores as needed	July 2013	June 2018	Director of Assessment, Accountability and Professional Development, Director of Middle and Secondary Education and Principals	0		Copy of needs assessment Continue

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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
5. Provide professional development for schools and district staff related to data analysis	July 2013	June 2018	Assistant Superintendent of Instruction	\$50,000	State, Title II, Title VI, Local	Professional development schedule; agendas Continue
6. Analyze and revise as necessary gateway courses' semester exams to ensure reliability and validity	July 2013	June 2018	Principals, Teachers, Director of Middle and Secondary Education, and Director of Assessment, Accountability and Professional Development	\$10,000	Local, State, Title II, Title VI	Minutes from semi- annual content meetings Continue
7. Provide for the continuation of MAP, Dominie, CFA's, Testview Enrich , and Teacher Toolbox in order to evaluate student and teacher performance	July 2013	June 2018	Assistant Superintendent of Instruction, Director of Middle and Secondary Education, Director of Assessment, Accountability and Professional Development, and Federal Funds Coordinator	\$54,000 64,000	Local, State, Title VI, Title I	Continued use Continue
8. Increase student attendance to exceed the 95% required (less suspensions and interventions of truancy) through adherence to Board Policy and incentives	July 2013	June 2018	Executive Director of Student Services, Principals, and School Counselors	0		Power School records Continue

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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
1. Identify and implement annually, or as needed, research-based instructional techniques, interventions and standards-based instructional pacing concepts across district schools to improve performance of tested subgroups at the elementary, middle and secondary levels	July 2013	June 2018	Director of Assessment, Accountability and Professional Development, Director of Middle and Secondary Education, and Federal Funds Coordinator	0		Professional development activities Continue
2. Develop and revise (as needed) K-12 instructional pacing guides aligned with state standards for ELA and math and current adopted standards for other academic areas	July 2013	June 2018	Assistant Superintendent of Instruction, Director of Middle and Secondary Education, Curriculum Development Committee, and Federal Funds Coordinator	\$22,000	Local, State PD, Title II, and Title VI	Pacing guides Continue
3. Continue cyclical review and update curriculum guides with accompanying pacing guides and continue to implement curriculum mapping and CCSS	July 2013	June 2018	Assistant Superintendent of Instruction, Director of Middle and Secondary Education, Federal Funds Coordinator and Curriculum Development Committee	\$35,000	Local, State PD, Title II, and Title VI	Updated guides Continue
4. Monitor the overall class sizes in elementary grades and core subjects in grades 6-12. The District will strive to maintain a student teacher ratio of 20-25:1 in kindergarten, 15-20:1 in grades 1-5, and 20-25:1 in grades 6-12	July 2013	June 2018	Superintendent, Assistant Superintendent of Instruction, Assistant Superintendent of Operations, and Executive Director of Human Resources	0		Power school records 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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
5. Provide developmentally appropriate early childhood programs throughout the district, as needed	July 2013	June 2018	Assistant Superintendent of Instruction	\$278,000	State Early Childhood, Title I, CDEPP , and Local	Program provision Continue
6. Provide instructional strategies, techniques, professional development and materials that meet the needs of English language learners	July 2013	June 2018	Assistant Superintendent of Instruction and Director of Assessment, Accountability and Professional Development	\$4,000	Local and Title III	Walk through observations and professional development activities Assessment data used to provide appropriate professional development activities and accommodations Modify
7. Provide teachers with instructional coaching in core content areas at all grade levels. Add ELA district coach being as first priority for elementary and middle/secondary levels	July 2013	June 2018	Superintendent, Assistant Superintendent of Instruction, District Coaches and Instructional Leaders	\$300,000	Local, State, K-5 Lottery, PD, and Title II	Hiring of coaches Continue
8. Use a variety of formal and informal assessment techniques on an on-going basis to guide daily instruction and decision-making	July 2013	June 2018	Principals and Assistant Administrators	0		Classroom observations Continue
9. Study and utilize the revised Bloom's Taxonomy and depth of knowledge as they relate to the level of rigor in classrooms	July 2013	June 2015	Assistant Superintendent of Instruction, Director of Middle and Secondary Education, Principals, and Assistant Administrators	0		Professional development activities 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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
10. Evaluate current computer software being used and its effect on student achievement (consistency across schools)	October 2013	June 2014 2018	Principals, Assistant Administrators, Computer Lab Monitors and Instructional Technology Administrator	0		Computer lab schedules; evaluate results Continue
11. Utilize computer software to remediate, enrich, progress monitor classroom instruction for all students (elementary, middle, and secondary)	July 2013	June 2018	Principals, Assistant Administrators, Instructional Software Specialists, and Teachers	\$127,000	Local, State, K-5 Lottery, and 6-8 Lottery	Computer lab schedules; evaluate results Continue
12. Utilize MAP analysis and common formative assessments to guide instruction to meet the individual student needs in Reading, Language, and Math, at appropriate grade levels	September 2013	May 2018	Principals, Assistant Administrators, and Teachers	0		Lesson plan review; long range plans 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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
13. Utilize strategies for content recovery to increase high school graduation rates	August 2013	July 2018	Assistant Superintendent of Instruction, Director of Middle and Secondary Education, and Principals/Guidance	\$12,840	Local and state	A+ records; graduation rate Continue
14. Provide on-going PD grounded in current research, to include early release time and district Wednesdays to maximize instructional time, literacy support and provide opportunities to plan for varied classroom instructional activities	July 2013	June 2018	Assistant Superintendent of Instruction, Principals, Director of Assessment, Accountability and Professional Development, and Assistant Administrators	\$500	Local, State PD, Title II, and Title VI	Professional development schedules Continue
15. Provide professional development supporting literacy/writing in all K – 12 curricular areas	July 2013	June 2018	Assistant Superintendent of Instruction, Principals, Assistant Administrators, Administrative Assistants, and Director of Assessment, Accountability and Professional Development	\$10,000	State PD, Title II, Title VI, and Local	Professional development schedules; agendas Continue
16. Provide for the continued implementation and a choice program/expansion of the Montessori program	July 2013	June 2018	Superintendent and Assistant Superintendent of Instruction	\$993,323	State, K-5 lottery, Title VI, and Local	Montessori class records Continue
17. Explore additional school choice/magnet programs, such as STEM, elementary foreign language and expansion of Montessori Program	July 2013	June 2015	Superintendent and Assistant Superintendent of Instruction	0		Meeting agendas and list of choice updates Continue
18. Provide opportunities for students to participate in district, regional, state-wide, and national academic events/ competitions	July 2013	June 2018	Assistant Superintendent of Instruction, Principals, Teachers, and Counselors	\$3,000	Local, School Clubs, and Perkins	Competition schedules and participation rosters 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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
19. Ensure the systematic process of regular communication between regular education, special education, ESOL, SIP, and RTI teachers regarding academic progress and needs of shared students	July 2013	June 2018	Director of Special Services, Principals, Teachers, Special Education Teachers, and ESOL Teachers	0		Communication logs Continue
20. Develop schedules to provide for subject area and grade level planning	July 2013	June 2018	Director of Middle and Secondary Education, Principals, and Assistant Administrators	0		Copies of schedules Continue
21. Provide continuing job specific professional development for instructional coaches	July 2013	June 2018	Director of Assessment, Accountability and Professional Development	\$5,000	Local, State, Title I, Title II, and Title VI	Professional development activity lists and schedules Continue
22. Provide enrichment programs for students in need of academic assistance and academic acceleration at every elementary and middle school during school hours	July 2013	June 2018	Assistant Superintendent of Instruction, Director of Middle and Secondary Education, Principals, Assistant Administrators, and Teachers	0		Power School records Continue

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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
1. Develop and implement district plan to effectively transition to the Common Core State Standards (CCSS) Effectively utilize district plan for state standards implementation	July 2013	June 2015 2018	Principals, Assistant Administrators, Math Coaches, Director of Middle and Secondary Education, Director of Assessment, Accountability and Professional Development, Teachers, Design Team and District Implementation Team	0		Copy of plan Modify
2. Provide all math teachers with on-going professional development in utilizing manipulatives/resources in standards-based instruction that will support Common Core state standards instruction	July 2013	June 2016 2018	Director of Assessment, Accountability and Professional Development and Director of Middle and Secondary Education	\$15,000	Title II, Title VI, Local, and State PD	Professional development activity lists and sign in sheets Continue
3. Provide ongoing professional development to include newly adopted resources, technology, as well as existing resources to enhance planning and instruction	July 2013	June 2018	Director of Assessment, Accountability and Professional Development, Assistant Administrators, Math Coach, Design Team and District Implementation Team	\$15,000	Title II, Title VI, Local and State PD	Professional development activity lists and sign in sheets Continue
4. Provide teachers with professional development to enable them to create and utilize appropriate assessments of standards-based math instruction including Common Core math instruction and benchmarks	July 2013	June 2016 2018	Director of Middle and Secondary Education, Assistant Administrators, Director of Assessment, Accountability and Professional Development, Math Coach, Design Team and District Implementation Team	\$20,000	Title II, Title VI, Local and State PD	Professional development activity lists and sign in sheets Continue

Strategy C - Provide standards-based instruction in Mathematics (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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
5. Provide resources necessary to promote optimum student learning to include and not limited to: manipulatives, literature, calculators, demonstration resources, visuals, and models. Include updated technology or media based support	July 2013	June 2018	Principals, Content Specialist/Coaches, Assistant Superintendent of Instruction	\$10,000	State PD, Local, Title I, Title VI, and State	Purchase records; presence in classrooms 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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
1. Provide opportunities to connect historical events to today's world and facilitate research-based decision making by using a variety of resources and experiences to build background knowledge and encourage higher-order thinking, including but not limited to field trips, visuals (real and virtual), experts, historical fiction, artifacts, primary documents, and technology	August 2013	June 2018	Principals, Assistant Administrators, and Teachers	0		Field trip requests, lesson plans, and projects Continue
2. 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	August 2013	June 2018	Principals, Assistant Administrators, Teachers, Parents and Community Volunteers	0		Projects and service learning logs Continue
3. Revise Common Formative Assessments to address all standards	June 2014	August 2014 2015	Assistant Superintendent of Instruction, Director of Middle and Secondary Education and Teachers	\$2,000 12,000	Title II, title VI, State PD	CFA Continue
4. Implement Common Core State Standards Appendix A, Literacy, Social Studies, Science, and Technical subjects to include writing: Three text types (argument, informational/explanatory, and narrative)	August 2013	June 2018	Assistant Superintendent of Instruction, Principals, Assistant Administrators, Teachers, and Design Team and District Implementation Team	0		Walk through observations and lesson plans Continue
5. Provide resources necessary to promote optimum student learning to include and not limited to: current maps, atlases, globes, literature, primary resources, and real world simulation activities. Include updated technology or media based support	July 2013	June 2018	School Based Administration and Technology Department	\$10,000	Local, State, and Federal	Purchase orders and presence in classrooms and media center Continue

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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
1. Develop and/or provide science kits and materials to all teachers K - 12	August 2013	June 2017 2018	Principals, Assistant Administrators, Kit Center Facilitator and Science Coaches	\$5,000	State and local funds	Use of kits Continue
2. Continue to provide professional development for teachers to improve their utilization of inquiry-based science instruction (kits, texts, supplemental resources, workshops and technology) and assessments of standards/inquiry-based instruction including formative assessments	August 2013	June 2018	Principals, Assistant Administrators, Director of Assessment, Accountability and Professional Development, and Science Coaches	\$2,000	State PD and local funds	Professional development activity records Continue
3. Support science kit refurbishment through the Kit Center 1 FTE in an effort to increase focus on STEM, kit development and kit refurbishment	July 2013	June 2018	Assistant Superintendent for Instruction		State, local and federal funds	Kits refurbished Modify
4. Develop a committee to revise/develop K-12 science kits to address the most current science standards	June 2014	August 2015	Assistant Superintendent of Instruction and Director of Middle and Secondary Education	\$5,000	State PD, local and federal funds	Rebuilt kits Continue
5. Provide resources necessary to promote optimum student learning to include and not limited to: consumable materials, science kits such as district developed, inquiry based kits, scientific instruments, literature, demonstration resources, visuals, and models. Include updated technology or media based support	July 2013	June 2018	Director of Assessment, Accountability and Professional Development and Assistant Superintendent for Instruction	\$3,000	State and local funds	Purchase orders; presence/use of materials Continue

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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
1. Strive to provide an uninterrupted literacy block which includes the utilization of best practice ELA instructional strategies	July 2013	June 2014 2015	Principals, Assistant Administrators, Teachers, and Director of Assessment, Accountability and Professional Development	0		Class schedules and technology survey Modify
2. Continue a District-wide publication featuring student created writing (Create an online version PDF for SDNC website)	January 2014	June 2018	Assistant Superintendent of Instruction, Newberry County Reading Council, and Director of Middle and Secondary Education	\$1,000 1500	Local	Anthology Modify
3. Research and continue implementation of scientifically based strategies of intervention and enrichment related to assisting all readers in flexible groupings at all levels	July 2013	June 2018	Principals, Assistant Administrators, Director of Middle and Secondary Education, RTI and SIP Teams	0		Classroom walk throughs; lesson plans; technology survey Continue
4. Revise and utilize the district literacy plan in all schools	September 2013	August 2014 2015	Principals, Teachers, and Assistant Administrators	0		Revised literacy plan Continue
5. Utilize the Dominie in grades K-5 to assess reading levels, reading comprehension, miscue analysis, fluency, accuracy, and word analysis	July 2013	June 2018	Principals, Teachers, and Assistant Administrators	\$1,000	Local and State	Dominie records Continue
6. Implement Common Core State Standards for English Language Arts and Literacy in all subject areas	July 2013	June 2018	Assistant Superintendent of Instruction, Principals, Assistant Administrators, and Teachers	0		Lesson plans; artifacts Continue

Strategy F- Provide standards-based instruction in English Language Arts (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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
7. Provide resources necessary to promote optimum student learning to include: classroom libraries and/or bookroom 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	July 2013	June 2018	Principals, Administrative Assistants, Assistant Principals, Content Specialist/Coaches, Media Specialists, and Teachers	\$10,000	State, Local, Title I, Title III, and Title VI	Purchase orders; presence of materials; teacher survey Continue

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.)	Indicators of Implementation and On-going Status 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	July 2013	June 2018	Superintendent, Assistant Superintendent for Instruction and Executive Director of Human Resources	\$110,000	Local and State	Persons hired Continue
2. Include instruction, in each individual school, in under-represented arts areas including drama, dance, strings, piano/ keyboard, and visual arts	July 2013	June 2018	Principals and Arts Teachers	\$100,000	Local, State, and Grants	Arts offered; schedules Continue
3. Coordinate professional development activities to increase the incorporation of the arts across the curriculum and include State Standards connections	July 2013	June 2018	Principals and Director of Assessment, Accountability and Professional Development	0		Professional development records Modify
4. To increase public awareness of the arts through publicity recognition of student accomplishments through varied avenues	July 2013	June 2018	Art Teachers	0		Board recognition records; media records; district performing arts night Continue
5. Develop district fine arts K-12 curriculum guides, specific to the fine art and levels Collaborate across levels to update district fine arts K-12 curriculum guides, specific to the fine arts and levels	July 2013	June 2018	Assistant Superintendent of Instruction and Fine Arts Teachers chair of fine arts for each level at each school	\$6,000	Local and State PD	Curriculum guides Modify
6. Establish a centralized network for organizing, storing, and sharing supplies	July 2013	June 2016 2018	Assistant Superintendent of Instruction, Assistant Superintendent of Operations, and Fine Arts Committee	0		Network established; storage location; check-out logs 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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
1. Hire full time physical education teachers for all elementary schools	July 2013	June 2018	Assistant Superintendent of Instruction and Executive Director of Human Resources	\$50,000	Local and State	Teachers hired Continue
2. Investigate and establishing an intramural sports programs	July 2013 2014	June 2015 2018	Physical Education Teachers, Athletic Directors, and Volunteers	0 \$1,000	Grants, State and Local	Programs established Scheduling documentation Modify

Strategy I – Provide technology resources to improve 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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
1. Provide three technology coaches for district schools to support the use of classroom technology and to assist teachers with effectively integrating technology to enhance instruction and student achievement	July 2014	January 2017	Assistant Superintendent for Instruction and Director of Technology	\$160,000	Local	Coaches hired Continue
2. Maintain 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 technology integration in classrooms (including mobile technology)	July 2013	June 2018	Director of Technology	\$250,000 (See Facilities Strategy B2)	General Funds, Capital Project Funds, and E-rate Funds	Presence of equipment Continue
3. All teachers will provide for the integration of technology into their day-to-day instruction	July 2013	June 2018	Teachers, Principals and Instructional Technology Administrator	0		Observation records; lesson plans; oncourse teacher websites Continue
4. District curriculum and pacing guides will be posted to the district web-site for access by everyone	July 2013	June 2018	Instructional Technology Administrator	0		Presence on website Continue
5. Provide and update software to support instructional standards in K – 12 (i.e: MAP, A+,Odyssey, Teacher Toolbox, On Course, etc)	July 2013	June 2018	Instructional Technology Administrator, Assistant Superintendent for Instruction, Director of Middle and Secondary Education, and Director of Special Services	\$150,000	Local and State	Software available Continue

Strategy I – Provide technology resources to improve student achievement (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>	Indicators of Implementation and On-going Status <small>Completed YES/NO Continue Modify Modified Date</small>
6. Every media center will have a clerical assistant/technology coach in order for the media specialist to be able to assist students, teachers, and media specialists in the use of technology to support curriculum	July 2014	June 2016	Assistant Superintendent of Operations and Director of Technology	\$720,000	Local	Personnel hired Continue
7. Provide necessary resources to provide out sourced network engineers to support advanced network applications	July 2013	June 2018	Assistant Superintendent of Operations and Director of Technology	\$149,000	Local and E-rate	Applications supported
8. Establish and maintain a 1:4000 500 technology technician-to-device ratio	July 2013	June 2018	Assistant Superintendent of Operations, Assistant Superintendent of Instruction, and Director of Technology	\$40,000	Local	Ratio met Modify
9. Establish and maintain school based technology support using in-house technology proficient person	August 2013	June 2018	Principals, Director of Technology, Assistant Superintendent of Operations, Assistant Superintendent of Instruction, and Instructional Technology Administrator	0	Local	Persons named Continue
10. Provide continuing PD for technology integration through after-school workshops, summer institutes, and on-line training	July 2013	June 2018	Instructional Technology Administrator and Director of Assessment, Accountability and Professional Development	\$2,000	Local, State PD, Title II, Title VI	Professional development records Continue

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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
11. Establish, implement, and/or maintain computer labs to accommodate 20-25% of district student enrollment. Upgrade and replace on a cyclical basis	July 2013	June 2018	Assistant Superintendent of Operations and Director of Technology	\$250,000	General Funds and Capital Project Funds	Labs maintained Continue
12. Establish a baseline of 1 interactive whiteboard (IWB) per computer lab at all district schools	July 2014	June 2016	Assistant Superintendent of Operations and Director of Technology	\$2,200 per system	General Funds and Capital Project Funds	Presence of whiteboards Continue

Strategy J - 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.)	Indicators of Implementation and On-going Status 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 2013	June 2018	Director of Adult Education	\$7,500/year	State and Federal Adult Education Funds	Purchase orders 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 2013	June 2018	Director of Adult Education and Teachers	\$3,000/year	State and Federal Adult Education Funds	Professional development records
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 2013	June 2018	Director of Adult Education and Teachers	\$1,000/year	State and Federal Adult Education Funds	Records of evaluation Continue
4. Train teachers on proper use of technology to enhance instruction and student academic achievement	July 2013	June 2018	Director of Adult Education and Teachers	\$1,000/year	State and Federal Adult Education Funds	Professional development records 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 2013	June 2018	Director of Adult Education	\$3,000/year 1,500/year	State and Federal Adult Education Funds	Program reports Continue
6. Identify regional needs based upon community, business, industry, and school district needs and develop programs and services to meet identified needs	July 2013	June 2018	Director of Adult Education and Teachers	\$2,000/year 3,000/year	State and Federal Adult Education Funds	Records of programs and services 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 2013 - 2018, 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, ESEA reports, cohort studies for budget, discipline referrals, teacher turnover, administrative turnover, and administration and certified staff evaluations					
OVERALL MEASURES	Baseline	Annual Interim Target				
	2012 - 2013	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	2017 -2018
Participation in Aspiring Administrators Programs	10					
Apple- Assistant Principal Leadership Academy	2	4				
Principal Induction Program	2					
WPEC	13					
Developing Aspiring Principals Program (DAPP)	2	1				
SCASA Assistant Principal Webinar Series	6	2				
Successful Promotion from within when possible	5	2				
SLEI (School Leadership Executive Institute)	4	3				
I³ (Innovative Ideas Institute)	17	15				
Leadership 2.0	2					

OVERALL MEASURES	Baseline	Annual Interim Target				
	2012 - 2013	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	2017 -2018
Leadership 3.0		3				
Administrative Leadership & Learning		1				
College/University Leadership Programs (i.e. Winthrop, Clemson, Online)	4	12				

Strategy A- Participation in aspiring administrators programs

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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
1. Broaden curriculum coordinator position to administrative assistant to include administrative duties and leadership (AAIS) meetings with DO staff	July 2013	June 2018	Superintendent, Assistant Superintendent of Instruction, Executive Director of Human Resources, and Director of Assessment, Accountability and Professional Development	0		Job description Completed
2. Promote and support programs for aspiring administrators: APPLE, DAPP, PIP, WPEC, SLEI, i3, Leadership 2.0, College/University Leadership Programs, and SCASA Assistant Principal Webinar Series	July 2013	June 2018	Superintendent, Assistant Superintendent of Instruction, Executive Director of Human Resources, and Director of Assessment, Accountability and Professional Development	\$2,000	State PD, Local, Title VI, and Title II	Communication records Continue
3. Provide and support mentoring for new assistant principals and administrative assistants	July 2013	June 2018	Assistant Superintendent of Instruction, Executive Director of Human Resources, Director of Assessment, Accountability and Professional Development, and Principals	0		Records of mentors Continue
4. Develop district's capacity for future leadership a. Professional Development within our own district b. Provide Leadership opportunities at district and school levels	July 2013	June 2018	Superintendent, Board of Trustees, Assistant Superintendent for Curriculum and Instruction, Assistant Superintendent of Operations, and Principals	0		Records of professional development and opportunities Continue

Performance Goal Area: Teacher and Administrator Quality

PERFORMANCE GOAL II: (Desired result of student learning)	100% of all core academic subject area teachers will be highly qualified according to ESEA standards in the appropriate content area every year through 2017-18.					
ANNUAL INTERIM PERFORMANCE GOAL II:	100% of all core academic subject area teachers are highly qualified as defined by ESEA in the appropriate content and level by August 2013 2013 2015.					
DATA SOURCE(S):	Certification records, certification portal system, National Board Certification, HOUSSE					
OVERALL MEASURES	Baseline	Annual Interim Target				
	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Percent of Highly Qualified	99% (2012)	100% TBD	100%	100%	100%	100%

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.)	Indicators of Implementation and On-going Status 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)	July 2013	June 2018	Executive Director of Human Resources and Director of Assessment, Accountability and Professional Development	\$5,000	Title II	Transcripts; teaching credentials Continue
2. Register for and pass PRAXIS (Notify teachers of potential reimbursement for fees and purchase study guides for PRAXIS and provide study sessions)	July 2013	June 2018	Executive Director of Human Resources and Director of Assessment, Accountability and Professional Development	\$1,000	Title II	PRAXIS Continue
3. Offer HOUSSE Evaluation (for Special Education only)	July 2013	June 2018	Director of Assessment, Accountability and Professional Development	0		Evaluations Deleted
3. Provide information about professional development opportunities to assist teachers in obtaining National Board Certification	July 2013	June 2018	Director of Assessment, Accountability and Professional Development and Executive Director of Human Resources	0		Information Continue
4. Encourage and support current Nationally Board Certified teachers	July 2013	June 2018	Executive Director of Human Resources and Director of Assessment, Accountability and Professional Development	0		Record of National Board Certified applicants Continue
5. Develop partnerships with colleges and universities to provide middle level add on certification	July 2013	June 2018	Executive Director of Human Resources and Director of Assessment, Accountability and Professional Development	\$5,000	Title II	Record of partnership Continue

Strategy A- Provide appropriate opportunities for current teachers to obtain Highly Qualified status (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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
6. Provide in-house content courses to provide middle level add-on certification	July 2013	June 2018	Executive Director of Human Resources and Director of Assessment, Accountability and Professional Development	\$4,500/per course	Title II, Title VI, and State PD	Course offerings Continue
7. Be informed and inform decision makers of proposed and required student achievement components of ESEA	July 2013	June 2018	Executive Director of Human Resources, Assistant Superintendent of Instruction, and Director of Assessment, Accountability and Professional Development	0		Meeting agendas Continue
8. Provide a comprehensive mentoring and induction program	July 2013	June 2018	Executive Director of Human Resources and Director of Assessment, Accountability and Professional Development	\$3,000	Title II and ADEPT	Mentoring records Continue
9. Quality assurance – check each October to verify certification/HQ status of each teacher to include: certification #, areas of certification/endorsements, HQ status, contract status, certification expiration	October 2014	June 2018	Executive Director of Human Resources	0		Report

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 through 2018.					
ANNUAL INTERIM PERFORMANCE GOAL III:	District will continue to pay above the minimum state salary schedule for teachers to include step increases when funds allow.					
DATA SOURCE(S):	State minimum salary schedule, current salaries, state and federal funding, turnover rate					
OVERALL MEASURES	Baseline	Annual Interim Target				
	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Competitive salaries	Equal to or greater than competitors	Equal to or greater than competitors	Equal to or greater than competitors	Equal to or greater than competitors	Equal to or greater than competitors	Equal to or greater than competitors

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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
1. Keep abreast of salary trends of our region, state, and districts like ours	July 2013	June 2018	Executive Director of Human Resources	0		Informal surveys Continue
2. Make recommendations to the Board to secure competitive salaries	July 2013	June 2018	Superintendent and Executive Director of Human Resources	0		Board minutes Continue
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)	July 2013	June 2018	Superintendent, Executive Director of Human Resources, and State Department of Education	0		Committee agendas Continue
4. Consider conducting salary survey which would include all classifications of employees	July 2014	June 2015	Superintendent and Executive Director of Human Resources	\$15,000	Local	Meeting agenda

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% each year through 2018.					
ANNUAL INTERIM PERFORMANCE GOAL IV:	Maintain teacher turnover rate 10% or less for 2013-2014 2014-2015					
DATA SOURCE(S):	Turnover rate, supply and demand, letters of intent, contracts, ADEPT					
OVERALL MEASURES	Baseline	Annual Interim Target				
	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Turnover rate	TBD 13	<10% TBD	<10%	<10%	<10%	<10%

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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
1. Develop a recognition program for years of service within our district	July 2013	June 2018	Executive Director of Human Resources	\$10,000	Local	Implementation Continue
2. Encourage pre-service educators to experience the profession through Teacher Cadets, PRO-team at middle schools, field experiences, clinical experiences	July 2013	June 2018	Assistant Superintendent for Instruction, Principals, and Teachers	0		Rosters Continue
3. Continue implementation of comprehensive mentoring program for 1 st year teachers and assess its effectiveness	July 2013	June 2018	Executive Director of Human Resources, Director of Assessment, Accountability & Professional Development, and Principals	\$2,000	Title II and Local	Rosters Continue
4. Utilize all resources available to the school district through our partnership with the RETAIN Center of Excellence of Newberry College	July 2013	June 2018	Executive Director of Human Resources	0		Use and participation records Continue
5. Participation in a guaranteed teacher program, such as GROW (Guaranteeing success through Resources, Outreach, and Wisdom)	July 2013	June 2018	Executive Director of Human Resources	0		Use and participation records Continue
6. Professional Development School Partnership – Newberry College teaching their middle level certification students at Newberry Middle School	July 2013	June 2018	Executive Director of Human Resources, Direction of Assessment, Accountability & Professional Development, and Newberry College Staff	0		Rosters Continue

Strategy A- To recruit and retain Highly Qualified teachers (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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
7. Develop and conduct a teacher working conditions survey	July 2013	June 2018	Executive Director of Human Resources, Director of Assessment, Accountability & Professional Development, Newberry College Staff, and RETAIN Center of Excellence	\$1,000	Local and Retain Grant	Survey Continue
8. Offer \$1000 advance to first year teachers from their annual salary	July 2013	June 2018	Executive Director of Human Resources and Finance	0		Finance records Continue
9. Exit interviews with exiting employees	June 2014	June 2018	Executive Director of Human Resources	0		Interview records Continue

Performance Goal Area: School Climate

PERFORMANCE GOAL I: (Desired result of student learning)	By 2018, 99.2% of parents or guardians will 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):	Conference logs, sign in sheets, IEP conferences summary reports, technology conference evidence (email, skype, etc.), School Messenger, social media, 504 meetings					
OVERALL MEASURES	Baseline	Annual Interim Target				
	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Percent of parents participation through parent-teacher conference logs.	96.2% 98%	96.8% 98.6%	97.4% 99.2%	98.0% 99.8%	98.6% 100%	99.2% 100%

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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
1. Monitor and update Parent Lending Library at each school and increase awareness of this resource	July 2013 2015	June 2018	Principals, Guidance Counselors, Family Literacy Coordinator, Librarians, Assistant Administrators	\$2,000 \$3,250 (\$250 per school)	Title I, Title III, Local, and State	Record of use Modify
2. Provide a minimum of 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 *State Standard	July 2013	June 2018	Principals, Assistant Administrators, Guidance Counselors, Family Literacy Coordinator, Parent Involvement Facilitator	0		Sign-in sheets 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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
1. Maintain a web page for the district, all schools and utilize School Messenger	July 2013	June 2018	Principal, Technology Department, and School Representative	\$18,300	Local and E-rate	Webpage; School Messenger Continue
2. Provide viable school documents in Spanish and English (registration, bus, medical, lunch, etc.)	July 2013	June 2018	Translator, School Guidance Counselors and School Representative	\$1,000	Local	Samples of translated information Continue
3. Utilize daily tools, such as Parent Portal, School Messenger and/or student agendas as to communicate student progress	July 2013	June 2018	Teachers	0		Samples of communication Continue
4. Survey parents on satisfaction with school climate, academic and overall school performance, and character education using state and/or school designed surveys	July 2013	June 2018	Principal, Director of Student Services and Instructional Support, Assistant Administrators, Guidance Counselors, and Directors of Elementary and Secondary Education	0		Survey results Continue
5. Analyze results of surveys and utilize to develop school renewal/improvement plans	July 2013	June 2018	Principal, Director of Student Services and Instructional Support, Assistant Administrators, Guidance Counselors, and Directors of Elementary and Secondary Education	0		Plans 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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
1. Develop an organized parent volunteer program at each school	July 2013 2015	June 2018	Principals, SIC, and PTO	\$500	Local	Record of participation Modify
2. Provide workshops to staff members in creating an inviting climate to effectively utilize volunteers	July 2013 2015	June 2018	Principals, SIC, and PTO	0		Sign-in sheets Modify
3. Form partnerships with local businesses	July 2013	June 2018	Principals and Director of Student Services and Instructional Support	0		Listing of businesses Continue
4. Create a school volunteer appreciation event	July 2013 2015	June 2018	Principals, Director of Student Services and Instructional Support, SIC, and PTO	\$500	Local	The event Continue
5. Encourage community volunteers to serve as mentors throughout the district	July 2013	June 2018	Principals and Director of Student Services and Instructional Support	0		List of mentors Continue

Performance Goal Area: School Climate

PERFORMANCE GOAL II: (Desired result of student learning)	Through 2018, 100% of staff will be provided comprehensive crisis preparedness instruction through a school based staff development measured by attendance logs.					
ANNUAL INTERIM PERFORMANCE GOAL II:	Annually, all principals and building coordinators will be provided crisis preparedness training by district crisis coordinator and School Resource Officers.					
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				
	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
School Safety Awareness Training logs	100%	100%	100%	100%	100%	100%

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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
1. Review and update Emergency Preparedness Safety Plan	August 2013	June 2018	Director of Student Services and Instructional Support, Principals, Staff, and Assistant Superintendent of Operations	0		Updated plan Continue
2. Identify/address safety issues – specific to each school to establish and maintain a safe school environment	August 2013	June 2018	School Crisis Coordinator, Director of Student Services and Instructional Support, and Assistant Superintendent of Operations	0		Identified safety issue Continue
3. Hold mock procedures drill (one per semester)	August 2013	June 2018	Principals, Assistant Superintendent of Operations, and Director of Student Services and Instructional Support	0		Dates of mock drills Continue
4. Provide training to staff on updated Emergency Preparedness Safety Plan and emergency kits	August 2013	June 2018	School Crisis Coordinator, Assistant Superintendent of Operations, School Nurse Coordinator, and Director of Student Services and Instructional Support	0		Sign-in sheets Continue
5. Review and update Crisis Response Team plans at schools and district	August 2013	June 2018	Director of Student Services and Instructional Support, Assistant Superintendent of Operations, and Principals	0		Updated plan Continue
6. Conduct safety audit walk throughs of schools annually with the help of the Sheriff's Department	August 2013	June 2018	Director of Student Services and Instructional Support, Principals, Assistant Superintendent of Operations,	0		Record of walk throughs Continue

			and Director of Middle and Secondary Education			
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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
7. Hire additional Maintain full time school resource officers	August 2013	June 2018	Executive Director of Human Resources, Director of Student Services and Instructional Support, and Assistant Superintendent of Operations	\$40,000 each	Local	SROs hired Modify

Performance Goal Area: School Climate

PERFORMANCE GOAL III: (Desired result of student learning)	The district wellness policy (ADF) will be implemented for 100% of students through 2018, in order to develop their problem-solving and decision-making life skills to become healthy members of society.					
ANNUAL INTERIM PERFORMANCE GOAL III:	The wellness policy (ADF) will be implemented for 100% of students K-12 through 2014-2015.					
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				
	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
District physical fitness survey	100%	100%	100%	100%	100%	100%
Review and update of Board Policy ADF		100%	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.)	Indicators of Implementation and On-going Status 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 2013	June 2018	Executive Director of Human Resources and Principals	0		Findings of research Continue
2. All schools will fully comply with the School Wellness Policy (ADF)	August 2013	June 2018	Principals, Physical Education Teachers, Health and Wellness Advisory Board, and Director of Child Nutrition	0		Records of compliance Continue
3. Fully implement character development and anti-bullying initiatives district wide, through the Bullying Coordinating Committee	August 2013 2014	June 2018	Counselors, Teachers, Principals, Director of Student Services and Instructional Support, and Director of Secondary Education	0		Record of implementation Modify

Performance Goal Area: Facilities Management

PERFORMANCE GOAL: (Desired result of student learning)	Provide and maintain modern, adequate, safe, 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 continuation 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 improvements, preventative maintenance and technology upgrades.					
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				
	2012- 2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Studies completed	X	X				
Plan formulated and decided upon	X	X				
Funding plan executed	X	X				
Capital projects started	X	X				
Capital projects completed						

1. The School District of Newberry County will continue to use General Obligation Bonds Revenues and other available revenue to fund future construction, renovation, and capital projects as identified and approved by the school board and/or superintendent.
2. Phase I of the NCCC Renovation Project has been completed. This phase included renovations to improve handicap accessibility to the Career Center and parking lot paving.

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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
1. Identify current conditions	July 2013	June 2018	Superintendent, Assistant Superintendent for Operations, Director of Facilities Management, CM & A/E consultants as needed	\$25,000 - \$50,000	Capital project funds and general funds	Record of identified conditions Continue
2. Study growth projection/ demographics/ patterns of growth/ industrial development of Newberry and surrounding area, to include formal and informal studies	July 2013	June 2018	Superintendent, Assistant Superintendent for Operations, and other local agencies as needed	0		Studies Continue
3. Study program needs and requirements	July 2013	June 2018	Superintendent, Assistant Superintendent for Operations, and Assistant Superintendent of Instruction	0		Record of needs and requirements Continue
4. Identify current building standards for programs and international building code	July 2013	June 2018	Assistant Superintendent of Operations and Director of Facilities Management	0		Codes Continue
5. Assess suitability of real property and identify potential school/office sites as needed	July 2013	June 2018	Superintendent and Assistant Superintendent of Operations	0		Sites Continue

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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
1. Survey current conditions of technology hardware	July 2013	June 2018	Director of Technology	Minimal	General Funds	Survey results Continue
2. Develop and implement a phased replacement program for technology hardware to include but not limited to computers, monitors, smartboards, projectors, security cameras, VOIP phones	July 2013	June 2018	Director of Technology and Assistant Superintendent for Operations	\$250,000 \$500,000 annually	General Funds, Capital Project Funds and Federal Funds (E-rate)	Replacement program plan Continue
3. Develop and implement a planned maintenance program for capital maintenance items (roofs, paint, floors, paving, HVAC systems, energy management systems and security systems)	July 2013	June 2018	Director of Facilities Management, Assistant Superintendent for Operations, Principals, and consultants as needed	\$500,000 annually	General Funds, Capital Project Funds, and other available funds	Maintenance plan Continue
4. Assess school security needs via regular security audits	July 2013	June 2018	Assistant Superintendent for Operations, Director of Student Services and Instructional Support, Director of Facilities Management, Newberry County Sheriff's Department, Principals, Director of Middle and Secondary Education	Minimal	General Funds	Security audits Continue
5. Continue to assess and update to wireless connectivity across the district	July 2013	June 2018	Assistant Superintendent for Operations, Director of Technology, and Director of Facilities Management	\$300,000	General Funds, E-rate, Capital Project Funds, State	Documents

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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
1. Analyze fiscal capacity of tax base	July 2013	June 2018	Superintendent, Assistant Superintendent of Operations, and Chief Financial Officer	Minimal	Capital Project Funds and General Funds	Analysis Continue
2. Assess current debt and public's "willingness to pay"	July 2013	June 2018	Superintendent, Assistant Superintendent of Operations, Chief Financial Officer, and Board	Minimal	General Funds/ Potential Penny Sales Tax via Referendum	Assessment results Modify
3. Explore and identify alternative funding sources	July 2013	June 2018	Superintendent, Assistant Superintendent of Operations, Chief Financial Officer, and Board	Minimal	General Funds and State & Federal Funds	Funding sources Continue

Strategy D – Prioritize Needs in Light of Fiscal Capacity

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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
1. Identify the code/life safety needs and necessities	July 2013	June 2018	Assistant Superintendent of Operations, Director of Facilities Management, Construction Management Firm, and A&E Firms	Minimal	General Funds	Prioritize needs Continue
2. Identify programmatic necessities	July 2013	June 2018	Superintendent, Assistant Superintendent of Operations, Board, and Assistant Superintendent of Instruction	Minimal	General Funds	Identify needs Continue
3. Identify the “Next Tier” of needs that are not critical but would be beneficial	July 2013	June 2018	Superintendent, Assistant Superintendent of Operations, Assistant Superintendent of Instruction, and Director of Facilities Management	Minimal	General Funds	Identify needs Continue
4. Prioritize technology maintenance needs and available revenue	July 2013	June 2018	Assistant Superintendent of Operations, Director of Technology and Chief Financial Officer	Minimal	General Funds, Capital Project Funds and Federal Funds (E-rate), State	Prioritize needs Modify
5. Prioritize capital maintenance needs and available revenue	July 2013	June 2018	Assistant Superintendent of Operations, Director of Facilities Management, Superintendent, and Chief Financial Officer	Minimal	General Funds, Capital Project Funds and Federal Funds	Prioritize needs 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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
1. Weigh the pros and cons of the basic choices-bond referendum, general obligation bonds, grant funding, performance contracting	July 2013	June 2018	Superintendent, Board, Assistant Superintendent of Operations, and Chief Financial Officer	Minimal	Capital Project Funds and Potential Penny Sales Tax via Referendum	Results of study Modify
2. Identify an adequate dollar amount to fill capital maintenance needs and how to fund	July 2013	June 2018	Superintendent, Board, Assistant Superintendent of Operations, Chief Financial Officer, and Director of Facilities Management	Minimal	Capital Project Funds	Amount Continue
3. Identify same for technology maintenance needs and how to fund	July 2013	June 2018	Assistant Superintendent of Operations, Director of Facilities Management, Director of Technology, and Chief Financial Officer	Minimal	Capital Project Funds and Federal Funds (E-rate), State	Amount Modify

Strategy F- Continue 5 Year Construction/Renovation 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.)	Indicators of Implementation and On-going Status Completed YES/NO Continue Modify Modified Date
1. Hire construction management/ architect/engineering team(s) as needed	July 2013	June 2018	Superintendent, Board, and Assistant Superintendent of Operations	Based on percentage of construction costs	Capital Project Funds	Hired Continue
2. Identify and prioritize construction projects	July 2013	June 2018	Superintendent, Board, and Assistant Superintendent of Operations	Included	Capital Project Funds	Prioritize projects Continue
3. Develop specifications for each project	July 2013	Based on schedule	Superintendent, Board, Assistant Superintendent of Operations, and Director of Facilities Management (input from schools)	Included	Capital Project Funds	Specifications of projects Continue
4. Advertise and hire contractor	July 2013	Based on schedule	Superintendent, Board, and Assistant Superintendent of Operations	Included	Capital Project Funds	Hire Continue
5. Manage construction	July 2013	Based on schedule	Superintendent, Board, Assistant Superintendent of Operations, Director of Facilities Management, and Construction Management Firm	Included	Capital Project Funds	Manage project Continue

Strategy G- Implement Funding 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>	Indicators of Implementation and On-going Status <small>Completed YES/NO Continue Modify Modified Date</small>
1. Hire financial consultants/bond attorney	July 2013	June 2018	Superintendent, Board, Assistant Superintendent of Operations, and Chief Financial Officer	\$50,000	Capital Project Funds	Hire Continue
2. Size bond issues in coordination with construction payout schedule	July 2013	June 2018	Superintendent, Board, Assistant Superintendent of Operations, and Chief Financial Officer	Included	Debt Service Fund	Debt service report Continue
3. Sell bonds	July 2013	June 2018	Superintendent, Board, Assistant Superintendent of Operations, and Chief Financial Officer	Included	Capital Project Funds and Debt Service Fund	Sell bonds Continue