

Performance Goal

Performance Goal Area:	District Priority					
Performance Goal: SMART goal must include: WHO will do WHAT, as measured by HOW and WHEN.	The Technology Department strives to equip our students and staff with the tools, training, support, and safety necessary to utilize technology to enhance learning, increase productivity, access information, and communicate with others.					
Interim Performance Goal: Meet annual targets below.						
Data Source(s)'	Average Baseline	2018/19	2019/20	2020/21	2021/22	2022/23
Devices per student (includes mobile devices and desktops)	65%	Projected Data: 68%	80%	82%	84%	86%
		Actual Data:				
Instructional technology support	1 District Technology Integration Specialist	Projected Data: 1 District Technology Integration Specialist	1 District Technology Integration Specialist	1 District Technology Integration Specialist	2 District Technology Integration Specialists	3 District Technology Integration Specialists
		Actual Data:				

Action Plan

Strategy #1: Provide technology resources to improve infrastructure and support student learning

Action Step (List the processes to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Prioritize technology maintenance needs and available revenue.	July 2018 June 2023	Principals, Assistant Superintendent for Operations, Director of Technology, Chief Financial Officer, School Board	-0-	NA	TBD
2. Survey current conditions of technology hardware infrastructure and available bandwidth from SC Chief Information Office (CIO).	July 2018 June 2023	Assistant Superintendent for Operations, Director of Technology, consultants	-0-	NA	TBD
3. Continue to assess and update wireless network connectivity across the district.	July 2018 June 2023	Assistant Superintendent for Operations, Director of Technology, Consultants, Director of Facilities Management	\$200,000	General, Capital Project, State, E-rate	Connectivity reports
4. Maintain a phased replacement program for technology hardware to include but not limited to computers, mobile devices, interactive panels, and projectors.	July 2018 June 2023	Assistant Superintendent for Operations, Director of Technology	\$1,000,000	General, Capital Project, State, E-rate	Replacement Technology
5. Identify adequate dollar amount for technology maintenance needs and how to fund.	July 2018 June 2023	Assistant Superintendent for Operations, Director of Technology	-0-	NA	TBD
6. Maintain secure door access, VOIP phones, and IP security cameras at all locations. Replace/add additional as needed.	July 2018 June 2023	Assistant Superintendent for Operations, Director of Technology, Director of Facilities Management	\$500,000	Local, Capital Project Funds, State	Device inventory
7. Establish and continue internet safety instruction as well as anti-cyberbullying instruction in all grade levels.	July 2018 June 2023	Teachers; Principals, Instructional Technology Administrator, District Technology Integration Specialist, Teacher Technology Leaders	-0-	NA	Lesson plans, online documentation from CommonSense media

8. Maintain a baseline classroom that includes 1 teacher mobile device or teacher PC, and 1 interactive system (audio, visual). Upgrade and replace on a cyclical basis.	July 2018 June 2023	Director of Technology	\$400,000	Local, Capital Project Funds, State	Device inventory
9. Provide outsourced network engineers to support advanced network applications.	July 2018 June 2023	Assistant Superintendent for Operations, Director of Technology	\$150,000	Local and E-rate	Applications
10. Establish and maintain a 1:500 technology technician-to-device ratio.	July 2018 June 2023	Assistant Superintendent for Instruction, Assistant Superintendent of Operations, Director of Technology	\$100,000	Local	Personnel hired
11. 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 -1 per grade span.	July 2019 June 2023	Assistant Superintendent for Instruction, Director of Technology	\$160,000	Local	Technology coaches hired
12. Establish and maintain school based technology and instructional support using in-house technology teacher leaders.	July 2018 June 2023	Assistant Superintendent for Operations, Assistant Superintendent for Instruction, District Technology Integration Specialist, Director of Assessment, Accountability and Professional Development, Technology Teacher Leaders	\$39,000	Local	Personnel hired
13. Provide each school with a visitor management system for the safety of students and staff.	July 2018 June 2023	Assistant Superintendent for Operations, Director of Technology	\$8,000	Local	System onsite at each school
14. Maintain a webpage for the district and all schools to promote communication with the community. Utilize a parent-call system to communicate to parents.	July 2018 June 2023	Assistant Superintendent for Operations, Director of Technology	\$20,000	Local	Webpages online and parent call system

Performance Goal

Performance Goal Area:		Gifted and Talented: Academic				
Performance Goal: SMART goal must include: WHO will do WHAT, as measured by HOW and WHEN.		1. The average percentage of students in grades 3-8 who score exceeds in ELA as measured by SC Ready will increase from 32.7% in 2018 to 45% in 2023. 2. The average percentage of students in grades 3-8 who score exceeds in Math as measured by SC Ready will increase from 39.6% in 2018 to 50% in 2023. 3. The average percentage of students in grades 3-8 who score exceeds in science as measured by SCPASS will increase from 41.5% in 2018 to 51.5% in 2023. 4. The average percentage of students in grades 3-8 who score exceeds in social studies as measured by SCPASS will increase from 71.8% in 2018 to TBA in 2023.				
Interim Performance Goal: Meet annual targets below.						
Data Source(s)'	Average Baseline	2018/19	2019/20	2020/21	2021/22	2022/23
ELA	32.7%	Projected Data: 35%	37%	39%	41%	45%
		Actual Data:				
Math	39.6%	Projected Data: 42%	44%	46%	48%	50%
		Actual Data:				
Science	41.5%	Projected Data: 43.5%	45.5%	47.5%	49.5%	51.5%
		Actual Data:				
Social Studies	71.8%	Projected Data: 73%	73%	TBD	TBD	TBD
		Actual Data:				

Action Plan

Strategy #1: Implement William and Mary and M3 curricula to provide students with challenging and rigorous activities. SDNC will use the data to determine the effectiveness of William and Mary and M3.

Action Step (List the processes to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Review the GT standardized test data provided by the SDE for overall average of scores and compare to target goals.	July 2018 June 2023	GT Coordinator, Director of Assessment Accountability and Professional Development, Assistant Superintendent for Instruction	NA	-0-	Data charts with comparisons
2. Review the GT curriculum for SC standards at each grade level for standards which will enhance acceleration.	July 2018 June 2023	GT Coordinator, Director of Assessment, Accountability and Professional Development, Assistant Superintendent for Instruction	NA	-0-	Walk through observations
3. Provide opportunities for teachers to attend annual SCCGE conference and to participate in regional staff development.	July 2018 June 2023	GT Coordinator	\$2,000	344 GT Funds	Number of participants
4. Continue to provide opportunities for collaboration and program planning through district level meetings for GT teachers.	July 2018 June 2023	GT Coordinator	NA	-0-	District Wednesdays
5. Provide professional development in best practices of project-based instruction.	July 2018 June 2023	GT Coordinator, Director of Assessment, Accountability and Professional Development	\$500	344 GT Funds	District Professional Development
6. Offer the two courses for GT endorsement.	June 2018 July 2023	GT Coordinator, Course Instructor	\$8,000	344 GT Funds	Class participants
7. Work with parents and students to help them understand and appreciate their giftedness.	July 2018 June 2023	GT Coordinator, School Based Administration	NA	-0-	Number of participants

8. Provide information to parents about GT programs and requirements.	July 2018 June 2023	GT Coordinator, School-Based Administration	NA	-0-	Information in parent/student handbook and web page
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Performance Goal

Performance Goal Area:	Gifted and Talented: Artistic					
Performance Goal: SMART goal must include: WHO will do WHAT, as measured by HOW and WHEN.	Increase the number of students participating in the GT artistic program from 205 in music and 160 in art by 2023 by obtaining the number of GT participants and the number of completed projects.					
Interim Performance Goal: Meet annual targets below.						
Data Source(s)'	Average Baseline	2018/19	2019/20	2020/21	2021/22	2022/23
Music	294	Projected Data: 171	175	185	195	205
		Actual Data:	N/A	N/A	N/A	N/A
Art	142	Projected Data: 125	130	140	150	160
		Actual Data:	N/A	N/A	N/A	N/A

Action Plan

Strategy #1: Provide professional development opportunities in the field of artistic gifted education for teachers.

Action Step (List the processes to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Allow art and music teachers to attend the SCCEG conference and STEAM PD.	July 2018 June 2023	GT Coordinator	\$1,000	344 GT Funds	Number of participants
2. Set aside time on district Wednesdays for art and music teachers to meet.	July 2018 June 2023	GT Coordinator	NA	-0-	District Wednesday Schedule

Performance Goal

Performance Goal Area:	School Climate * (Parent Involvement, Safe and Healthy Schools, etc.)					
Performance Goal: SMART goal must include: WHO will do WHAT, as measured by HOW and WHEN.	By 2023, increase the percentage of stakeholders satisfied with home-school relations					
Interim Performance Goal: Meet annual targets below.						
Data Source(s)'	Average Baseline	2018/19	2019/20	2020/21	2021/22	2022/23
Students satisfied	84%	Projected Data: 86%	87%	88%	89%	90%
		Actual Data:				
Parents satisfied	76%	Projected Data: 78%	80%	82%	84%	85%
		Actual Data:				
Teachers satisfied	82.4%	Projected Data: 84%	85%	86%	88%	90%
		Actual Data:				

Action Plan

Strategy #1: Parenting skills are promoted and supported

Action Step (List the processes to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Monitor and update parent resources at each school and increase awareness of this resource via email, newsletters, social media, parent teacher conferences, and by phone.	July 2018 June 2023	School-Based Administration, Guidance Counselors, Family Literacy Coordinator, School Librarians	\$4,200 (\$350/school)	Title I, Title III, Local & State	Record of Use
2. Provide a minimum of two parenting workshops at the school level on topics such as: * Math * SAT/ACT * ELA * Parenting skills * Study skills * Work Ready Assessments * State Standards * State Assessments * Special Education Programs * Technology/Parent Portal	July 2018 June 2023	School-Based Administration, Guidance Counselors, Family Literacy Coordinator, Parent Involvement Facilitator	\$150/workshop	Title I, Title III, Local & State	Sign in Sheets

Strategy #2: Provide a variety of communication tools to facilitate two way communication

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Maintain a web page for the district, all schools and utilize a parent call system.	July 2018 June 2023	Principals, Technology Department, School-Based Administration	\$20,000	Local and E-rate	Webpage and a parent call system
2. Provide viable school documents in Spanish and English (registration, bus, medical, lunch, etc.).	July 2018 June 2023	Parent Liason/Translator, Guidance Counselors, School Based Administration	\$1,000	Local	Samples of Translated Information
3. Utilize daily tools, such as Parent Portal, a parent call system, application tools and/or student agendas to communicate student progress.	July 2018 June 2023	Teachers, School Based Administration	-0-	NA	Usage reports

4. Survey parents on satisfaction with school climate, academic and other indicators, as well as character education, using state and/or school designed surveys.	July 2018 June 2023	Chief Student Services Officer, School Based Administration, Guidance Counselors, Directors of Elementary and Secondary Education	-0-	NA	Surveys completed
5. Analyze results of surveys and utilize to develop school renewal/improvement plans.	July 2018 June 2023	School Based Administration, Chief Student Services Officer, Guidance Counselors, Directors of Elementary and Secondary Education	-0-	NA	School renewal plans

Strategy #3: Promote volunteering in schools

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Develop an organized parent volunteer program at each school.	July 2018 June 2023	Principals, SIC, PTO	\$500/year	Local	Record of Participation
2. Provide workshops to staff members on creating an inviting climate to effectively utilize volunteers.	July 2018 June 2023	Principals, SIC, PTO	\$1000/year	General Fund	Sign in Sheets
3. Form partnerships with local businesses.	July 2018 June 2023	Principals, Chief Student Services Officer, CATE Director, SIC, PTO	-0-	NA	Listing of Businesses
4. Provide a token of appreciation for school volunteers.	July 2018 June 2023	Principals, Chief Student Services Officer, SIC, PTO	\$300/per school	School Funds	The Event
5. Encourage community volunteers to serve as mentors throughout the district.	July 2018 June 2023	Principals, Chief Student Services Officer	-0-	NA	List of Mentors
6. Encourage a school-led volunteer event within the community.	June 2019 July 2023	Principals, SIC, PTO, Chief Student Services Officer	\$1,000/year	Title I	Record of participation

Performance Goal

Performance Goal Area: Performance Goal: SMART goal must include: WHO will do WHAT , as measured by HOW and WHEN .	School Climate * (Parent Involvement, Safe and Healthy Schools, etc.) By 2023, increase the percentage of stakeholders who feel safe at school as indicated by the targets below.					
Interim Performance Goal: Meet annual targets below.						
Data Source(s)'	Average Baseline	2018/19	2019/20	2020/21	2021/22	2022/23
Students satisfied	84.8%	Projected Data: 90%	94%	96%	98%	100%
		Actual Data: N/A	N/A	N/A	N/A	N/A
Parents satisfied	86%	Projected Data: 90%	94%	96%	98%	100%
		Actual Data: N/A	N/A	N/A	N/A	N/A
Teachers satisfied	99.3	Projected Data: 99.5%	99.6%	99.7%	99.8%	100%
		Actual Data: N/A	N/A	N/A	N/A	N/A

Action Plan

Strategy #1: Review and update crisis preparedness plan

Action Step (List the processes to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Review and update emergency preparedness safety plan once per semester.	July 2018 June 2023	Chief Student Services Officer, Principals, Staff, Assistant Superintendent for Operations	-0-		Updated Plan
2. Identify/address safety issues specific to each school to establish and maintain a safe school environment.	July 2018 June 2023	School Crisis Coordinator, Chief Student Services Officer, Assistant Superintendent for Operations	-0-		Identified Safety Issue
3. Hold mock procedures drill (one per semester).	July 2018 June 2023	Principals, Assistant Superintendent for Operations, Chief Student Services Officer	-0-		Dates of Drills
4. Provide training to staff on updated emergency preparedness safety plan and emergency kits with trauma kits at each facility.	July 2018 June 2023	School Crisis Coordinator, Assistant Superintendent for Operations, School Nurse Coordinator, Chief Student Services Officer	\$1,000	Safety Committee Grant	Online Training Log & Sign In Sheets
5. Review and update crisis response team plans at schools and district yearly. Implement "panic button" application at each campus.	July 2018 June 2023	Chief Student Services Officer, Assistant Superintendent for Operations, Principals	\$2,000		Updated Plan
6. Conduct annual safety audit walk throughs of schools with the help of the Sheriff's Department.	July 2018 June 2023	Chief Student Services Officer, Principals, Assistant Superintendent for Operations, Director of Secondary Education, Safety Committee	-0-		Record of Walk Through
7. Maintain full time school resource officers.	July 2018 June 2023	Chief Human Resources Officer, Chief Student Services Officer, Assistant Superintendent for Operations	\$50,000	Local	SRO's hired

Performance Goal

Performance Goal Area:		Student Achievement *				
Performance Goal: SMART goal must include: WHO will do WHAT, as measured by HOW and WHEN.		The goal, for the School District of Newberry County, is to meet or exceed the goals as established by the federal and state accountability systems for elementary schools in each of the subgroups that have been identified for our district.				
Interim Performance Goal: Meet annual targets below.						
Data Source(s)'	Average Baseline	2018/19	2019/20	2020/21	2021/22	2022/23
ELA	31.7	Projected Data: 33.8	35.9	38	40.1	42.2
		Actual Data: N/A	N/A	N/A	N/A	N/A
Math	41.3	Projected Data: 42.8	44.3	45.8	47.3	48.8
		Actual Data: N/A	N/A	N/A	N/A	N/A
Science	41.4	Projected Data: 42.9	44.4	45.9	47.04	48.9
		Actual Data: N/A	N/A	N/A	N/A	N/A
Social Studies	72.0	Projected Data: TBD	TBD	TBD	TBD	TBD
		Actual Data: N/A	N/A	N/A	N/A	v

Action Plan

Strategy #1: Utilize data to improve instruction and student achievement

Action Step (List the processes to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Analyze student subgroup performance on state, district, and federal mandated assessments and use the results of the analysis to improve instruction.	July 2018 June 2023	Assistant Superintendent for Instruction, Director of Assessment, Accountability and Professional Development, Directors of Elementary and Secondary Education, Principals, School Data Teams, District Literacy and Math Specialists, Literacy Coaches	-0-	NA	Data Analysis sheets, SLO and LAP data
2. Identify areas of strength and areas of concern based on analysis of state and district assessment results and formulate a plan of enrichment and remediation.	July 2018 June 2023	Assistant Superintendent for Instruction, Directors of Elementary and Secondary Education, Principals, School Data Teams, District Literacy and Math Specialists, Literacy Coaches	-0-	NA	Data analysis sheets and LAP data
3. Conduct an annual longitudinal study of state and district assessments to include various subgroups and individual scores as needed.	July 2018 June 2023	Director of Assessment, Accountability and Professional Development, Directors of Elementary and Secondary Education, Principals	-0-	NA	Data analysis sheets
4. Provide professional development for schools and district staff related to data analysis.	July 2018 June 2023	Assistant Superintendent for Instruction, Director of Assessment, Accountability and Professional Development, District Technology Integration Specialist, District Literacy and Math Specialists.	\$1,000/year	General Fund	Professional development schedule

		Principals			
5. Analyze and revise as necessary gateway courses' semester exams to ensure reliability and validity.	July 2018 June 2023	Principals, Teachers, Director of Secondary Education, Director of Assessment, Accountability and Professional Development, District Literacy and Math Specialists	-0-	NA	Gateway exams
6. Provide for the continuation of MAP, Reading Benchmarking, CFAs, English and Math Units, KRA, PALS, Fountas & Pinnell, and a universal screener in order to evaluate student and teacher performance.	July 2018 June 2023	Assistant Superintendent for Instruction, Directors of Elementary and Secondary Education, Director of Assessment, Accountability and Professional Development, District Literacy and Math Specialists	\$70,000/year	General Fund & Title V	Completion of assessments

Strategy #2: Provide standards-based instruction in the core curricular areas

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Identify and implement 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 2018 June 2023	Assistant Superintendent for Instruction, Directors of Elementary and Secondary Education, District Literacy and Math Specialists, Literacy Coaches, Director of Assessment, Accountability and Professional Development, Teachers	-0-	NA	Instructional walk-throughs and student data
2. Develop and revise (as needed) K-12 instructional units aligned with state standards in the core curricular areas.	July 2018 June 2023	Assistant Superintendent for Instruction, Directors of Elementary and Secondary Education, Curriculum Development Committee, District Literacy and Math Specialists, Teachers, and Literacy Coaches	\$10,000/year	Title V	Completed units

3. Continue cyclical review and updates of curriculum guides, instructional units, common assessments, pacing guides of current state standards in ELA and math.	July 2018 June 2023	Assistant Superintendent for Instruction, Directors of Elementary and Secondary Education, Teachers, District Literacy and Math Specialists, Literacy Coaches	\$10,000	Title V	Completed units and assessments
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 30:1 in kindergarten, 20:1 in grades 1-3, 23:1 in grades 4-5, and 25:1 in grades 6-12.	July 2018 June 2023	Superintendent, Assistant Superintendent for Instruction, Assistant Superintendent for Operations, Principals, Chief Human Resources Officer	-0-	NA	Class size reports
5. Increase the number of developmentally appropriate early childhood programs throughout the district, as needed.	July 2018 June 2023	Assistant Superintendent for Instruction, Director of Elementary Education, Principals, Family Literacy Coordinator	-0-	NA	Pre-K
6. Provide instructional strategies, techniques, professional development, and materials that meet the needs of English language learners.	July 2018 June 2023	Assistant Superintendent for Instruction, Director of Assessment, Accountability and Professional Development, Lead ESOL Teacher, ESOL teachers, Classroom Teachers	\$25,000	Title III	Professional development schedule
7. Continue to provide teachers with instructional coaching in ELA and Math at all grade levels.	July 2018 June 2023	Superintendent, Assistant Superintendent for Instruction, District Literacy and Math Specialists, Directors of Elementary and Secondary Education, Literacy Coaches	\$100,000	Local & Title II	ELA and Math Coaches
8. Provide teachers with literacy coaches in the elementary school.	July 2018 June 2023	Assistant Superintendent for Instruction, Director of Elementary Education, District Literacy Specialist	\$400,000	Local	Reading coaches in elementary schools
9. Use a variety of formal and informal assessment techniques on an ongoing basis to guide daily instruction and decision-making.	July 2018 June 2023	School-Based Administration, Teachers, Literacy Coaches, District Literacy and Math Specialists	-0-	NA	Instructional walk-throughs, lesson plans, data team discussions, and instructional planning with school and district coaches

10. Study and utilize the Bloom's Taxonomy and Depth of Knowledge as they relate to the level of rigor in classrooms.	July 2018 June 2023	Assistant Superintendent for Instruction, Directors of Elementary and Secondary Education, School-Based Administration, District Literacy and Math Specialists, Teachers	-0-	NA	Instructional walk-throughs, specific feedback, and professional development participation
11. Continue to evaluate current instructional technology being used and its effect on student achievement (consistency across schools).	July 2018 June 2023	School-Based Administration, Computer Lab Monitors, Instructional Technology Administrator, District Technology Integration Specialist, Teacher Technology Leaders	-0-	NA	Technology surveys
12. Utilize instructional technology to remediate, enrich, and progress monitor classroom instruction for all students.	July 2018 June 2023	School-Based Administration, Teachers, Technology Administrator, District Technology Integration Specialist, Teacher Technology Leaders	-0-	NA	Technology surveys, student test scores, and data team discussions
13. Utilize state and district assessments to guide instruction to meet individual student needs in reading, language, and math at appropriate grade levels.	July 2018 June 2023	School-Based Administration, Literacy Coaches, School Librarians, Teachers	-0-	NA	Instructional walk-throughs, data teams, and student data
14. Utilize strategies for content recovery (and initial credit) to increase high school graduation rates.	July 2018 June 2023	Assistant Superintendent for Instruction, Director of Secondary Education, Principals, Guidance Counselors	\$29,000	Local & State	Graduation rates
15. Provide on-going PD grounded in current research, to include literacy and math support during early release time and district Wednesdays, and to maximize instructional time and provide opportunities to plan for varied classroom instructional activities.	July 2018 June 2023	Assistant Superintendent for Instruction, Director of Assessment, Accountability and Professional Development, School-Based Administration, Literacy Coaches, District Literacy and Math Specialists	\$5,000	Local, State, Title I, III, & VI	Professional development schedule
16. Provide professional development supporting literacy/writing in all PK-12 curricular areas, including Montessori.	July 2018 June 2023	Assistant Superintendent for Instruction, School-Based Administration, Director of Assessment, Accountability and Professional Development, District Literacy Specialist, Literacy Coaches	\$8,400	Local, State, Title I, III, & VI	Professional Development schedule

17. Provide for the continued implementation and a choice program/expansion of the Montessori program.	July 2018 June 2023	Superintendent, Assistant Superintendent for Instruction	\$50,000	Title V	Montessori enrollments
18. Provide opportunities for students to participate in district, regional, state-wide, and national academic events/competitions.	July 2018 June 2023	Assistant Superintendent for Instruction, Principals, Teachers, Guidance Counselors	-0-	NA	Events schedule
19. Ensure the systematic process of regular communication, at the school level, between regular education, special education, and ESOL teachers regarding academic progress and needs of shared students.	July 2018 June 2023	Director of Special Services, Principals, Teachers, Special Education Teachers, Guidance Counselors, ESOL Teachers	-0-	NA	Planning meetings
20. Develop schedules, at the school level, to provide for subject area and grade level planning.	July 2018 June 2023	Directors of Elementary and Secondary Education, School-Based Administration	-0-	NA	Schedules
21. Provide continuing job-specific professional development for instructional coaches, curriculum leaders, and district specialists.	July 2018 June 2023	Director of Assessment, Accountability and Professional Development	\$10,000	Local & Title V	Professional development schedule
22. Provide enrichment for students in need of academic assistance and academic acceleration at every elementary and middle school during school hours.	July 2018 June 2023	Assistant Superintendent for Instruction, Directors of Elementary and Secondary Education, School-Based Administration, Teachers	-0-	NA	School schedules
23. Provide secondary students with opportunities to earn high school credit based on content proficiency in lieu of seat time.	July 2018 June 2023	Director of Secondary Education, High School Principals	-0-	NA	Proficiency based application

Strategy #3: Provide standards-based instruction in Mathematics

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Provide all math teachers with on-going professional development that supports state standards.	July 2018 June 2023	Director of Assessment, Accountability and Professional Development, Directors of Elementary and Secondary Education, District Math Specialist	\$5,000	Local	Professional development schedule
2. Revise and utilize appropriate standards based assessments.	July 2018 June 2023	Directors of Elementary and Secondary Education, Assistant Administrators, Director of Assessment, Accountability and	\$10,000	Local	Professional development schedule

		Professional Development, District Math Specialist			
3. Provide resources necessary to promote optimum student learning to include and not limited to: manipulatives, literature, calculators, demonstration resources, visuals, models, and technology.	July 2018 June 2023	Principals, Assistant Superintendent for Instruction, District Math Specialist, District Technology Integration Specialist, Teacher Technology Leaders	\$25,000	Local	Instructional walk-throughs

Strategy #4: Provide standards-based instruction in Social Studies

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
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 studies, visuals (real and virtual), experts, historical fiction, artifacts, primary documents, and technology.	July 2018 June 2023	School-Based Administration, Teachers	-0-	NA	Instructional walk-throughs
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 as indicated in the Profile of SC Graduate.	July 2018 June 2023	School-Based Administration, Teachers, Parents, Community Volunteers	-0-	NA	Service learning logs
3. Revise and utilize appropriate standards-based assessments.	July 2018 June 2023	Assistant Superintendent for Instruction, Directors of Elementary and Secondary Education, Teachers	\$20,000	Local and Title II	Assessments created
4. Implement SC State Standards, teacher unit plans, and integrate writing of three modes of text (argument/opinion, informational/explanatory, and narrative).	July 2018 June 2023	Assistant Superintendent for Instruction, School-Based Administration, Teachers, District Literacy Specialist	-0-	NA	Instructional walk-throughs
5. Provide resources necessary to promote optimum student learning to include but not limited to: current maps, atlases, globes, literature, primary resources, and real world simulation activities. Include updated technology or media-based support.	July 2018 June 2023	School-Based Administration, Technology Department, Teachers, School Librarians	\$10,000	Local, State, Federal	Classroom Observation, Media Center

Strategy #5: Provide standards-based instruction in Science

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Develop and/or provide science kits and materials to all teachers K-8.	July 2018 June 2023	School-Based Administration, Kit Center Facilitator, Directors of Elementary and Secondary Education	\$30,000	State	Science kits
2. 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.	July 2018 June 2021	School-Based Administration, Director of Assessment, Accountability and Professional Development, Directors of Elementary and Secondary Education	\$15,000	Local & Title II	Professional development schedule
3. Support science kit refurbishment through .5 FTE in an effort to increase focus on STEM, kit development and kit refurbishment.	July 2018 June 2023	Assistant Superintendent for Instruction	\$20,000	Local	.5FTE, Science kits
4. Develop a committee to revise/develop K-12 science kits to address the most current science standards.	July 2018 June 2020	Assistant Superintendent for Instruction, Directors of Elementary and Secondary Education	\$10,000	Local	Committee minutes
5. Provide resources necessary to promote optimum student learning to include but not limited to: consumable and non-consumable materials, science kits training and technology equipment.	July 2018 June 2023	Assistant Superintendent for Instruction, Director of Assessment, Accountability and Professional Development, Directors of Elementary and Secondary Education	\$10,000	State	Science kits, Professional development schedule

Strategy #6: Provide standards-based instruction in English Language Arts

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Provide an uninterrupted balanced literacy block which includes the utilization of research based ELA instructional strategies.	July 2018 June 2023	School-Based Administration, Teachers, Literacy Coaches, District Literacy Specialist, Directors of Elementary and Secondary Education, Director of Assessment, Accountability and Professional Development	-0-	NA	School schedules, observation, and lesson plans

2. Continue a district-wide publication featuring student created writing that will be placed on the district's website by the technology department as well as a printed copy for distribution.	July 2018 June 2023	Assistant Superintendent for Instruction, Assistant Principals, Newberry County Reading Council, District Literacy Specialist, Directors of Elementary and Secondary Education, Literacy Coaches, District Technology Integration Specialist, Technology Department	\$1,000	Local	Writing anthology and digital copy of writing anthology posted on district website
3. Continue implementation of researched-based strategies of intervention and enrichment related to assisting all readers in flexible groupings at all levels.	July 2018 June 2023	School-Based Administration, Directors of Elementary and Secondary Education, SIP Teams, Literacy Coaches, District Literacy Specialist, ESOL teachers, Reading Interventionists	-0-	NA	Lesson plans, observations, and assessment data
4. Develop and implement district and school literacy plans as required by Read to Succeed state law.	July 2018 June 2023	School-Based Administration, Teachers, Literacy Coaches, District Literacy Specialist, School Literacy Team	-0-	NA	Literacy plan
5. Utilize a benchmark assessment in grades K-5.	July 2018 June 2023	School-Based Administration, Teachers, District Literacy Specialist, Literacy Coaches	-0-	NA	Assessments and data analysis
6. Continue to implement SC College and Career Readiness State Standards for English Language Arts and literacy in all subject areas.	July 2018 June 2023	Assistant Superintendent for Instruction, School-Based Administration, District Literacy Specialist, Literacy Coaches, Teachers	-0-	NA	Professional development schedule, observations, lesson plans, and unit plans
7. Provide resources necessary to promote optimum student learning to include: classroom libraries and/or book room 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, intervention materials, demonstration resources, visuals, and models. Includes technology or media-based support.	July 2018 June 2023	School-Based Administration, District Literacy Specialist, Literacy Coaches, School Librarians, ESOL teachers, Teachers	\$50,000	State, Local, Title I, Title III, Title VI	Instructional walk-throughs
8. Utilize reading interventionists to provide additional instruction to students in grades K-5 identified as struggling readers.	July 2018 June 2023	Assistant Superintendent for Instruction, Chief Human Resources Officer, Director of Elementary Education, Principals	\$250,000	Title I	Reading interventionists

9. Utilize and expand reading interventionists to provide additional instruction to students in grades 6-12 identified as struggling readers.	July 2018 June 2023	Assistant Superintendent for Instruction, Chief Human Resources Officer, Director of Secondary Education, Principals	\$250,000	State, Local & Title I	Reading interventionists
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Strategy #7: Implement a quality sequential K – 12 fine arts program

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Hire full-time highly qualified teachers in music and art to serve the needs of our schools, to include additional staff to meet the requirements for fine arts for college admission.	July 2018 June 2023	Superintendent, Assistant Superintendent for Instruction, Chief Human Resources Officer	-0-	NA	Certification records
2. Include instruction, in each individual school, in under-represented arts areas including drama, dance, strings, piano/keyboard, and visual arts to promote cultural awareness.	July 2018 June 2023	Principals, Office of Instruction, Fine Arts Teachers	\$100,000	Local, State, & Grants	TBD
3. Coordinate professional development activities to improve and increase the integration of the arts across the curriculum and include state standards connections at the building and district level (planned at beginning of school, share unit/key concepts).	July 2018 June 2023	Principals, Director of Assessment, Accountability and Professional Development, Fine Arts Teachers	\$6,000	Local, State, Grants & Title I	Professional development schedule
4. Increase public awareness of the arts through public recognition of student accomplishments through varied avenues.	July 2018 June 2023	Fine Arts Teachers	\$1,000	Local, State, & Grants	Music and art performances
5. Collaborate across levels to vertically align district fine arts K-12 curriculum, specific to the fine arts and levels.	July 2018 June 2023	Assistant Superintendent for Instruction, Teachers	-0-	NA	TBD
6. Hire a full-time fine arts coordinator to serve the needs of our district to develop, enhance, and sustain our current fine arts programs.	July 2018 June 2023	Superintendent, Assistant Superintendent for Instruction, Chief Human Resources Officer	\$65,000	Local & State	Person Hired

Strategy #8: Implement a quality sequential K – 12 physical education program

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
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1. Maintain full time physical education teachers to serve the needs of our schools.	July 2018 June 2023	Assistant Superintendent for Instruction, Chief Human Resources Officer	-0-	NA	TBD
2. Collaborate across levels to vertically align PE K-12 curriculum standards.	July 2018 June 2023	PE Teachers K-12	-0-	NA	Professional development and meetings

Strategy #9: Provide technology resources to improve student achievement

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
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 (1 per grade span).	July 2019 June 2023	Assistant Superintendent for Instruction, Director of Technology	\$160,000	Local	Technology coaches hired
2. Support all teachers as they integrate technology into their day-to-day instruction.	July 2018 June 2023	Teachers, Principals, Instructional Technology Administrator, District Technology Integration Specialist, Teacher Technology Leaders	\$50,000	Local	Observations, Lesson Plan, OnCourse
3. Provide and update software and hardware (iPads, tablets, laptops, desktop PC, etc.) to support instructional standards in K-12.	July 2018 June 2023	Instructional Technology Administrator, Assistant Superintendent for Instruction, Directors of Elementary and Secondary Education, Director of Special Services	\$1,000,000	Local, State, Title I, Title III	Software, Hardware, Labs
4. Every media center will have an assistant to assist students, teachers, and media specialists in the support of the curriculum.	July 2018 June 2023	Assistant Superintendent for Operations, Director of Technology	\$300,000	Local	Personnel Hired
5. Establish and maintain school based technology and instructional support using in-house technology teacher leaders.	July 2018 June 2023	Principals, Director of Technology, Assistant Superintendent for Operations, Assistant Superintendent for Instruction, Instructional Technology Administrator	\$39,000	\$39,000	Persons Listed
6. Provide continuing PD for technology integration through after school workshops, summer institutes, and online training.	July 2018 June 2023	District Technology Integration Specialist, Director of Assessment, Accountability and Professional Development, Technology Teacher Leaders	\$5,000	Local, Title II	PD

7. Support students as they use technology on a day to day basis, as appropriate.	July 2019 June 2023	School-Based Administration, Technology Teacher Leaders, District Technology Integration Specialist	-0-	NA	Walk- through observations
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Strategy #10: Provide adult education students with instruction based on best practices

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Maintain current supplies, materials and technology including recommendations to all faculty members with appropriate and up-to-date instructional materials and technology.	July 2018 June 2023	Director of Adult Education, Director of Technology, Administrative Assistants	\$25,000	State	Materials and technology in classrooms
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 2018 June 2023	Director of Adult Education, District Literacy and Math Specialists, Teachers	-0-	NA	Professional development schedule
3. Evaluate curricula in all areas of instruction and revise if a need is determined to exist and ensure that the materials are aligned with state standards.	July 2018 June 2023	Director of Adult Education, District Literacy and Math Specialists, Teachers	-0-	NA	Materials in classrooms
4. Train teachers on proper use of technology to enhance instruction and student academic achievement.	July 2018 June 2023	Director of Adult Education, Teachers, Technology Office, District Technology Integration Specialist	-0-	NA	Professional development schedule
5. Evaluate quarterly program data reports to determine if program, instructional and/ or curricula changes are necessary to modify program and services.	July 2018 June 2023	Director of Adult Education, Transition Specialist	-0-	NA	Data reports
6. Identify regional needs based upon community, business, industry, and school district needs to develop programs and services to meet identified needs.	July 2018 June 2023	Director of Adult Education, Teachers, Business and/or Collaborative Partners	-0-	NA	TBD

Performance Goal

Performance Goal Area:		Student Achievement *				
Performance Goal: SMART goal must include: WHO will do WHAT, as measured by HOW and WHEN.		The goal, for the School District of Newberry County, is to meet or exceed the goals as established by the federal and state accountability systems for middle schools in each of the subgroups that have been identified for our district				
Interim Performance Goal: Meet annual targets below.						
Data Source(s)'	Average Baseline	2018/19	2019/20	2020/21	2021/22	2022/23
ELA	34.4	Projected Data: 36.4	38.4	40.4	42.4	44.4
		Actual Data: N/A	N/A	N/A	N/A	N/A
MATH	38.6	Projected Data: 40.3	42	43.7	45.4	47.1
		Actual Data: N/A	N/A	N/A	N/A	N/A
SCIENCE	41.2	Projected Data: 42.8	44.4	46	47.6	49.2
		Actual Data: N/A	N/A	N/A	N/A	N/A
SOCIAL STUDIES	70.8	Projected Data: TBD	TBD	TBD	TBD	TBD
		Actual Data: N/A	N/A	N/A	N/A	N/A

Action Plan

Strategy #1: See Action Steps listed under 5. Student Achievement.

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Performance Goal

Performance Goal Area:		Student Achievement *				
Performance Goal: SMART goal must include: WHO will do WHAT, as measured by HOW and WHEN.		The goal, for the School District of Newberry County, is to meet or exceed the goals as established by the federal and state accountability systems for high schools in each of the subgroups that have been identified for our district				
Interim Performance Goal: Meet annual targets below.						
Data Source(s)'	Average Baseline	2018/19	2019/20	2020/21	2021/22	2022/23
Algebra 1	67.1	Projected Data: 68.4	69.7	71	72.3	73.6
		Actual Data: N/A	N/A	N/A	N/A	N/A
English 1	74.9	Projected Data: 75.9	76.9	78	79	80
		Actual Data: N/A	N/A	N/A	N/A	N/A
Biology I	60.7	Projected Data: 62.3	63.9	65.5	67.1	68.7
		Actual Data: N/A	N/A	N/A	N/A	N/A
US History	62.4	Projected Data: 63.9	65.4	66.9	68.4	69.9
		Actual Data: N/A	N/A	N/A	N/A	N/A

Action Plan

Strategy #1: See Action Steps listed under 5. Student Achievement.

Action Step (List the processes to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. See Action Steps listed under 5. Student Achievement.	See 5. Student Achievement	See 5. Student Achievement	See 5. Student Achievement	See 5. Student Achievement	See 5. Student Achievement

Performance Goal

Performance Goal Area:	Student Achievement *					
Performance Goal: SMART goal must include: WHO will do WHAT, as measured by HOW and WHEN.	The goal for the Newberry Adult Education program is to meet or exceed established goals by the State Department of Education through 2023.					
Interim Performance Goal: Meet annual targets below.						
Data Source(s)'	Average Baseline	2018/19	2019/20	2020/21	2021/22	2022/23
Number of graduates (GED & Diploma)	12	Projected Data: 22	25	29	33	40
		Actual Data: N/A	N/A	N/A	N/A	N/A
Work Keys recipients	12	Projected Data: 18	22	26	30	34
		Actual Data: N/A	N/A	N/A	N/A	N/A
Percent of students who complete an Adult Education level	40	Projected Data: 42	44	46	48	50
		Actual Data: N/A	N/A	N/A	N/A	N/A
Percent of ESOL students who complete an Adult Education level	35	Projected Data: 37	38	40	42	44
		Actual Data: N/A	N/A	N/A	N/A	N/A

Action Plan

Strategy #1: See Performance Goal 5, Strategy 10.

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Performance Goal

Performance Goal Area:		Teacher/Administrator Quality *				
Performance Goal: SMART goal must include: WHO will do WHAT, as measured by HOW and WHEN.		Recruit, retain, evaluate, and support a diverse staff				
Interim Performance Goal: Meet annual targets below.						
Data Source(s)'	Average Baseline	2018/19	2019/20	2020/21	2021/22	2022/23
Number of teachers not properly certified	2%	Projected Data: 2%	1	0	0	0
		Actual Data: N/A	N/A	N/A	N/A	N/A
Overall turnover rate Leaving for another district Leaving profession Other reasons	15% 28% 4% 33%	Projected Data: 15%	14% 25% 3% 30%	13% 22% 2% 27%	11% 19% 1% 24%	10% 16% 0 21%
		Actual Data: N/A	N/A	N/A	N/A	N/A
Teacher attendance rate	95.2%	Projected Data: 95.5%	96%	96.5%	97%	97.5%
		Actual Data: N/A	N/A	N/A	N/A	N/A
Percentage of minority personnel hired	27%	Projected Data: 28%	28%	29%	29%	30%
		Actual Data: N/A	N/A	N/A	N/A	N/A

Action Plan

Strategy #1: To recruit and retain qualified teachers

Action Step (List the processes to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Develop a recognition program for years of service within our district.	July 2018 June 2023	Chief Human Resources Officer	\$10,000	Local	Program established
2. Encourage pre-service educators to experience the profession through Teacher Cadets, PRO-Team at middle schools, field experiences, and clinical experiences.	July 2018 June 2023	Assistant Superintendent for Instruction, Principals, Teachers	-0-	NA	Field placements and teacher cadet rosters
3. Continue implementation of comprehensive induction program for 1st year teachers and assess its effectiveness, including mentors for Induction 1-3 teachers.	July 2018 June 2023	Chief Human Resources Officer, Director of Assessment, Accountability and Professional Development, Principals	\$30,000	Local, Title II, and Rural Recruitment Initiative	Mentors assigned
4. Utilize all resources available to the school district through our partnerships with colleges and universities.	July 2018 June 2023	Chief Human Resources Officer	-0-	NA	Partnerships established
5. Encourage the recruitment and retention of qualified, diverse personnel.	July 2018 June 2023	Chief Human Resources Officer, Diversity Recruitment Committee	-0-	NA	Recruitment fairs including HBCUs
6. Collaborate with and support, The Call Me Mister Program.	July 2018 June 2023	Chief Human Resources Officer, Diversity Recruitment Committee, Principals	-0-	NA	Meeting agendas and hiring profile
7. Offer \$1,000 advance to first year teachers from their salary.	July 2018 June 2023	Chief Human Resources Officer, Chief Financial Officer	\$50,000	Local	Financial data
8. Conduct exit interviews with existing employees.	July 2018 June 2023	Chief Human Resources Officer	-0-	NA	Interviews conducted
9. Host an annual recruitment fair.	July 2018 June 2023	Chief Human Resources Officer	\$500	Local	Recruitment fair flyers

10. Ensure all content area teachers meet appropriate certification status by reviewing transcripts to determine courses needed to satisfy content hours (offer professional development courses for add-on certification).	July 2018 June 2023	Chief Human Resources Officer, Director of Assessment, Accountability and Professional Development	-0-	NA	Teacher certificates
11. Provide information about professional development opportunities to assist teachers in obtaining National Board Certification.	July 2018 June 2023	Director of Assessment, Accountability and Professional Development, Chief Human Resources Officer	-0-	NA	National Board Certified Teachers List
12. Develop partnerships with colleges and universities to provide add on certification.	July 2018 June 2023	Chief Human Resources Officer, Director of Assessment, Accountability and Professional Development	-0-	NA	List of partnerships
13. Assist potential teachers with alternative certification routes (PACE, ABCTE, CATE, and Teach for Tomorrow).	July 2018 June 2023	Chief Human Resources Officer, Director of Assessment, Accountability, and Professional Development	-0-	NA	Certification reports
14. Conduct quality assurance checks each October to verify certification status of each teacher to include: certification number, areas of certification/endorsements, contract status, certification expiration.	July 2018 June 2023	Chief Human Resources Officer	-0-	NA	Certification records
15. Keep abreast of salary trends of our region, state, and districts like ours.	July 2018 June 2023	Chief Human Resources Officer	-0-	NA	CERRA Reports
16. Make recommendations to the Board to secure competitive salaries.	July 2018 June 2023	Superintendent, Chief Human Resources Officer	-0-	NA	Board minutes
17. Increase local supplement to teacher salary schedule.	July 2018 June 2023	Chief Human Resources Officer, Chief Financial Officer, Superintendent, Board	\$100,000	Local	Salary schedule
18. Conduct salary survey of all classifications of employees.	July 2018 June 2023	Superintendent, Chief Human Resources Officer	\$75,000	Local	Salary survey
19. Provide reimbursement for PRAXIS test fees for add-on certification.	July 2018 June 2023	Chief Human Resources Officer	\$5,000	Title II	Certification records
20. Maintain the employee assistance program (EAP).	July 2019 June 2023	Chief Human Resources Officer	\$13,500	Local	Usage reports

21. Consider a Rookie of the Year teacher recognition program.	July 2019 June 2023	Chief Human Resources Officer, Director of Assessment, Accountability and Professional Development	\$2,000	Local	Program established
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