



## Action Plan

2018-19 through 2022-23

Principal: Jordan Finlay

Greenville County Schools

Superintendent: Dr. W. Burke

Royster

## Stakeholder Involvement for School Renewal

| Position   | Name                                |
|--|-------------------------------------|
| 1. Principal:  | Mr. Jordan Finlay                   |
| 2. Teacher:  | Robert Sessions                     |
| 3. Parent/Guardian:  | Shayla Rivera                       |
| 4. Community Member:                                       | Wilbur Ravenhorst                   |
| 5. Paraprofessional:                                       | Anthony Gowens                      |
| 6. School Improvement Council Member:                      | Millie Thomason                     |
| 7. Read to Succeed Reading Coach:                          | Kwadjo Campbell                     |
| 8. School Read To Succeed Literacy Leadership Team Lead:   | Priscilla Joseph                    |
| 9. School Read To Succeed Literacy Leadership Team Member: | Kwadjo Campbell                     |
| OTHERS:  |                                     |
| 1.) Lauren Tenholder                                       | School Counselor Dept. Head         |
| 2.) Marsha Patry   | Magnet Coordinator                  |
| 3.) Sallisha Dendy-Jones                                   | Instructional Technology Specialist |
| 4.) Stephani Ecklund                                       | Special Education Dept. Head        |
| 5.) Adrian Mayes   | Assistant Administrator             |
| 6.) Priscilla Joseph                                       | Instructional Coach                 |

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| <b>Early Childhood Development and Academic Assistance Act (Act 135) Assurances</b><br>(S.C. Code Ann §59-139-10 <i>et seq.</i> (Supp. 2004)) |  |
|---|--|
| <input type="radio"/><br>Yes<br><input type="radio"/><br>No<br><input checked="" type="radio"/><br>N/A  | <b>Academic Assistance, PreK–3</b><br>The school makes special efforts to assist children in PreK–3 who demonstrate a need for extra or alternative instructional attention (e.g., after-school homework help centers, individual tutoring, and group remediation).  |
| <input checked="" type="radio"/><br>Yes<br><input type="radio"/><br>No<br><input type="radio"/><br>N/A  | <b>Academic Assistance, Grades 4–12</b><br>The school makes special efforts to assist children in grades 4–12 who demonstrate a need for extra or alternative instructional attention (e.g., after-school homework help centers, individual tutoring, and group remediation).  |
| <input checked="" type="radio"/><br>Yes<br><input type="radio"/><br>No<br><input type="radio"/><br>N/A  | <b>Parent Involvement</b><br>The school encourages and assists parents in becoming more involved in their children’s education. Some examples of parental involvement initiatives include making special efforts to meet with parents at times more convenient for them; providing parents with their child’s individual test results and an interpretation of the results; providing parents with information on the district’s curriculum and assessment program; providing frequent, two way communication between home and school; providing parents an opportunity to participate on decision making groups; designating space in schools for parents to access educational resource materials; including parent involvement expectations as part of the principal’s and superintendent’s evaluations; and providing parents with information pertaining to expectations held for them by the school system, such as ensuring attendance and punctuality of their children. |
| <input checked="" type="radio"/><br>Yes<br><input type="radio"/><br>No<br><input type="radio"/><br>N/A  | <b>Staff Development</b><br>The school provides staff development training for teachers and administrators in the teaching techniques and strategies needed to implement the school/district plan for the improvement of student academic performance. The staff development program reflects requirements of Act 135, the EAA, and the National Staff Development Council’s revised Standards for Staff Development.  |
| <input checked="" type="radio"/><br>Yes<br><input type="radio"/><br>No<br><input type="radio"/><br>N/A  | <b>Technology</b><br>The school integrates technology into professional development, curriculum development, and classroom instruction to improve teaching and learning.   |

|  |   |
|--|---|
| <input checked="" type="radio"/><br>Yes<br><input type="radio"/><br>No<br><input type="radio"/><br>N/A | <p><b>Innovation</b><br/> The school uses innovation funds for innovative activities to improve student learning and accelerate the performance of all students.</p>  |
| <input checked="" type="radio"/><br>Yes<br><input type="radio"/><br>No<br><input type="radio"/><br>N/A | <p><b>Collaboration</b><br/> The school (regardless of the grades served) collaborates with health and human services agencies (e.g., county health departments, social services departments, mental health departments, First Steps, and the family court system).</p>   |
| <input type="radio"/><br>Yes<br><input type="radio"/><br>No<br><input checked="" type="radio"/><br>N/A | <p><b>Developmental Screening</b><br/> The school ensures that the young child receives all services necessary for growth and development. Instruments are used to assess physical, social, emotional, linguistic, and cognitive developmental levels. This program normally is appropriate at primary and elementary schools, although screening efforts could take place at any location.</p>   |
| <input type="radio"/><br>Yes<br><input type="radio"/><br>No<br><input checked="" type="radio"/><br>N/A | <p><b>Half-Day Child Development</b><br/> The school provides half-day child development programs for <b>four-year-olds</b> (some districts fund full-day programs). The programs usually function at primary and elementary schools. However, they may be housed at locations with other grade levels or completely separate from schools.</p>   |
| <input type="radio"/><br>Yes<br><input type="radio"/><br>No<br><input checked="" type="radio"/><br>N/A | <p><b>Developmentally Appropriate Curriculum for PreK–3</b><br/> The school ensures that the scope and sequence of the curriculum for PreK–3 are appropriate for the maturation levels of students. Instructional practices accommodate individual differences in maturation level and take into account the student's social and cultural context.</p>   |
| <input type="radio"/><br>Yes<br><input checked="" type="radio"/><br>No<br><input type="radio"/><br>N/A | <p><b>Parenting and Family Literacy</b><br/> The school provides a four component program that integrates all of the following activities: interactive literacy activities between parents and their children (Interactive Literacy Activities); training for parents regarding how to be the primary teachers for their children and how to be full partners in the education of their children (parenting skills for adults, parent education); parent literacy training that leads to economic self-sufficiency (adult education); and an age-appropriate education to prepare children for success in school and life experiences (early childhood education). Family Literacy is not grade specific, but is generally most appropriate for parents of children at the primary and elementary school levels and below as well as for secondary school students who are parents. Family Literacy program goals are to strengthen parental involvement in the learning process of preschool children ages birth through five years; to promote school readiness of preschool children; to</p> |

|   |   |
|---|---|
|   | offer parents special opportunities to improve their literacy skills and education; to provide parents a chance to recover from dropping out of school; and to identify potential developmental delays in preschool children by offering developmental screening.   |
| <input checked="" type="radio"/> Yes<br><input type="radio"/> No<br><input type="radio"/> N/A | <p><b>Recruitment</b></p> <p>The district makes special and intensive efforts to <b>recruit</b> and <b>give priority</b> to serving those parents or guardians of children, ages birth through five years, who are considered at-risk of school failure. "At-risk children are defined as those whose school readiness is jeopardized by any of, but not limited to, the following personal or family situation(s): parent without a high school graduation or equivalency, poverty, limited English proficiency, significant developmental delays, instability or inadequate basic capacity within the home and/or family, poor health (physical, mental, emotional) and/or child abuse and neglect.</p> |
| <input checked="" type="radio"/> Yes<br><input type="radio"/> No<br><input type="radio"/> N/A | <p><b>Coordination of Act 135 Initiatives with Other Federal, State, and District Programs</b></p> <p>The district ensures as much program effectiveness as possible by developing a district-wide/school-wide coordinated effort among all programs and funding. Act 135 initiatives are coordinated with programs such as Head Start, First Steps, Title I, and programs for students with disabilities.</p>  |

**HUGHES ACADEMY**

**Introduction**

Hughes Academy used the strategic planning process to include all stakeholders in developing the portfolio. Teachers gave input for our strategic plan. Other stakeholders helped develop strategies for success and provided input regarding our goals for the next five years. Our new leadership team and devoted staff are determined to improve student achievement, to gain and develop resources, and to build stronger relationships with our community.

## **EXECUTIVE SUMMARY**

Hughes Academy of Science and Technology has been in existence and in the same physical location for 64 years. Our school was named for Charles E. Hughes, a beloved professor and principal in Greenville County. For over half a century, the numerous accomplishments of our school have been made possible through the conscious efforts of our teachers, parents, administrators and community members.

### **Student Achievement**

After review and analysis of student performance data, our leadership team found that various subgroups of students in our school typically perform below school and district expectations (i.e. LEP, SPED, AA). In effort to close the achievement gap, our school has implemented the following programs and strategies:

- Reading intervention and literacy programs (i.e. Language Live, Read 180/System 44, literacy coaching, ESOL services, and inclusion services).
- Gifted and Talented course offerings
- Implementation of STEAM and PBL units of instruction
- Remediation for students who are behind
- OnTrack interventions
- Math and ELA intervention classes
- Community partnerships with Urban League of the Upstate, Clemson University, Furman University, and students in our building to provide tutoring.
- Instruction and assessment based on content mastery

### **Teacher Administrator Quality**

Most teachers at Hughes Academy hold Highly Qualified status. Ten percent of our staff are National Board Certified. Teachers continue to participate in professional development that promotes best practices. All members of our administrative team hold advanced degrees in educational leadership. Over half of our teachers hold advanced degrees, with several staff members currently pursuing additional degrees and certifications in the areas of school leadership, literacy, curriculum and instruction, and project based learning.

### **School Climate**

Based on the school report card surveys, parent, student, and teacher feedback, as well as various other surveys given throughout the year, the majority of our stakeholders are satisfied with our school's climate. In order to continue fostering a positive school climate, we have implemented the following strategies and programs:

- Collaborating with feeder elementary schools and high schools for transition support from elementary school and to high school.
- Expanding student and staff achievement celebration and recognition (i.e. ROCKstar students, Teacher of the Month, PBIS, quarterly reward days, teacher and student attendance awards)
- Daily advisory time to support students.
- Initiating first semester parent meetings and community outreach events (i.e. PTSA Health Fair, Study Skills workshop, GPA lessons, Immersion Night, Magnet Night, Hughes Experience, Carnegie Math information session)
- Collaborating with the Urban League, OnTrack, Mentor Upstate to provide adult mentors for at-risk students.
- Extra-curricular clubs to encourage student involvement and sense of community.
- School Counselors work closely with grade level administrators and loop with the students for the three years they are in middle school.

### Significant Challenges

- The challenges presented by the COVID-19 pandemic drastically changed how our teachers communicate, plan, instruct, and engage students.
- Supporting the social/emotional needs of students during this difficult time.
- Meeting the unique needs of the diverse population of learners at Hughes Academy.
- Due to physical challenges with facilities and infrastructures, our staff has worked hard to maintain a successful learning environment (i.e. broadband and Wi-Fi issues, HVAC issues, limited space due to location - impacting school traffic flow and ease of entry)

### Significant Awards, Results, or Accomplishments:

- Palmetto Silver School Recipient
- Superior ratings for strings and band students
- Student artwork selected for Greenville County Drug Awareness Calendar
- Student publications in local media
- National Qualifiers in Junior Beta Club events
- National Junior Beta Club School of Excellence and Leadership School
- National Junior Beta Club School of Merit
- Junior Beta Club State President
- Special Olympic Gold, Silver, and Bronze Athletes
- 6 National Board Certified Teachers
- Increase in student enrollment from 848 in 2014 to 1031 in 2019
- Increase in magnet applications from 127 in 2014 to 206 in 2018
- Increasing the number of high school credit course offered from 6 in 2014 to 11 in 2019

PTSA awards and recognitions in the last 4 years include:

- PTSA School of Excellence
- PTSA Middle Finalist in Enrichment Programs
- PTSA Middle Winner in Legislative Advocacy
- PTSA Middle finalist in Student Involvement
- PTSA Middle Winner in Communication
- PTSA Outstanding Administrator of the Year Finalist
- PTSA Outstanding Support Staff of the Year Finalist
- PTSA Outstanding Teacher of the Year - Middle School Winner
- PTSA Outstanding Local Unit of the Year Winner

## **SCHOOL PORTFOLIO**

The community we serve is one of the most culturally diverse in Greenville County. Our school has been through many distinct transitions to meet the changing needs of the community we serve over our years of existence. The diversity of the socio-economic levels can create a challenging environment for meeting the educational and physical needs of all students. Hughes Academy is fortunate to have dedicated staff and parent and community volunteers to help meet these needs. The SIC meets regularly to ensure the community and school remain in sync. PTSA parents donate countless hours to provide for the needs of both students and staff.

It is a well-known fact that children from affluent families tend to find higher success rates in school, and while the gap has lessened, there still exists a large gap in achievement between races. The major goal of Hughes Academy of Science and Technology is to provide a solid and well-rounded education for each and every one of our students. We want to bridge the gap of student achievement between our diverse groups of students. One way we are addressing this is with a



vibrant mentoring program. Students who need positive adult role models are paired with community and business volunteers who have positive conversations over lunch. It is also common for our mentors to take a proactive role in helping their mentees with classroom assignments. We are proud of the work our mentors put into making connections with Hughes students and have seen the positive results both academically and personally in our students.

Each of our three grade levels has a dedicated administrator and school counselor. Our school is proud to have separate wings for each grade level. These separate wings provide students with a close-knit feel to help them deal with the changes that middle school life brings. Our counselors loop with the students so that students have the same school counselor for the three years they are at Hughes. These relationships enable the school counselors the time to really get to know the students so that they can help them successfully navigate through middle school. We feel that our resources and time are best spent in close proximity to our students; our first priority.

We have also implemented a school wide behavior management program using the acronym ROCK. This program is intended to help support a productive learning environment. We will promote a positive culture by infusing the acronym ROCK into everything we do, say, and how we think. ROCK stands for Respect, Order, Communication, and Kindness.

**Respect:** Thinking and acting in a positive way about yourself and others.

**Order:** The arrangement or disposition of people or things in relation to each other according to a particular sequence, pattern, or method that makes your day easier.

**Communication:** The way people share their thoughts and feelings which is vital for building and maintaining relationships with friends and family, and for success in school and employment.

**Kindness:** Showing others they are valuable by how you treat them.

Hughes is a magnet school for Science, Technology, and Partial Spanish Immersion. We offer tracks of study in both technology and Spanish Immersion as part of our magnet program. In an effort to close another gap between what the corporate world needs in their workforce and how we educate our children, Hughes Academy of Science and Technology has implemented STEAM (Science, Technology, Engineering, Arts, Math). STEAM is a philosophy that provides students a project based learning experience. Students and teachers work together using the South Carolina state standards to incorporate multiple disciplines in providing solutions to real world issues. The STEAM holistic approach to teaching involves breaking the barriers of traditional individualized subject centered classes and creating cross-curricular, real world lessons with a project-based core. Through creating integrated units, our teachers facilitate learning environments that are fluid, dynamic, and relevant to solving problems of today and tomorrow. We have partnered with businesses who provide representatives to guide our students through real world applications. This allows our students to work in teams to problem solve which in turn develops 21<sup>st</sup> century skills. Our strong technology program accents STEAM well, as students not only learn, but apply the knowledge they acquire through our wide variety of technology course offerings.

Our Spanish Immersion Program is one of a kind and features rigorous academic curriculum aligned with the Foreign Language Standards Balanced Literacy Framework. Participating students develop second language proficiency in an academic context under the direction of bilingualism and biliteracy taught in Spanish Language Arts and Social Studies. The program features rigorous academic curriculum delivered through hands-on activities and opportunities for active involvement. Students develop the ability to think critically about the language and cultures across a broad range of subjects. The course offerings we have for our students are listed below.

| <b>6<sup>th</sup> Graders will take:</b> | <b>7<sup>th</sup> Graders will take:</b>                | <b>8<sup>th</sup> Graders will take:</b>                 |
|--|---|--|
| Spanish Language Arts                    | Spanish Language Arts<br>(Spanish I high school credit) | Spanish Language Arts<br>(Spanish II high school credit) |

|                                  |                           |                                     |
|----------------------------------|---------------------------|-------------------------------------|
| Social Studies in English        | Social Studies in Spanish | Social Studies in Spanish           |
| English GT or Literature Studies | English (Studies or GT)   | English I Honors or English Studies |
| Science                          | Science                   | Science                             |
| Math                             | Math                      | Math                                |
| Elective #1                      | Elective #1               | Elective #1                         |
| Elective #2                      | Elective #2               | Elective #2                         |

## SCHOOL PROFILE

### Hughes Academy Teaching Staff

- 63 teachers, with 57% holding advanced degrees
- 90.6% of teachers returned from the previous year.
- Our teachers held a 95.3% attendance rate, which is a 3.4% increase from the previous year.

| CATEGORY  | Data     |
|---|----------|
| Number of Teachers                              | 63       |
| Highly Qualified                                | 62 98.4% |
| Advanced Degree                                 | 36 57.0% |
| Technology Proficient (based on state criteria) | 34 54.0% |
| African American Males                          | 5 7.9%   |
| African American Females                        | 4 6.3%   |
| Caucasian Males                                 | 14 22.2% |
| Caucasian Females                               | 37 58.7% |
| Hispanic Males                                  | 1 1.6%   |
| Hispanic Females                                | 2 3.2%   |
| Asian Female                                    | 1 1.6%   |

### Hughes Academy Student Population 2020-21

| <b>Grade Level</b> | <b>Total in Grade</b> | <b>American Indian or Alaska Native</b> | <b>Asian</b> | <b>Black or African American</b> | <b>Native Hawaiian or Other Pacific Islander</b> | <b>White</b> | <b>Hispanic/Latino</b> | <b>Two or More Race Categories</b> |
|--------------------|-----------------------|---|--------------|----------------------------------|--|--------------|------------------------|------------------------------------|
| 6                  | 353                   | 3                                       | 2            | 114                              | 1  | 141          | 80                     | 12                                 |
| 7                  | 361                   | 1                                       | 7            | 126                              | 0  | 121          | 93                     | 13                                 |
| 8                  | 316                   | 0                                       | 3            | 111                              | 0  | 128          | 63                     | 11                                 |
| <u>Total</u>       | <u>1,030</u>          | <u>4</u>                                | <u>12</u>    | <u>351</u>                       | <u>1</u>   | <u>390</u>   | <u>236</u>             | <u>36</u>                          |

## **MISSION**

### **Hughes Academy's Mission**

The mission of our school is to provide a safe and positive learning environment, while striving to address the changes, pressures and uncertainties that middle school age student's experience. Our school program is designed to recognize the uniqueness of this growth stage that takes students from childhood to adolescence. Our primary commitment is to promote excellence in academics, fine arts, athletics and other areas of student interest. Our motto is:

### **One Team, One Vision, One Hughes**

#### **Our Beliefs:**

- Every child deserves a high quality education and we will strive to meet the unique developmental needs of our middle school students.
- A quality middle school education is more than academic success. The school experience will provide opportunities to engage the "whole child."
- School curriculum and instructional practices will be based on current research, professional reflection and analysis of student performance.
- Hughes Academy will work together with parents and community stakeholders to provide the best possible experience for students.
- All students can learn and should be actively engaged in the learning process.

#### **Our Shared Vision**

Hughes Academy is a diverse and collaborative community developing growth-minded learners.

**Link to Hughes Academy School Report Card:**

<https://screportcards.com/>

<https://ed.sc.gov/data/test-scores/>

**2021 SC Ready by Grade Level**

**English Language Arts (ELA)**

| Grade | Number Tested | Does Not Meet Expectations | Approaches Expectations | Meets Expectations | Exceeds Expectations | Meets or Exceeds Expectations | Approaches Meets or Exceeds Expectations | Mean Score | Standard Deviation |
|-------|---------------|----------------------------|-------------------------|--------------------|----------------------|-------------------------------|--|------------|--------------------|
| 6     | 316           | 23.70%                     | 28.20%                  | 25.90%             | 22.20%               | 48.10%                        | 76.30%                                   | 565.80     | 128.60             |
| 7     | 306           | 24.20%                     | 25.80%                  | 20.30%             | 29.70%               | 50%                           | 75.80%                                   | 618.20     | 121.90             |
| 8     | 351           | 29.10%                     | 29.60%                  | 26.80%             | 14.50%               | 41.30%                        | 70.90%                                   | 615        | 116.80             |

**Mathematics**

| Grade | Number Tested | Does Not Meet Expectations | Approaches Expectations | Meets Expectations | Exceeds Expectations | Meets or Exceeds Expectations | Approaches Meets or Exceeds Expectations | Mean Score | Standard Deviation |
|-------|---------------|----------------------------|-------------------------|--------------------|----------------------|-------------------------------|--|------------|--------------------|
| 6     | 317           | 32.50%                     | 29.30%                  | 18.90%             | 19.20%               | 38.20%                        | 67.50%                                   | 525.20     | 115.80             |
| 7     | 306           | 32.70%                     | 32.40%                  | 17.30%             | 17.60%               | 35%                           | 67.30%                                   | 542        | 102.80             |
| 8     | 347           | 42.10%                     | 25.60%                  | 15.60%             | 16.70%               | 32.30%                        | 57.90%                                   | 570.80     | 113.90             |

**Hughes Academy Renewal Plan**

**Impact of COVID-19:**

On March 27, 2020, the U.S. Department of Education approved the SC Department of Education’s request to waive statewide assessment, accountability, and reporting requirements of in the Elementary and Secondary Education Act (ESEA) for the 2019-2020 school year due to widespread school closures related to COVID-19.

For spring 2020, South Carolina did not administer any of the following assessment programs:

- SC READY (English language arts and mathematics in grades 3–8);
- SCPASS (science in grades 4 and 6);
- End-of-Course Examination Program (English, Algebra, Biology, United States History and the Constitution) the requirement that these examinations count 20 percent has been
- waived;
- Prekindergarten assessments – 4-year-old kindergarten (Phonological Awareness
- Literacy Screening (PALS Pre-K™), Individual Growth and Development Indicators
- (myIGDIs™), and Teaching Strategies® GOLD); and
- Alternate Assessments – some students have already taken the alternate assessments.

**Performance Goal Area:**  Student Achievement\*  Teacher/Administrator Quality\*  School Climate (Parent Involvement, Safe and Healthy Schools, etc.)\* (\* required)  District Priority

*Gifted and Talented Requires*  Gifted and Talented: Academic  Gifted and Talented: Artistic  Gifted and Talented: Social and Emotional *1 Academic Goal and 1 Additional Goal*  Gifted and Talented: Other

**PERFORMANCE GOAL: 1** The percentage of students scoring Meets Expectations and Exceeds Expectations on SC READY ELA will increase from 41 % in 2016-17 to 50.66 % in 2022-23.

*Per SBE Regulation 43-261, measurable performance goals, written in five-year increments, shall be developed to address the major areas of discrepancy found in the needs assessment in key areas reported in the district and school report cards.*

SMART goal must include: WHO will do WHAT, as measured by HOW and WHEN.

**INTERIM PERFORMANCE GOAL:** The percentage of students scoring Meets Expectations and Exceeds Expectations on SC READY ELA will increase by 2 % annually.

| DATA SOURCE(s):                                 | AVERAGE BASELINE   | 2017-18                          | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 |
|---|--|----------------------------------|---------|---------|---------|---------|---------|
| SC READY ELA SDE website and School Report Card | 41 % Meets Expectations and Exceeds Expectations (2016-17) | <b>School Projected Middle</b>   | 44      | 46      | 48      | 50      | 50      |
|   |  | <b>School Actual Middle 39</b>   | 46      | waiver  | 46      |         |         |
| SC READY ELA SDE website and School Report Card | 43% Meets Expectations and Exceeds Expectations (2016-17)  | <b>District Projected Middle</b> | 46      | 49      | 52      | 55      | 58      |
|   |  | <b>District Actual Middle 44</b> | 49      | waiver  | 47      |         |         |

| <b>ACTION PLAN FOR STRATEGY #1:</b> Increase ELA content and skills mastery learning at all levels while emphasizing GRIT (growth, resilience, integrity, and tenacity). |  |   |                       |                       | <b>EVALUATION</b>   |
|--|--|---|-----------------------|-----------------------|---|
| <b>ACTIVITY</b>  | <b>TIMELINE</b><br>(Start and End Dates) | <b>PERSON RESPONSIBLE</b>   | <b>ESTIMATED COST</b> | <b>FUNDING SOURCE</b> | <b>INDICATORS OF IMPLEMENTATION</b>   |
| 1. Provide ongoing professional development focused on disciplinary literacy strategies.   | 2018-2023                                | Administration and Instructional Coach                                | \$0                   | NA                    | Mastery Connect usage data (benchmarks and formatives). Teacher Observation Data; SLO Data, PLC evidence. |
| 2. Provide professional development focused on serving ML students, pupils in poverty, and special education students.   | 2018-2023                                | Administration and Instructional Coach.<br>District ESOL coordinator. | \$0                   | NA                    | Mastery Connect/TE21 data. PLC evidence. Course average and NHI data.                                     |
| 3. Provide professional development to ensure all teachers are providing rigorous instruction.   | 2018-2013                                | Administration, Instructional Coach,                                  | \$0                   | NA                    | Increased student performance<br>Evidence of rigorous instruction   |

**Performance Goal Area:**  Student Achievement\*  Teacher/Administrator Quality\*  School Climate (Parent Involvement, Safe and Healthy Schools, etc.)\* (\* required)  District Priority

*Gifted and Talented Requires*  Gifted and Talented: Academic  Gifted and Talented: Artistic  Gifted and Talented: Social and Emotional *1 Academic Goal and 1 Additional Goal*  Gifted and Talented: Other

**PERFORMANCE GOAL: 2** The percentage of students scoring Meets Expectations and Exceeds Expectations on SC READY Math will increase from 35% in 2016-17 to 46.64% in 2022-23.

**INTERIM PERFORMANCE GOAL:** The percentage of students scoring Meets Expectations and Exceeds Expectations on SC READY Math will increase by 2% annually.

| DATA SOURCE(s)<br>:                                 | AVERAGE BASELINE   | 2017-18                          | 2018-19   | 2019-20       | 2020-21   | 2021-22   | 2022-23   |
|---|--|----------------------------------|-----------|---------------|-----------|-----------|-----------|
| SC READY Math<br>SDE website and School Report Card | 35% Meets Expectations and Exceeds Expectations<br>(2016-17) | <b>School Projected Middle</b>   | <b>38</b> | <b>40</b>     | <b>42</b> | <b>44</b> | <b>46</b> |
|   |  | <b>School Actual Middle 35</b>   | <b>38</b> | <b>waiver</b> | <b>35</b> |           |           |
| SC READY Math<br>SDE website and School Report Card | 40% Meets Expectations and Exceeds Expectations<br>(2016-17) | <b>District Projected Middle</b> | <b>43</b> | <b>46</b>     | <b>49</b> | <b>52</b> | <b>55</b> |



|  |  |  |           |               |           |  |  |
|--|--|--|-----------|---------------|-----------|--|--|
|  |  | <b>District<br/>Actual<br/>Middle<br/>43</b> | <b>44</b> | <b>waiver</b> | <b>35</b> |  |  |
|--|--|--|-----------|---------------|-----------|--|--|

| <b>ACTION PLAN FOR STRATEGY #1:</b> Increase mathematics content and skills mastery learning at all levels while emphasizing GRIT (growth, resilience, integrity, and tenacity). |   |  |                           |                           | <b>EVALUATION</b>  |
|--|---|--|---------------------------|---------------------------|--|
| <b>ACTIVITY</b>  | <b>TIMELINE<br/>(Start and<br/>End Dates)</b> | <b>PERSON<br/>RESPONSIBLE</b>          | <b>ESTIMATED<br/>COST</b> | <b>FUNDING<br/>SOURCE</b> | <b>INDICATORS OF<br/>IMPLEMENTATION</b>  |
| 1. Effectively use formative assessments to inform instruction at a rigorous level   | 2018-2023                                     | Administration and Instructional Coach | \$0                       | NA                        | Mastery Connect usage data (benchmarks and formatives). Teacher Observation Data; SLO Data |
| 2. Use formative assessments to inform remediation and enrichment for the purpose of increasing DOK  | 2018-2023                                     | Administration and Instructional Coach | \$0                       | NA                        | Mastery Connect/TE21 data,   |
| 3. Provide professional development to ensure all teachers are providing rigorous instruction  | 2018-2023                                     | Administration, Instructional Coach    | \$0                       | NA                        | Increased student performance<br>Evidence of rigorous instruction                          |



**Performance Goal Area:**  Student Achievement\*  Teacher/Administrator Quality\*  School Climate (Parent Involvement, Safe and Healthy Schools, etc.)\* (\* required)  District Priority

*Gifted and Talented Requires*  Gifted and Talented: Academic  Gifted and Talented: Artistic  Gifted and Talented: Social and Emotional *1 Academic Goal and 1 Additional Goal*  Gifted and Talented: Other

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**PERFORMANCE GOAL: 3** The percentage of students scoring Meets Expectations and Exceeds Expectations on SCPASS Science will meet or exceed the state and federal accountability standard annually from 2018-19 through 2022-23.

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**INTERIM PERFORMANCE GOAL:** The percentage of students scoring Meets Expectations and Exceeds Expectations on SCPASS Science will increase by \_\_3% annually.

| DATA SOURCE(s)<br>:                               | AVERAGE BASELINE                                     | 2017-18                          | 2018-19   | 2019-20   | 2020-21   | 2021-22   | 2022-23   |
|---|--|----------------------------------|-----------|-----------|-----------|-----------|-----------|
| SCPASS Science SDE website and School Report Card | Baseline will be established in 2017-18 Grade 6 only | <b>School Projected Middle</b>   | <b>45</b> | <b>48</b> | <b>51</b> | <b>54</b> | <b>57</b> |
|   |  | <b>School Actual Middle 42</b>   | 47        | waiver    | 50        |           |           |
| SCPASS Science SDE website and School Report Card | Baseline will be established in 2017-18 Grade 6 only | <b>District Projected Middle</b> | <b>56</b> | <b>59</b> | <b>62</b> | <b>65</b> | <b>68</b> |
|   |  | <b>District Actual Middle 53</b> | 53        | waiver    | 46        |           |           |

\*In 2019-20, grade 6 began taking SCPASS Science.

| ACTION PLAN FOR STRATEGY #1: Increase science content and skills mastery learning at all levels while emphasizing GRIT (growth, resilience, integrity, and tenacity). |          |                    |                |                | EVALUATION                   |
|---|----------|--------------------|----------------|----------------|------------------------------|
| ACTIVITY  | TIMELINE | PERSON RESPONSIBLE | ESTIMATED COST | FUNDING SOURCE | INDICATORS OF IMPLEMENTATION |
|   |          |                    |                |                |                              |

|   | (Start and End Dates) |  |     |    |  |
|---|-----------------------|--|-----|----|--|
| 1. Effectively use formative assessments to inform instruction at a rigorous level  | 2018-2023             | Administration and Teachers            | \$0 | NA | Mastery Connect usage data (benchmarks and formatives). Teacher Observation Data; SLO Data |
| 2. Provide professional development focused on teaching ML students, pupils from poverty, and special education students. | 2018-2023             | Administration and Instructional Coach | \$0 | NA | Mastery Connect/TE21 data  |
| 3. Provide professional development to ensure all teachers are providing rigorous instruction                             | 2018-2023             | Administration, Instructional Coach    | \$0 | NA | Increased student performance<br>Evidence of rigorous instruction                          |

**Performance Goal Area:**  Student Achievement\*  Teacher/Administrator Quality\*  School Climate (Parent Involvement, Safe and Healthy Schools, etc.)\* (\* required)  District Priority

*Gifted and Talented Requires*  Gifted and Talented: Academic  Gifted and Talented: Artistic  Gifted and Talented: Social and Emotional *1 Academic Goal and 1 Additional Goal*  Gifted and Talented: Other

**PERFORMANCE GOAL: 4** Annually increase learning outcomes for traditionally underperforming student demographic groups across the performance goals as measured by gap data for each standardized tests in English Language Arts and Math (Hispanic – Hispanic/Latino, AA - Black/African-American, SWD - Disabled, LEP - Limited English Proficient, PIP - Pupils in Poverty).

**INTERIM PERFORMANCE GOAL:** Meet annual targets below.

| DATA SOURCE(s):                   | AVERAGE BASELINE   | 2017-18   | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 |
|-----------------------------------|--|---|---------|---------|---------|---------|---------|
| SC READY<br>ELA SC SDE<br>Website | 34% Meets<br>Expectations and<br>Exceeds<br>Expectations | <b>School<br/>Projected<br/>Hispanic</b>                | 36      | 39      | 42      | 45      | 48      |
| SC READY<br>ELA SC SDE<br>Website |  | <b>School<br/>Actual<br/>Hispanic</b><br><br><b>34</b>  | 44      | waiver  | 38      |         |         |
| SC READY<br>ELA SC SDE<br>Website | 33% Meets<br>Expectations and<br>Exceeds<br>Expectations | <b>District<br/>Projected<br/>Hispanic</b><br><b>36</b> | 36      | 39      | 42      | 45      | 48      |

| DATA SOURCE(s):                   | AVERAGE BASELINE   | 2017-18  | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 |
|-----------------------------------|--|--|---------|---------|---------|---------|---------|
| SC READY<br>ELA SC SDE<br>Website |  | <b>District<br/>Actual<br/>Hispanic<br/>34</b> | 40      | waiver  | 33      |         |         |
| SC READY<br>ELA SC SDE<br>Website | 18% Meets<br>Expectations and<br>Exceeds<br>Expectations | <b>School<br/>Projected<br/>AA</b>             | 21      | 24      | 27      | 30      | 33      |
| SC READY<br>ELA SC SDE<br>Website |  | <b>School<br/>Actual<br/>AA<br/>11</b>         | 15      | waiver  | 41      |         |         |
| SC READY<br>ELA SC SDE<br>Website | 22% Meets<br>Expectations and<br>Exceeds<br>Expectations | <b>District<br/>Projected<br/>AA</b>           | 25      | 28      | 31      | 34      | 37      |
| SC READY<br>ELA SC SDE<br>Website |  | <b>District<br/>Actual<br/>AA<br/>25</b>       | 31      | waiver  | 24      |         |         |
| SC READY<br>ELA SC SDE<br>Website | 2% Meets<br>Expectations and<br>Exceeds<br>Expectations  | <b>School<br/>Projected<br/>SWD</b>            | 5       | 8       | 12      | 15      | 18      |
| SC READY<br>ELA SC SDE<br>Website |  | <b>School<br/>Actual<br/>SWD<br/>6</b>         | 7       | waiver  | 4       |         |         |
| SC READY<br>ELA SC SDE<br>Website | 11% Meets<br>Expectations and<br>Exceeds<br>Expectations | <b>District<br/>Projected<br/>SWD<br/>14</b>   | 14      | 17      | 20      | 23      | 26      |

| <b>DATA SOURCE(s):</b>            | <b>AVERAGE BASELINE</b>                                  | <b>2017-18</b>                               | <b>2018-19</b> | <b>2019-20</b> | <b>2020-21</b> | <b>2021-22</b> | <b>2022-23</b> |
|-----------------------------------|--|--|----------------|----------------|----------------|----------------|----------------|
| SC READY<br>ELA SC SDE<br>Website |  | <b>District<br/>Actual<br/>SWD<br/>12</b>    | 21             | waiver         | 8              |                |                |
| SC READY<br>ELA SC SDE<br>Website | 14% Meets<br>Expectations and<br>Exceeds<br>Expectations | <b>School<br/>Projected<br/>LEP</b>          | 33             | 34             | 36             | 38             | 40             |
| SC READY<br>ELA SC SDE<br>Website |  | <b>School<br/>Actual<br/>LEP<br/>31</b>      | 41             | waiver         | 30             |                |                |
| SC READY<br>ELA SC SDE<br>Website | 32% Meets<br>Expectations and<br>Exceeds<br>Expectations | <b>District<br/>Projected<br/>LEP<br/>35</b> | 35             | 38             | 41             | 44             | 47             |
| SC READY<br>ELA SC SDE<br>Website |  | <b>District<br/>Actual<br/>LEP<br/>33</b>    | 44             | waiver         | 29             |                |                |
| SC READY<br>ELA SC SDE<br>Website | 18% Meets<br>Expectations and<br>Exceeds<br>Expectations | <b>School<br/>Projected<br/>PIP</b>          | 18             | 21             | 24             | 27             | 30             |
| SC READY<br>ELA SC SDE<br>Website | % Meets<br>Expectations and<br>Exceeds<br>Expectations   | <b>School<br/>Actual<br/>PIP<br/>24</b>      | 31             | waiver         | 34             |                |                |
| SC READY<br>ELA SC SDE<br>Website | 18% Meets<br>Expectations and<br>Exceeds<br>Expectations | <b>District<br/>Projected<br/>PIP<br/>38</b> | 38             | 41             | 44             | 47             | 50             |

| <b>DATA SOURCE(s):</b>                   | <b>AVERAGE BASELINE</b>                                   | <b>2017-18</b>                                    | <b>2018-19</b> | <b>2019-20</b> | <b>2020-21</b> | <b>2021-22</b> | <b>2022-23</b> |
|--|---|---|----------------|----------------|----------------|----------------|----------------|
| SC READY<br>ELA SC SDE<br>Website        | 35% Meets<br>Expectations and<br>Exceeds<br>Expectations  | <b>District<br/>Actual<br/>PIP<br/>33</b>         | 45             | waiver         | 33             |                |                |
| SC READY<br>Math SC<br>SC SDE<br>Website | 33% Meets<br>Expectations and<br>Exceeds<br>Expectations  | <b>School<br/>Projected<br/>Hispanic</b>          | 35             | 37             | 39             | 41             | 43             |
| SC READY<br>Math SC<br>SC SDE<br>Website |   | <b>School<br/>Actual<br/>Hispanic<br/><br/>32</b> | 34             | waiver         | 25             |                |                |
| SC READY<br>Math SC<br>SC SDE<br>Website | 36% Meets<br>Expectations and<br>Exceeds<br>Expectations  | <b>District<br/>Projected<br/>Hispanic<br/>39</b> | 39             | 42             | 45             | 48             | 51             |
| SC READY<br>Math SC<br>SC SDE<br>Website |   | <b>District<br/>Actual<br/>Hispanic<br/>42</b>    | 43             | waiver         | 22             |                |                |
| SC READY<br>Math SC<br>SC SDE<br>Website | 13 % Meets<br>Expectations and<br>Exceeds<br>Expectations | <b>School<br/>Projected<br/>AA</b>                | 16             | 19             | 22             | 25             | 28             |
| SC READY<br>Math SC<br>SC SDE<br>Website |   | <b>School<br/>Actual<br/>AA<br/>9</b>             | 16             | waiver         | 16             |                |                |
| SC READY<br>Math SC<br>SC SDE<br>Website | 24 % Meets<br>Expectations and<br>Exceeds<br>Expectations | <b>District<br/>Projected<br/>AA<br/>27</b>       | 27             | 30             | 33             | 36             | 39             |



| <b>DATA SOURCE(s):</b>                   | <b>AVERAGE BASELINE</b>                                  | <b>2017-18</b>                               | <b>2018-19</b> | <b>2019-20</b> | <b>2020-21</b> | <b>2021-22</b> | <b>2022-23</b> |
|--|--|--|----------------|----------------|----------------|----------------|----------------|
| SC READY<br>Math SC<br>SC SDE<br>Website |  | <b>District<br/>Actual<br/>AA<br/>28</b>     | 30             | waiver         | 11             |                |                |
| SC READY<br>Math SC<br>SC SDE<br>Website | 2% Meets<br>Expectations and<br>Exceeds<br>Expectations  | <b>School<br/>Projected<br/>SWD</b>          | 5              | 9              | 13             | 17             | 20             |
| SC READY<br>Math SC<br>SC SDE<br>Website |  | <b>School<br/>Actual<br/>SWD<br/>6</b>       | 4              | waiver         | 4              |                |                |
| SC READY<br>Math SC<br>SC SDE<br>Website | 15% Meets<br>Expectations and<br>Exceeds<br>Expectations | <b>District<br/>Projected<br/>SWD<br/>18</b> | 18             | 21             | 24             | 27             | 30             |
| SC READY<br>Math SC<br>SC SDE<br>Website |  | <b>District<br/>Actual<br/>SWD<br/>16</b>    | 20             | waiver         | 5              |                |                |
| SC READY<br>Math SC<br>SC SDE<br>Website | 17% Meets<br>Expectations and<br>Exceeds<br>Expectations | <b>School<br/>Projected<br/>LEP</b>          | 30             | 32             | 34             | 36             | 38             |
| SC READY<br>Math SC<br>SC SDE<br>Website |  | <b>School<br/>Actual<br/>LEP<br/>28</b>      | 34             | waiver         | 26             |                |                |
| SC READY<br>Math SC<br>SC SDE<br>Website | 37% Meets<br>Expectations and<br>Exceeds<br>Expectations | <b>District<br/>Projected<br/>LEP<br/>40</b> | 40             | 43             | 46             | 49             | 52             |
| SC READY<br>Math SC<br>SC SDE<br>Website |  | <b>District<br/>Actual<br/>LEP<br/>42</b>    | 46             | waiver         | 22             |                |                |

| DATA SOURCE(s):                          | AVERAGE BASELINE   | 2017-18                                      | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 |
|--|--|--|---------|---------|---------|---------|---------|
| SC READY<br>Math SC<br>SC SDE<br>Website | 20% Meets<br>Expectations and<br>Exceeds<br>Expectations | <b>School<br/>Projected<br/>PIP</b>          | 23      | 26      | 29      | 31      | 34      |
| SC READY<br>Math SC<br>SC SDE<br>Website |  | <b>School<br/>Actual<br/>PIP<br/>20</b>      | 24      | waiver  | 25      |         |         |
| SC READY<br>Math SC<br>SC SDE<br>Website | 33% Meets<br>Expectations and<br>Exceeds<br>Expectations | <b>District<br/>Projected<br/>PIP<br/>36</b> | 36      | 39      | 42      | 45      | 48      |
| SC READY<br>Math SC<br>SC SDE<br>Website |  | <b>District<br/>Actual<br/>SIP<br/>38</b>    | 43      | waiver  | 20      |         |         |

| <b>ACTION PLAN FOR STRATEGY #1:</b> Provide consistent targeted core instruction to meet identified student needs. |  |   |                       |                       | <b>EVALUATION</b>  |
|--|--|---|-----------------------|-----------------------|--|
| <b>ACTIVITY</b>  | <b>TIMELINE</b><br>(Start and End Dates) | <b>PERSON RESPONSIBLE</b>                                   | <b>ESTIMATED COST</b> | <b>FUNDING SOURCE</b> | <b>INDICATORS OF IMPLEMENTATION</b>  |
| 1. Implement tutoring programs and intervention courses for Math and ELA.  | 2018-2023                                | Administrators, Instructional Coach and Literacy Specialist | \$0                   | NA                    | District and school-based professional development offerings that provide best practice strategies and content to teachers |
| 2. Provide professional learning opportunities for instructional   | 2018-2023                                | School team   | \$0                   | NA                    | Evidence of strategies for diverse learners being used in classrooms as indicated by                                       |

|   |           |             |     |    |  |
|---|-----------|-------------|-----|----|--|
| strategies for diverse learners   |           |             |     |    | classroom observations<br>Professional Development offerings on diverse learner strategies |
| 1. Utilize GCSource data to identify student needs and to determine strategies to increase student performance among student groups | 2018-2023 | School team | \$0 | NA | Evidence of EWRS intervention logs and regular team meetings by the school-based EWRS team |

**Performance Goal Area:**  Student Achievement\*  Teacher/Administrator Quality\*  School Climate (Parent Involvement, Safe and Healthy Schools, etc.)\* (\* required)  District Priority

*Gifted and Talented Requires*  Gifted and Talented: Academic  Gifted and Talented: Artistic  Gifted and Talented: Social and Emotional *1 Academic Goal and 1 Additional Goal*  Gifted and Talented: Other

**PERFORMANCE GOAL: 6** 100% of middle schools will have targeted literacy intervention classes by 2023.

**INTERIM PERFORMANCE GOAL:** Meet annual targets below.

| DATA SOURCE(s): | AVERAGE BASELINE |                    | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 |
|-----------------|------------------|--------------------|---------|---------|---------|---------|---------|
| PowerSchool     |                  | School Projected   | Yes     | Yes     | Yes     | Yes     | Yes     |
| PowerSchool     |                  | School Actual YES  | Yes     | Yes     | Yes     |         |         |
| PowerSchool     | 50               | District Projected | 75      | 100     | 100     | 100     | 100     |
| PowerSchool     |                  | District Actual 89 | 100     | 100     | 100     |         |         |

| ACTION PLAN FOR STRATEGY #1: Maintain targeted literacy intervention classes. |                                |                    |                |                | EVALUATION  |
|---|--------------------------------|--------------------|----------------|----------------|---|
| ACTIVITY  | TIMELINE (Start and End Dates) | PERSON RESPONSIBLE | ESTIMATED COST | FUNDING SOURCE | INDICATORS OF IMPLEMENTATION                            |
| 1. Schedule reading intervention classes in master schedule                   | 2018-2023                      | School team        | \$0            | district       | Documentation of ongoing instructional rounds including |

|   |           |             |     |          |  |
|---|-----------|-------------|-----|----------|--|
|   |           |             |     |          | implications for instructional growth  |
| 2. Support intentional unit and lesson planning reflective of responsive to student needs                                     | 2018-2023 | School team | \$0 | district | Collaborative planning, data analysis, unit planning, protected daily planning times                 |
| 3. Differentiate instruction and assessments to meet students' needs while maintaining the expectation of grade-level mastery | 2018-2023 | School team | \$0 | district | Lesson planning, formative assessments (i.e. within Mastery Connect) teams and reflective practices. |

|  |
|--|
| <p><b>Performance Goal Area:</b> Student Achievement* Teacher/Administrator Quality* School Climate (Parent Involvement, Safe and Healthy Schools, etc.)* (* required) District Priority</p> <p><i>Gifted and Talented Requires Gifted and Talented: Academic Gifted and Talented: Artistic Gifted and Talented: Social and Emotional 1 Academic Goal and 1 Additional Goal Gifted and Talented: Other</i></p> <p><b>PERFORMANCE GOAL 1:</b> The school will have qualified, diverse teachers (gender and ethnicity) by 2023.</p> <p><b>INTERIM PERFORMANCE GOAL:</b> Meet annual targets below.</p> |
|--|

| DATA SOURCE(s):                |                                   | 2017-18                 | 2018-19 | 2019-20   | 2020-21  | 2021-22  | 2022-23  |
|--------------------------------|-----------------------------------|-------------------------|---------|---|--|--|--|
| Employment report              |                                   | <b>School Projected</b> |         |   | Gender Diversity = Increase or Maintain<br>Ethnic Diversity = Increase or Maintain | Gender Diversity = Increase or Maintain<br>Ethnic Diversity = Increase or Maintain | Gender Diversity = Increase or Maintain<br>Ethnic Diversity = Increase or Maintain |
| GCS Human Resources Department | Baseline established in 2019-2020 | <b>School Actual</b>    |         | Gender Diversity =yes<br>Ethnic Diversity = yes | Gender Diversity =yes<br>Ethnic Diversity = yes                                    | Gender Diversity =yes<br>Ethnic Diversity = yes                                    |  |

|                                |                                   |  |  |  |  |  |  |
|--------------------------------|-----------------------------------|--|--|--|--|--|--|
| Employment report              |                                   | <b>District Projected</b>  | Gender Diversity = 92%<br>Ethnic Diversity = 92% | Gender Diversity = 94%<br>Ethnic Diversity = 94% | Gender Diversity = 96%<br>Ethnic Diversity = 96% | Gender Diversity = 98%<br>Ethnic Diversity = 98% | Gender Diversity = 100%<br>Ethnic Diversity = 100% |
| GCS Human Resources Department | Baseline established in 2017-2018 | <b>District Actual</b><br>Gender Diversity = 99%<br>Ethnic Diversity = 90% | Gender Diversity = 96%<br>Ethnic Diversity = 91% | Gender Diversity = 99%<br>Ethnic Diversity = 96% |  |  |  |

| ACTION PLAN FOR STRATEGY #1: Early identification of diverse candidates. |                                   |                    |                |                | EVALUATION                           |
|--|-----------------------------------|--------------------|----------------|----------------|--------------------------------------|
| ACTIVITY   | TIMELINE<br>(Start and End Dates) | PERSON RESPONSIBLE | ESTIMATED COST | FUNDING SOURCE | INDICATORS OF IMPLEMENTATION         |
| 1. Identify quality candidates who are diverse                           | 2018-2023                         | Leadership Team    | \$0            | NA             | Ongoing identification of candidates |

**Performance Goal Area:**  Student Achievement\*  Teacher/Administrator Quality\*  School Climate (Parent Involvement, Safe and Healthy Schools, etc.)\* (\* required)  District Priority

*Gifted and Talented Requires*  Gifted and Talented: Academic  Gifted and Talented: Artistic  Gifted and Talented: Social and Emotional *1 Academic Goal and 1 Additional Goal*  Gifted and Talented: Other

**PERFORMANCE GOAL: 1** Achieve and maintain a rate of 90% among parents, students, and teachers who agree or strongly agree they feel safe during the school day on the South Carolina Department of Education Survey.

**INTERIM PERFORMANCE GOAL:** Meet annual targets below.

| DATA SOURCE(s):                  | 2016-2017 | 2017-2018                        | 2018-19     | 2019-20     | 2020-21     | 2021-22     | 2022-23     |
|----------------------------------|-----------|----------------------------------|-------------|-------------|-------------|-------------|-------------|
| SC SDE School Report Card Survey | 85        | <b>School Projected Students</b> | <b>≥ 90</b> | <b>≥ 90</b> | <b>≥ 90</b> | <b>≥ 90</b> | <b>≥ 90</b> |

| <b>DATA SOURCE(s):</b>           | <b>2016-2017</b> | <b>2017-2018</b>                     | <b>2018-19</b> | <b>2019-20</b>  | <b>2020-21</b> | <b>2021-22</b> | <b>2022-23</b> |
|----------------------------------|------------------|--------------------------------------|----------------|---|----------------|----------------|----------------|
|                                  |                  | <b>School Actual Students</b><br>84  | 82             | Data point not available due to state-wide school closures on March 17, 2020 - COVID-19 pandemic. | 100            |                |                |
| SC SDE School Report Card Survey |                  | <b>School Projected Teachers</b>     | ≥ 90           | ≥ 90  | ≥ 90           | ≥ 90           | ≥ 90           |
|                                  | 85%              | <b>School Actual Teachers</b><br>100 | 96             | Data point not available due to state-wide school closures on March 17, 2020 - COVID-19 pandemic. | 100            |                |                |
| SC SDE School Report Card Survey |                  | <b>School Projected Parents</b>      | ≥ 90           | ≥ 90  | ≥ 90           | ≥ 90           | ≥ 90           |
|                                  | 85%              | <b>School Actual Parents</b><br>84   | 82             | Data point not available due to state-wide school closures on March 17, 2020 - COVID-19 pandemic. | 88             |                |                |

| <b>DATA SOURCE(s):</b>           | <b>2016-2017</b> | <b>2017-2018</b>                   | <b>2018-19</b> | <b>2019-20</b>  | <b>2020-21</b> | <b>2021-22</b> | <b>2022-23</b> |
|----------------------------------|------------------|------------------------------------|----------------|---|----------------|----------------|----------------|
| SC SDE School Report Card Survey | 92               | <b>District Projected Students</b> | ≥ 90           | ≥ 90  | ≥ 90           | ≥ 90           | ≥ 90           |
|                                  |                  | <b>District Actual Students 86</b> | 89             | Data point not available due to state-wide school closures on March 17, 2020 - COVID-19 pandemic. | 93             |                |                |
| SC SDE School Report Card Survey | 98               | <b>District Projected Teachers</b> | ≥ 90           | ≥ 90  | ≥ 90           | ≥ 90           | ≥ 90           |
|                                  |                  | <b>District Actual Teachers 97</b> | 97             | Data point not available due to state-wide school closures on March 17, 2020 - COVID-19 pandemic. | 92             |                |                |
| SC SDE School Report Card Survey | 91               | <b>District Projected Parents</b>  | ≥ 90           | ≥ 90  | ≥ 90           | ≥ 90           | ≥ 90           |
|                                  |                  | <b>District Actual Parents 88</b>  | 89             | Data point not available due to state-wide school closures on March                               | 98             |                |                |



| <b>DATA SOURCE(s):</b> | <b>2016-2017</b> | <b>2017-2018</b> | <b>2018-19</b> | <b>2019-20</b>                | <b>2020-21</b> | <b>2021-22</b> | <b>2022-23</b> |
|------------------------|------------------|------------------|----------------|-------------------------------|----------------|----------------|----------------|
|                        |                  |                  |                | 17, 2020 - COVID-19 pandemic. |                |                |                |

| <b>ACTION PLAN FOR STRATEGY #1: Enhance lines of communication between the school and stakeholders regarding existing safety measures.</b>              |   |                           |                       |                       | <b>EVALUATION</b>                                    |
|---|---|---------------------------|-----------------------|-----------------------|--|
| <b>ACTIVITY</b>   | <b>TIMELINE<br/>(Start and End Dates)</b> | <b>PERSON RESPONSIBLE</b> | <b>ESTIMATED COST</b> | <b>FUNDING SOURCE</b> | <b>INDICATORS OF IMPLEMENTATION</b>                  |
| 1. Communicate clearly and effectively with all stakeholders that emergency response plans are in place.  | 2018-2023                                 | Leadership Team           | \$0                   | NA                    | Newsletters, Social Media Posts, SIC and PTA Agendas |
| 2. Take a proactive approach by periodically pushing out information about the safety measures taken  | 2018-2023                                 | Leadership Team           | \$0                   | NA                    | Safety stories on web, social media, etc             |
| 3. Continue to utilize social media, tip lines, phone blasts and media outlets to encourage parents, students, teachers and community members to report | 2018-2023                                 | School team               | \$0                   | NA                    | Tips received from multiple stakeholder groups       |

|                        |  |  |  |  |  |
|------------------------|--|--|--|--|--|
| any concerns or issues |  |  |  |  |  |
|------------------------|--|--|--|--|--|

**Performance Goal Area:**  Student Achievement\*  Teacher/Administrator Quality\*  School Climate (Parent Involvement, Safe and Healthy Schools, etc.)\* (\* required)  District Priority

*Gifted and Talented Requires*  Gifted and Talented: Academic  Gifted and Talented: Artistic  Gifted and Talented: Social and Emotional *1 Academic Goal and 1 Additional Goal*  Gifted and Talented: Other

**PERFORMANCE GOAL: 2** The school will proactively address student behavior so the percentage of students recommended for expulsion each year is maintained at less than 1% of the total student population.

**PERFORMANCE GOAL: 3** The school will continue to contribute to a safe school environment and positively impact student behavior as indicated by an annual expulsion rate of less than .07 %.

**INTERIM PERFORMANCE GOAL:** Meet annual targets below.

Percent Recommended for Expulsion

| DATA SOURCE(s)<br>:                  | 2016-17                  | 2017-18                              | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 |
|--------------------------------------|--------------------------|--------------------------------------|---------|---------|---------|---------|---------|
| GCS Expulsion Report from Kent Owens | (2016-17)<br><b>0.84</b> | <b>School Projected</b>              | ≤1.0    | ≤1.0    | ≤1.0    | ≤1.0    | ≤1.0    |
|                                      |                          | <b>School Actual</b><br><b>2.80</b>  | 2.04    | 2.2     | 0.5     |         |         |
| GCS Expulsion Report from Kent Owens | (2016-17)<br><b>0.7</b>  | <b>District Projected</b>            | ≤1.0    | ≤1.0    | ≤1.0    | ≤1.0    | ≤1.0    |
|                                      |                          | <b>District Actual</b><br><b>0.8</b> | 1.5     | 0.9     | 0.3     |         |         |

Annual Expulsion Rate

| <b>DATA SOURCE(s)</b><br>:                    | <b>2016-17</b>          | <b>2017-18</b>                     | <b>2018-19</b> | <b>2019-20</b> | <b>2020-21</b> | <b>2021-22</b> | <b>2022-23</b> |
|---|-------------------------|------------------------------------|----------------|----------------|----------------|----------------|----------------|
| GCS<br>Expulsion<br>Report from<br>Kent Owens | (2016-17)<br><b>0.0</b> | <b>School<br/>Projected</b>        | ≤ .07          | ≤ .07          | ≤ .07          | ≤ .07          | ≤ .07          |
|   |                         | <b>School Actual<br/>0.0</b>       | 0.01           | 0.0            | 0.0            |                |                |
| GCS<br>Expulsion<br>Report from<br>Kent Owens | (2016-17)<br><b>.04</b> | <b>District<br/>Projected</b>      | ≤ .07          | ≤ .07          | ≤ .07          | ≤ .07          | ≤ .07          |
|   |                         | <b>District<br/>Actual<br/>.04</b> | .10            | .03            | .004           |                |                |

| <b>ACTION PLAN FOR STRATEGY #1: Empower all adults to establish a positive rapport with students.</b> |  |  |                       |                       | <b>EVALUATION</b>  |
|---|--|--|-----------------------|-----------------------|--|
| <b>ACTIVITY</b>   | <b>TIMELINE</b><br>(Start and End Dates) | <b>PERSON RESPONSIBLE</b>  | <b>ESTIMATED COST</b> | <b>FUNDING SOURCE</b> | <b>INDICATORS OF IMPLEMENTATION</b>  |
| 1. Mentoring program for students   | 2018-2023                                | Mentor / Ontrack Coordinator<br><br>School counselors and administrators |                       | 0.5 FTE counselor     | Students assigned to an adult at the school  |
| 2. Establish protocols among all adults to communicate positively with students (Cougar Cards, etc.)  | 2018-2023                                | School team  | \$5000                | NA                    | Documentation of communicating protocol to staff<br><br>Documentation of positive communications |



**Performance Goal Area:**  Student Achievement\*  Teacher/Administrator Quality\*  School Climate (Parent Involvement, Safe and Healthy Schools, etc.)\* (\* required)  District Priority

*Gifted and Talented Requires*  Gifted and Talented: Academic  Gifted and Talented: Artistic  Gifted and Talented: Social and Emotional  
*1 Academic Goal and 1 Additional Goal*  Gifted and Talented: Other

**PERFORMANCE GOAL: 4** The school will demonstrate a caring environment as indicated by an increase in the percent of middle school students who describe their teacher as caring on the Cognia Culture and Climate Survey.

**INTERIM PERFORMANCE GOAL:** Meet annual targets below.

| DATA SOURCE(s):                  | AVERAGE BASELINE                       | 2017-18                   | 2018-19   | 2019-20   | 2020-21  | 2021-22   | 2022-23   |
|----------------------------------|--|---------------------------|-----------|-----------|--|---|---|
| Cognia Culture & Climate Survey  | <b>Baseline established in 2017-18</b> | <b>School Projected</b>   | <b>53</b> | <b>57</b> | <b>61</b>  | <b>65</b>   | <b>69</b>   |
|                                  |  | <b>School Actual 50%</b>  | <b>50</b> | <b>48</b> | <b>Data point not available due to state-wide school closures on March 17, 2020 - COVID-19 pandemic.</b> | <i>Note: Cognia surveys have been discontinued.</i> | <i>Note: Cognia surveys have been discontinued.</i> |
| Cognia Culture & Climate Surveys | <b>Baseline established in 2017-18</b> | <b>District Projected</b> | <b>54</b> | <b>58</b> | <b>62</b>  | <b>66</b>   | <b>70</b>   |
|                                  |  | <b>District Actual 52</b> | <b>50</b> | <b>52</b> | <b>Data point not available due to state-wide school closures on March 17, 2020 - COVID-</b>             | <i>Note: Cognia surveys have been discontinued.</i> | <i>Note: Cognia surveys have been discontinued.</i> |

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|--|--|--|--|--|-----------------|--|--|
|  |  |  |  |  | 19<br>pandemic. |  |  |
|--|--|--|--|--|-----------------|--|--|

| ACTION PLAN FOR STRATEGY #1:   |                                   |                    |                |                | EVALUATION  |
|--|-----------------------------------|--------------------|----------------|----------------|---|
| ACTIVITY   | TIMELINE<br>(Start and End Dates) | PERSON RESPONSIBLE | ESTIMATED COST | FUNDING SOURCE | INDICATORS OF IMPLEMENTATION  |
| 1. Seek opportunities to develop empathy among students  | 2018-2023                         | School Team        | TBD            | TBD            | School initiatives to end social isolation and build empathy        |
| 2. Provide professional learning for classroom teachers on best practice strategies for building social/emotional skills in students | 2019-2023                         | School Team        | \$0            | NA             | Evidence of strategies being used in classrooms during observations |

**Performance Goal Area:**  Student Achievement\*     Teacher/Administrator Quality\*     School Climate (Parent Involvement, Safe and Healthy Schools, etc.)\* (\* required)     District Priority

*Gifted and Talented Requires*     Gifted and Talented: Academic     Gifted and Talented: Artistic     Gifted and Talented: Social and Emotional    *1 Academic Goal and 1 Additional Goal*     Gifted and Talented: Other

**PERFORMANCE GOAL: 5** Achieve and maintain a student attendance rate of 95% or higher.

**INTERIM PERFORMANCE GOAL:** Maintain an annual student attendance rate of 95% or higher.

| DATA SOURCE(s):                         | AVERAGE BASELINE | 2017-18          | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 |
|---|------------------|------------------|---------|---------|---------|---------|---------|
| 180 <sup>th</sup> Day Attendance Report | (2016-17)<br>95  | School Projected | 95      | 95      | 95      | 95      | 95      |

|   |                        |                                   |           |           |           |           |           |
|---|------------------------|-----------------------------------|-----------|-----------|-----------|-----------|-----------|
|   |                        | <b>School Actual<br/>95%</b>      | 95        | 96.6      | 93.6      |           |           |
| 180 <sup>th</sup> Day<br>Attendance<br>Report | (2016-17)<br><b>95</b> | <b>District<br/>Projected</b>     | <b>95</b> | <b>95</b> | <b>95</b> | <b>95</b> | <b>95</b> |
|   |                        | <b>District<br/>Actual<br/>95</b> | 95        | 96        | 92        |           |           |

| <b>ACTION PLAN FOR STRATEGY #1: Implement and maintain a proactive attendance program.</b> |   |   |                           |                           | <b>EVALUATION</b>                                   |
|--|---|---|---------------------------|---------------------------|---|
| <b>ACTIVITY</b>  | <b>TIMELINE<br/>(Start and<br/>End Dates)</b> | <b>PERSON<br/>RESPONSIBLE</b>                       | <b>ESTIMATED<br/>COST</b> | <b>FUNDING<br/>SOURCE</b> | <b>INDICATORS OF<br/>IMPLEMENTATION</b>             |
| Consistently monitor attendance trends   | 2018-2023                                     | Attendance Clerk<br>Administrative team             | \$0                       | NA                        | Attendance reports<br>Review of attendance policies |
| Establish protocol for personal (via email, phone calls) contact to absent students        | 2018-2023                                     | Administrative team<br>Teachers<br>Attendance Clerk | \$0                       | NA                        | Documented contacts                                 |
| Promote attendance with students and parents as an important component of school success   | 2018-2023                                     | School team   | \$0                       | NA                        | Teacher/school direct contact with parents          |



**Performance Goal Area:**  Student Achievement\*  Teacher/Administrator Quality\*  School Climate (Parent Involvement, Safe and Healthy Schools, etc.)\* (\* required)  District Priority

*Gifted and Talented Requires*  Gifted and Talented: Academic  Gifted and Talented: Artistic  Gifted and Talented: Social and Emotional *1 Academic Goal and 1 Additional Goal*  Gifted and Talented: Other

**PERFORMANCE GOAL: 6** The school will create and sustain an environment that supports mental and social/emotional health, as indicated by an annual decrease in the percent of middle school students who, on the Cognia Climate and Culture Survey, report feeling afraid, lonely, or angry while they are at school.

**INTERIM PERFORMANCE GOAL:** Meet annual targets below.

| DATA SOURCE(s):                  | AVERAGE BASELINE                | 2017-18  | 2018-19  | 2019-20  | 2020-21  | 2021-22  | 2022-23  |
|----------------------------------|---------------------------------|--|--|--|--|--|--|
| Cognia Culture & Climate Surveys | Baseline established in 2017-18 | <b>School Projected</b>  | Afraid – 5%<br>Lonely – 10%<br>Angry – 8%                    | Afraid – 5%<br>Lonely – 10%<br>Angry – 8%                    | Afraid – 5%<br>Lonely – 10%<br>Angry – 8%  | Afraid – 5%<br>Lonely – 10%<br>Angry – 8%                    | Afraid – 5%<br>Lonely – 10%<br>Angry – 8%                    |
|                                  |                                 | <b>School Actual</b><br>Afraid – 7%<br>Lonely – 12%<br>Angry – 12% | <b>Afraid ≤ 3</b><br><b>Lonely ≤ 17</b><br><b>Angry ≤ 13</b> | <b>Afraid ≤ 9</b><br><b>Lonely ≤ 16</b><br><b>Angry ≤ 15</b> | <b>Data point not available due to state-wide school closures on March 17, 2020 - COVID-19 pandemic.</b> | <i>Note: Cognia surveys have been discontinued.</i>          | <i>Note: Cognia surveys have been discontinued.</i>          |
| Cognia Culture & Climate Surveys | Baseline established in 2017-18 | <b>District Projected Secondary</b>                                | <b>Afraid ≤ 7</b><br><b>Lonely ≤ 13</b><br><b>Angry ≤ 14</b> | <b>Afraid ≤ 7</b><br><b>Lonely ≤ 13</b><br><b>Angry ≤ 14</b> | <b>Afraid ≤ 6</b><br><b>Lonely ≤ 12</b><br><b>Angry ≤ 13</b>   | <b>Afraid ≤ 6</b><br><b>Lonely ≤ 12</b><br><b>Angry ≤ 13</b> | <b>Afraid ≤ 5</b><br><b>Lonely ≤ 11</b><br><b>Angry ≤ 12</b> |
|                                  |                                 | <b>District Actual Secondary</b>                                   | <b>Afraid ≤ 7</b><br><b>Lonely ≤ 16</b><br><b>Angry ≤ 14</b> | <b>Afraid ≤ 7</b><br><b>Lonely ≤ 16</b><br><b>Angry ≤ 15</b> | <b>Data point not available due to state-wide school closures on March 17, 2020 - COVID-</b>             | <i>Note: Cognia surveys have been discontinued.</i>          | <i>Note: Cognia surveys have been discontinued.</i>          |

|  |  |  |  |  |                 |  |  |
|--|--|--|--|--|-----------------|--|--|
|  |  |  |  |  | 19<br>pandemic. |  |  |
|--|--|--|--|--|-----------------|--|--|

| ACTION PLAN FOR STRATEGY #1: Improve understanding of students' social-emotional needs.  |                                      |                       |                   |                   | EVALUATION  |
|--|--------------------------------------|-----------------------|-------------------|-------------------|---|
| ACTIVITY   | TIMELINE<br>(Start and<br>End Dates) | PERSON<br>RESPONSIBLE | ESTIMATED<br>COST | FUNDING<br>SOURCE | INDICATORS OF<br>IMPLEMENTATION                                     |
| 1. Seek opportunities to develop empathy among students  | 2018-2023                            | School Team           | TBD               | TBD               | School initiatives to end social isolation and build empathy        |
| 2. Provide professional learning for classroom teachers on best practice strategies for building social/emotional skills in students | 2019-2023                            | School Team           | \$0               | NA                | Evidence of strategies being used in classrooms during observations |