

Bell's Crossing Elementary Strategic Plan

Christopher Ross
Principal



Greenville County School District

Dr. W. Burke Royster
Superintendent

2018-2023

SCHOOL RENEWAL PLAN COVER PAGE

SCHOOL NAME: Bell's Crossing Elementary School
SCHOOL RENEWAL PLAN FOR YEARS 2018-19 through 2022-2023 (five years)
SCHOOL RENEWAL PLAN COVER PAGE

SCHOOL NAME: Bell's Crossing
SCHOOL RENEWAL PLAN FOR YEARS 2018-19 through 2022-2023 (five years)
SCHOOL RENEWAL ANNUAL UPDATE FOR 2022-2023 (one year)

Required Signature Page

The school renewal plan, or annual update, includes elements required by the Early Childhood Development and Academic Assistance Act of 1993 (Act 135) (S.C. Code Ann. §59-139-10 *et seq.* (Supp. 2004)), the Education Accountability Act of 1998 (EAA) (S.C. Code Ann. §59-18-1300 *et seq.* (Supp. 2004)), and SBE Regulation 43-261. The signatures of the chairperson of the board of trustees, the superintendent, the principal, and the chairperson of the School Improvement Council, and the School Read to Succeed Literacy Leadership team lead are affirmation of active participation of key stakeholders and alignment with Act 135 and EAA requirements.

Assurances for the School Renewal Plans

The assurance pages following this page have been completed and the district superintendent's and school principal's signature below attests that the school/district complies with all applicable assurance requirements including ACT 135 assurance pages.

SUPERINTENDENT

Dr. W. Burke Royster		April 26, 2022
PRINTED NAME	SIGNATURE	DATE

PRINCIPAL

Christopher Ross		2/10/22
PRINTED NAME	SIGNATURE	DATE

CHAIRPERSON, BOARD OF TRUSTEES

Mr. Roger Meek		April 26, 2022
PRINTED NAME	SIGNATURE	DATE

CHAIRPERSON, SCHOOL IMPROVEMENT COUNCIL

Diana Betts		2/10/22
PRINTED NAME	SIGNATURE	DATE

SCHOOL READ TO SUCCEED LITERACY LEADERSHIP TEAM LEAD

Jill Schmidt		2/10/22
PRINTED NAME	SIGNATURE	DATE

SCHOOL ADDRESS: 804 Scuffletown Road
SCHOOL TELEPHONE: (864) 355-3800
PRINCIPAL E-MAIL ADDRESS: cdross@greenville.k12.sc.us

Stakeholder Involvement for School Renewal

Position	Name
1. Principal	Christopher Ross
2. Teacher	Susan Ramsey
3. Parent/Guardian	Jessica Blanton
4. Community Member	Stacy Daniels
5. Paraprofessional	Angela Simmons
6. School Improvement Council Member	Diane Betts
7. Read to Succeed Reading Coach	Jill Schmidt
8. School Read To Succeed Literacy Leadership Team Lead	Jill Schmidt
9. School Read To Succeed Literacy Leadership Team Member	Chris Purkerson

OTHERS (May include school board members, district or school administrators, students, PTO members, agency representatives, university partners, Head Start representatives, First Step representatives, etc.)

** Must include the School Literacy Leadership Team for Read to Succeed

<u>POSITION</u>	<u>NAME</u>
Teacher	Chris Purkerson
Assistant Principal	Scott Jacobs
Teacher	Monica Critell
Instructional Coach	Kelly Nalley
Teacher	Diane Gioia
Assistant Principal	Vanessa Brown
Teacher	Kristen Danko
Guidance Counselor	Joy Hawkins
PTA	Lyndsay Howell
Teacher	Allison Chamness
PTA	Gretchen Pace
Teacher	Jessica Clark
SIC	Brian Williams
SIC	Angel Demarski
SIC	Saria Saccocio
SIC	Jennifer Gsell

***REMINDER:** If state or federal grant applications require representation by other stakeholder groups, it is appropriate to include additional stakeholders to meet those requirements and to ensure that the plans are aligned.

ASSURANCES FOR SCHOOL RENEWAL PLANS

Assurances checked below, along with the signature page signed by the superintendent and school principal, attest that the school complies with all federal and state applicable statute and regulation requirements, including those listed.

Early Childhood Development and Academic Assistance Act (Act 135) Assurances [S.C. Code Ann §59-139-10 *et seq.* (Supp. 2004)]

- x **Academic Assistance, PreK–3**
The district 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).
- x **Academic Assistance, Grades 4–12**
The district 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).
- x **Parent Involvement**
The school encourages and assists parents in becoming more involved in their children’s education and will make special efforts to meet with parents at convenient times, provide parents with their child’s individual test results, interpretation of the results, and information on the district’s curriculum and assessment program. The school will encourage frequent communication between home and school, thus providing more opportunities for parental participation. The school will make efforts to designate space for parents to access educational resource materials. Part of the principal’s and superintendent’s evaluation may include parental involvement expectations. The school will make efforts to provide parents with information pertaining to expectations held for them by the school system, such as ensuring the attendance and punctuality of their children.
- x **Staff Development**
The district 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*.
- x **Technology**
The district integrates technology in professional development and classroom instruction in order to improve teaching and learning.
- x **Innovation**
The district funds innovative activities to improve student learning and accelerate the performance of all students.
- x **Collaboration**
The district (regardless of the grades served) collaborates with health and human services agencies such as county health departments, social services departments, mental health departments, First Steps, and the family court system.

- x** **Developmental Screening**
The district ensures that students receive all services necessary for growth and development. Instruments are used to assess physical, social, emotional, linguistic, and cognitive developmental levels. This program is primarily at primary and elementary schools although screening efforts could take place at any location.
- x** **Half-Day Child Development**
The district provides half-day (and sometimes full-day) child development programs for four-year-olds. The programs primarily operate at primary and elementary schools, may be at locations with other grade levels, or be located in a completely separate school.
- x** **Developmentally Appropriate Curriculum for PreK–3**
The district ensures that the scope and sequence of the curriculum for PreK–3 is appropriate for the maturity levels of students. Instructional practices accommodate individual differences in achievement levels and take into account the student's social and cultural context.
- x** **Parenting and Family Literacy**
The district provides a four-component program for parents and children that integrates all of the following activities: interactive literacy activities between parents and their children; training for parents to be partners in their children's education; parent literacy training in economic self-sufficiency through adult education; and age-appropriate education to prepare children for success in school and life experiences. Family Literacy is not grade specific, but is generally most appropriate for parents of children at or below the primary and elementary school levels, and secondary school students who are also parents. Family Literacy program goals are to strengthen parental involvement in the learning processes of preschool children ages birth through five years; promote school readiness of preschool children; offer parents special opportunities to improve their literacy skills and education; provide parents educational opportunities; and identify potential developmental delays in preschool children through developmental screening.
- x** **Recruitment**
The district makes intensive efforts to seek out and serve those parents or guardians of children, from birth to five years of age, who are considered at-risk for 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): poverty, limited English proficiency, significant developmental delays, a parent without a high school diploma or equivalent, instability or inadequate housing and/or family, poor health (physical, mental, emotional), and/or child abuse and neglect.
- x** **Coordination of Act 135 Initiatives with Other Federal, State, and District Programs**
The district makes efforts to ensure that all programs and funding, including Act 135 initiatives, are coordinated with programs such as Head Start, First Steps, Title I, and programs geared towards students with disabilities.

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Introduction

Bell's Crossing School Strategic Plan was developed to document the changes and progress the school has made while working to continuously improve everything we do. The School Portfolio provides our staff with an ongoing means for self-assessment, communication, continuous improvement, and accountability.

Throughout the process of developing the Bell's Crossing School Strategic Plan, several committees were formed. These committees gathered information, reviewed data, developed ideas, reflected, and reported to the whole staff and school community at various venues (faculty meetings, school improvement meetings, parent/teacher association meetings, and general assembly meetings). A school profile committee was created consisting of the school's principal, instructional coach, teachers, parents, and community members to look specifically at the school's mission, vision, beliefs, the school community, attendance, and programs. Their role was to review student, teacher, and parent survey data, the report to the community, and business partnerships. A student achievement committee was created consisting of the principal, assistant principals, instructional coach, guidance counselor, lead teachers at each grade level and department area along with parents and community members. Their role was to review and reflect on student achievement and determine the needs of the school and develop professional development plans and action steps. A school climate committee was created to review the needs of the school's climate. Their role was to review and reflect upon student, parent, and teacher school report card survey data. An action plan committee was developed consisting of the school principal, assistant principals, guidance counselor, instructional coach, literacy specialist, teacher leaders at each grade level, parents and community members. Their role was to review the update goals and determine the steps necessary to reach those goals in the next five years.

The Bell's Crossing School Strategic Plan is a living document that describes **Bell's Crossing** and includes evidence of our work. It describes who we are, our mission and vision for the school, goals, plans, progress, achievements in the context of demographics and needs, and school partnerships. The Strategic Plan also describes how we build and utilize our overall school plan for increasing student learning for the next five years.

Executive Summary

Needs Assessment for Student Achievement

- All areas on SC Ready were above the District and State average
- Bell's Crossing outperformed the district by 14% and the state by 30% in Math.
- Bell's Crossing outperformed the district by 13% and the state by 22% in ELA.
- Bell's Crossing unperformed the district 20% and the state by 29% in Science.
- Bell's Crossing dropped from 2019-2021 by 8% in all three areas.

Needs Assessment for Teacher and Administrator Quality

- Bell's Crossing has 100% highly qualified teachers
- Over half the teachers, 66% have advanced degrees
- Eleven Teachers have National Board Certification
- On 2021 parent survey, parents feel the strengths (90% or more agree), satisfied with the learning environment at the school, high expectations for my child, encourages my child to learn, provides extra help when my child needs it, principal is available and welcoming, treats my child fairly, school is kept clean, child's teacher cares about my child, child feels safe at school, prevent and stop bullying, principal is available, home/school relations, neat and clean environment, has anti bullying programs, satisfied with the social and physical environment, and receive timely communication,
- In 2017, the parents feel the weakness (more than 25% disagree) are my child's teacher contacts me to say good things. Since 2017, no category had more than 25% disagree.

Needs Assessment for School Climate

- On a student survey in 2019, the students feel the strength (90% agree or more) of the teachers are with wanting students to understand, expect students to learn, expect students to behave, spends time helping students learn, help students when they don't understand, does a good job teaching students math, does a good job teaching students English language arts, gives tests on what students learn, gives homework to help

students learn, class is interesting and fun, believe I can do the work, work can be seen on the walls, media center has a good selection of books, use computer and technology to learn, satisfied with the learning environment, grounds are kept clean, hallways kept clean, students know the rules, rules are enforced, feel safe going and coming to school, feel safe during the school day, students of different backgrounds get along, teachers and staff get along, satisfied with the social and physical environment, satisfied with home school relations, adults prevent bullying, as measured by the 5th grade student report card survey.

Significant Challenges Past 3 Years

- The biggest challenge has been the gaps in learning and the type of learning our students have received during COVID. The in-person students from 2020-21 are where they should be for the most part, but the students from other states and our virtual program are not on or near grade level.
- The implementation and training of teachers in the balanced literacy-reading model with different approaches and training models has led to our school having to fill in these gaps. We are implementing components of Project READ approach,
- Meeting the diverse needs of our students who have emotional and social disabilities continues to be a need.

Significant Awards/Accomplishments

- Excellent Report Card Rating
- Greenville Safe Kids School
- 1st in the state in raising money for the Lymphoma/Leukemia Society
- Star Energy School
- State and District Reflections Winners
- South Carolina Honors Choir

- United Way Campaign of Excellence
- National Board Certified Teachers
- Greenville County Honors Choir
- Jr. Beta Club State Convention 1st Place (Quiz Bowl)
- GCIRA Distinguished Literacy Principal
- Greenville County Battle of Books First Place
- South Carolina Art Educator of the Year

School Profile

The Community of Bell's Crossing

Bell's Crossing Elementary was formed in 2002-2003 school year by bringing together students from four different area schools (Oakview, Woodland, Bethel, and Mauldin). Barbara Barlow was the school's first principal. She served as principal from 2002 to 2012. Christopher Ross followed Mrs. Barlow, and he has been only the second principal the school has ever had. The school is located in Simpsonville, South Carolina, a suburb of Greenville County, in the Five Forks Area. Many subdivisions and businesses built around the school are indicative of the steady growth in the Simpsonville area. Residents have easy access to the conveniences of Greenville, about 20 minutes away via Interstate 385 running through the community. Community facilities in Simpsonville include a Senior Activity Center, Heritage Park, Golden Strip YMCA and the Five Forks Library, as well as an increasing variety of restaurants and shops that help shape the town's identity. The famous clock tower serves as a landmark in Simpsonville's historic downtown.

Facilities

The facility at Bell's Crossing Elementary consists of 55 classrooms with a wireless network, multipurpose room, media center with production studio, cafeteria with stage and assembly seating, science lab, art room, music room, challenge classroom, computer lab, virtual field trip lab, track, soccer field, baseball field, outside courtyards

Bell's Crossing Elementary and the Greenville County School District are committed to having a safe and clean environment for learning. At the site level, there is an emergency preparedness plan and regular fire and emergency drills are held. Other drills that are conducted are lock down, tornado, earthquake, and bus evacuation. Cameras have been installed outside to ensure school security. Planning for various potential emergencies is done in coordination with regional agencies, with the district, and school plans stressing safety for the students first. The school district has roving police officers that check the perimeter and interior of the building on average four times a day.

Specific safety concerns regarding buildings and grounds at the school site are handled by the district maintenance department if they cannot be remedied by on site custodians or utility workers assigned to site duties. Our professional staff of six custodians performs basic cleaning operations in every classroom on a daily basis

Parental Involvement

The climate for learning at Bell's Crossing Elementary is enhanced by involved parents. Parents are invited to join school committees and councils, assist in the classrooms (during non COVID years), help with homework, and encourage and honor their child's successes. Over 95% of our parents attended a conference with their teacher each year.

In order to keep parents informed of ongoing events at our school, the school provides:

- Parent Backpack

- Quarterly PTA Newsletter
- Weekly calendar and menu
- Teacher weekly newsletters to parents
- Instagram
- School Website
- Facebook
- Weekly School Messenger by the Principal
- Teacher websites
- School Electronic Sign
- Student/parent handbook
- Local newspapers
- School events on the district website
- Telephones in classrooms
- E-mail

Parent education/input is offered throughout the school year at various times of the day in the following ways:

- Back to School Night
- Open House
- WEE Care - Rising Kindergarten Parent Information Meeting
- Parent Workshop on Internet Safety
- Parent Workshop on Students with Anxiety
- Parent Workshop on Reading Strategies
- Parent Workshop on Middle School Transition
- Family Reading/Writing Night
- Family Math Night
- Family Fitness Night
- Family Related Arts Night
- Family Technology Night
- Parent Conferences
- Parent resources are available in the school counselors' area
- A Guide to Community Services is located in the counselors' area
- PTA General Assembly Meetings
- Open door policy of school's administrators

Many day-to-day activities of the school are supported by parent volunteers during non COVID years. Parents are involved in chaperoning field trips, helping in the office and in the library, preparing the PTA newsletter, serving on the PTA Board & School Improvement Council, helping in the computer lab, tutoring students, mentoring students, running a book exchange, maintaining a paper recycling program, Career Month, and Field Day. We have a wonderful group of parents that publish our students' stories in our school publishing center, too. *These activities are subject to change during COVID years*

PTA

The PTA is an integral part of our school and contributes a tremendous amount of time, talent and energy to our school. The PTA provides on-going support through mini-grants, classroom donations and as volunteers. They coordinate fundraisers, such as our Fall Festival (Eaglefest) and Boosterthon, SEEDs reading program, work in the publishing center, provide educational and family programs, and business partnerships such as Mathnasium. Our PTA did an outstanding job through fundraising to provide our school with technology, as well as supplies for our classrooms. They also fund mini grants each quarter to help teachers implement new programs in their classrooms. On average, over 20,000 volunteer hours are logged in each year. They have been recognized in the district and state with various awards. *These activities are subject to change during COVID years.*

School Improvement Council

This council is made up of teachers, parents, community partnership representatives, and administrators. It functions as a liaison between the community at large and the school and also serves as part of our school Counseling Advisory Committee. Important issues relating to budgets, test scores, programs, and problems are discussed and evaluated by this council. The council has been involved in developing the School Strategic Five Year Plan since the school began. The council follows an agenda established by the chairman of the School Improvement Council and the school administration. Minutes of each meeting are recorded and approved by the council. The council meets on a monthly basis throughout the school year. Some of the council's initiatives over the years have included a Rising Kindergarten Orientation, Healthy Living Initiative, Internet Safety Program, and numerous parent workshops. *These activities are subject to change during COVID years.*

Partnerships

Community partnerships are welcomed and encouraged to play a vital role in the success of Bell's Crossing. In our beliefs and values, we state that supportive partnerships are essential to the success of our students. A relationship with business partners offers our families, community, businesses, and the school district successful partnerships. Our partnerships have an emphasis on academics, citizenship, careers, ground beautification, curriculum, community service, health/fitness, and continuous improvement. *These activities are subject to change during COVID years.*

These business partners listed below provide incentives and services for our students in a variety of areas within our school program.

Academic Awards

- Apple Seeds Dentistry
- Fudruckers
- Your Pie
- Gravitopia
- Twisted Cup
- Lowes Foods

- Publix
- Bi-Lo
- Chick Fil-A
- Jet's Pizza
- Brikz 4kidz
- Greenville Drive
- Greenville Swamp Rabbits
- Kona Ice
- Six Flags
- Golden Skate
- Barnes and Noble

Character Education

- Covey Seven Habits
- Good News Club
- Safe Schools Project
- South Carolina Little Theatre
- Boosterthon
- Tar Wars
- Cyber Bullying
- Jr. League Homerun for Healthy Kids
- Julie Valentine Center

Careers

- Junior Achievement
- Community Speakers (Meteorologist, Architect)
- Simpsonville Fire Department
- Farm Bureau
- Local Representatives
- Greenville Sheriff's Office
- Greenville Water Waste Lab
- Thorne Ambulance

Curriculum

- Metropolitan Arts Council
- Julie Valentine Center (Sexual Abuse Curriculum)
- Local authors and illustrators
- Greenville Hospital System (Bike Unit)
- Pen Pals with other schools (Bane Elementary Huston, TX)
- POPS (Performances at the Peace Center)
- National Weather Service/Fox News
- Wal Mart Community Grant
- Rotary Club
- Mathnasium

Community Service

- Make a Wish Foundation
- Humane Society
- Place of Hope (Student Council)
- Various Food Pantries (Student Council)
- Pennies for Patients/SC Leukemia & Lymphoma Society (Student Council)
- United Ministries of Greenville Food Drive (Student Council)
- Pop Top Tabs for Greenville Ronald McDonald House (Student Council)
- Eagle Earth Savers Recycling Program
- Good News Club (Community Outreach Program)
- Back Pack Blessings – Simpsonville First Baptist Church

Health/Fitness/Safety

- Family Fitness Night (ATA Karate, CrossFit)
- Simpsonville Fire Department
- Simpsonville Police Department
- Carolina Blood Connection

School Personnel

Bell's Crossing has a competent and highly qualified cadre of teachers. The principal and assistant principals have met and exceeded the qualifications required by the state of South Carolina, with two masters and one doctorate in leadership. Each teacher holds at least a bachelor's degree as required by the state as highly qualified. Eleven of the teachers are National Board Certified. Sixty- six percent of the teachers earned advanced degrees. In addition, all teacher assistants are highly qualified.

Analysis of Bell's Crossing Faculty

- 63 Teachers
- 2 Instructional Coaches
- 1.5 Speech Therapists
- 5 Special Education Teachers
- 2 Guidance Counselors
- 1 Challenge Teachers
- .2 ESOL Teacher
- 1 Media Speciaslist
- 6 Related Arts Teachers
- 1 Science Lab Teacher

Bell's Crossing's diversity in its staff includes two male teachers, two male administrators, one minority administrator, two minority teachers, and one minority paraprofessional. The remaining staff consists of white females.

Bell’s Crossing Elementary has a staff with teachers that have a variety of years of experience, as demonstrated by the chart below.

Years of Experience for Teachers

Grade Level 1-3 4-5 6-8 9-10 11-15 16-20 21-25 26+

K	2				2	1		1
1	1	1	1		1	1		2
2	2	2				2	1	
3		1		1	1	1	4	
4		1				3		3
5	1		1		1	2	1	
Special Ed.		1		1	3	1	3	
Related Arts	1		1		1	1		2
Special Areas				1		2	2	2
Total	2	5	3	7	14	16	11	7

Bell’s Crossing’s personnel also includes school secretary, attendance clerks, media clerk, 6 kindergarten assistants, 4 special education assistants, plant engineer, five custodians, 2 school nurses, food service manager, and six food service staff. All meet the requirements of district and state standards.

Other district support personnel available to help assist Bell’s Crossing in meeting the needs of students include the district psychologist, hearing specialist, occupational therapist, special education coordinator, and a network computer engineer.

Bell’s Crossing teachers have an attendance rate of 97% in 2019-20 school year.

Student Population

Bell’s Crossing attendance is on a steady rise from 2016-2020. The school dropped below 1,000 students in 2019-20 due to COVID and remains below 1,000 in 2021.

In 2020-21, Bell’s Crossing Elementary is 76% Caucasian, 7% African-American, 7% Hispanic, 2% Asian, 2 Two or More Races, and 1% Other, (including American Indian or Alaska Native, and Native Hawaiian or other Pacific Islander).

Bell’s Crossing serves a large gifted and talented student population. 24% of the eligible students qualify for the state’s Challenge program.

The school has 32% percent of Pupils in Poverty

The student attendance rate at Bell’s Crossing Elementary was 95.6%.

Bell’s Crossing serves 15% percent of the student population with special education services. Most of our students are served in speech or for a learning disability.

Developmental Delay	5
Learning Disability	27
Other Health Impairment	8
Speech Only	77
Autism	4

Bell’s Crossing has a very low retention rate. Less than 1% of the students are not promoted to the next grade level.

The school has nine subgroups as determined by the federal government for adequately yearly progress. Those groups are: All Students, Male, Female, White, African American, Hispanic, Disabled, Limited English Proficiency, and Subsidized Meals.

Special Programs

Digital Leader Corps and Personalized Learning

Bell's Crossing is one of the ten original Personalized Learning Schools in Greenville County. We are partnering with Discovery Education to better integrate technology with our curriculum. This model allows four teachers to receive training with a consultant and then train the staff at Bell's Crossing with best practices. As a Digital Leader Corps School, our 3rd-5th graders have a Chrome Book. The kindergarten- second graders have a 2:1 ratio of iPad minis along with a laptop cart and computer lab. In the intermediate elementary grades, the teachers and students use Google Classroom to assign, submit, and collaborate on assignments. The school has a comprehensive professional development plan to put these best practices into place.

Distance Education

Bell's Crossing boasts an array of distance learning opportunities for our students. The school has a virtual field trip lab equipped with a flat screen monitor, computer, video camera, and speakers to enable two-way communication with an expert at a remote location. Each student at each grade level participates on an average of two virtual field trips a year. These virtual trips may be to NASA, Royal Botanical Gardens, The Smithsonian Museums, National Archives, Cleveland Museum of Art, Alaska Sea Life Center, and much more. Each virtual field trip is tied directly to a state standard and correlates with a unit of instruction. By accessing experts at these remote locations, our students learning moves to another level of understanding.

RTI (Response To Intervention)

Bell's Crossing strives to ensure all students are reading on grade level. In order to meet this goal, the school has reading intervention for students below the 25th percentile as measured by a national standardized assessment called Fastbridge. Teachers in kindergarten, first grade, second, and third grade instruct small groups of students using a research-based program daily for a minimum of thirty minutes day. The students are monitored every ten days to ensure progress is being made towards the benchmark. Students that meet and maintain the set benchmark are dismissed from the program. Students that do not make progress using this approach are referred to an assistance team to problem solve other interventions that may be beneficial. Bell's Crossing has also served 1st grade students in Math Intervention using a program called Number Worlds.

On Track

Bell's Crossing Elementary began using the On Track approach in the 2018-19 school year. This allows teachers to bring students who they are concerned about academically, behaviorally, or emotionally to a team to brainstorm and provide interventions.

SOAR Behavior Expectations

Our school has a set of basic expectations we present, teach, and practice with all students throughout the year. These expectations are: Stay Safe, Own Our Actions, and Respect Everyone. We model for students what each of these expectations looks like in the hallways, classroom, bathrooms, cafeteria, playground, arrival/dismissal areas, and

busses. The premise of this positive behavior support system is by teaching our students these expectations, then almost all of our students will rise and meet these expectations. We do build in other individual behavior plans for students who are not able to meet these expectations on a daily basis.

Bully Prevention Program

Our school has a comprehensive Bully Prevention Program that spans all grades levels. We have a no tolerance school policy when it comes to bullying. We teach our students strategies to handle bullying situations. We bring in an outside group to simulate different bullying situations to illustrate what to do and what not to do. Cyber Bullying lessons are delivered by a former cyber crimes detective to all 3rd-5th graders. An anonymous tip line is created through a link on each child; Chromebook. All reports of bullying are addressed by representatives of administration at the school level.

Mission, Vision, and Beliefs

School Focus

A School of Leaders

Motto

“Learn Today, Lead Tomorrow”

Mission Statement

To Soar and Succeed, To Grow and to Lead

Our Vision

Inspiring Lifelong Learners

Beliefs:

1. Independent thinking occurs through engagement
2. Exploration leads to meaningful experiences
3. Teamwork builds collaboration
4. Everyone can be a leader
5. Responsibility creates character

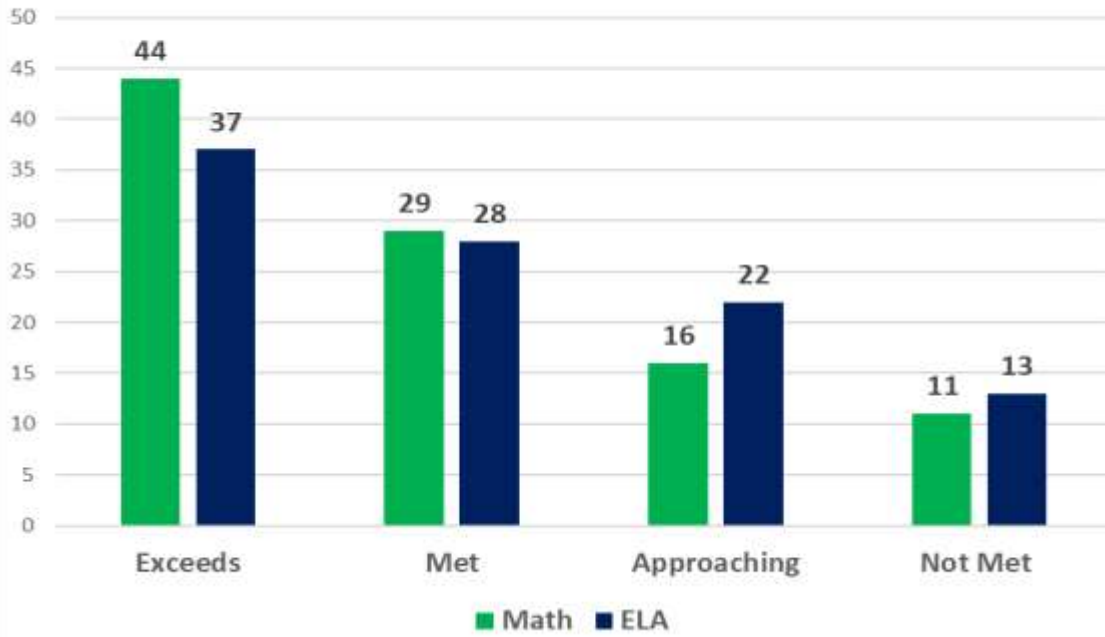
Data Analysis and Needs Assessment

Due to COVID, state testing was waived for the 2019-20 school year

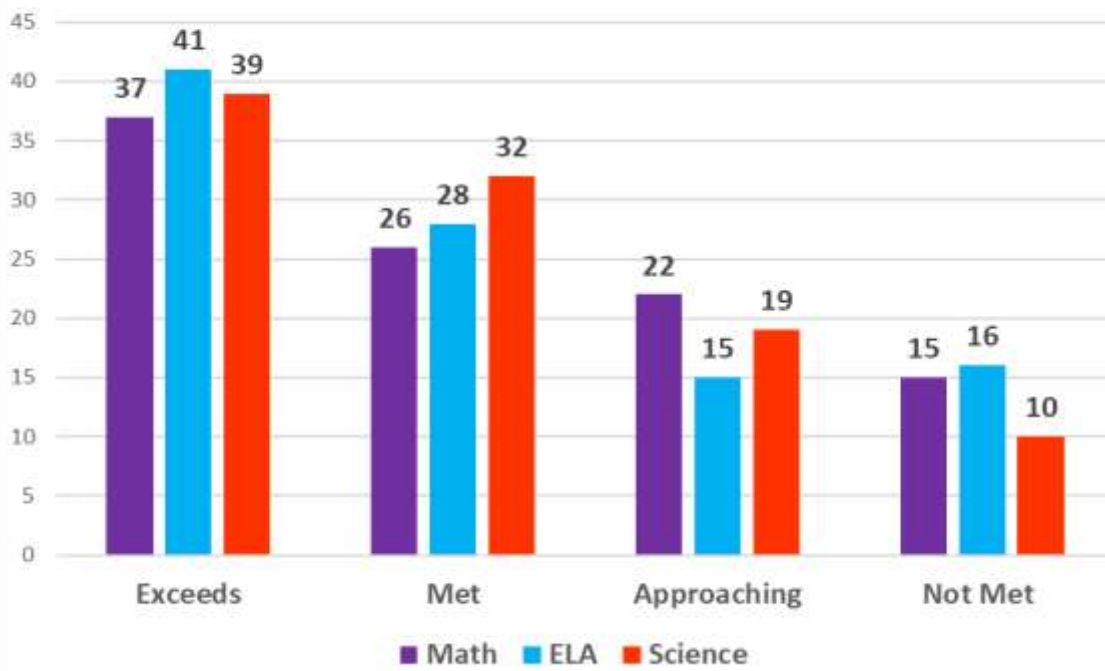
The following charts show the percentage of students that meets or exceeds the state criteria for each subject for their grade level.



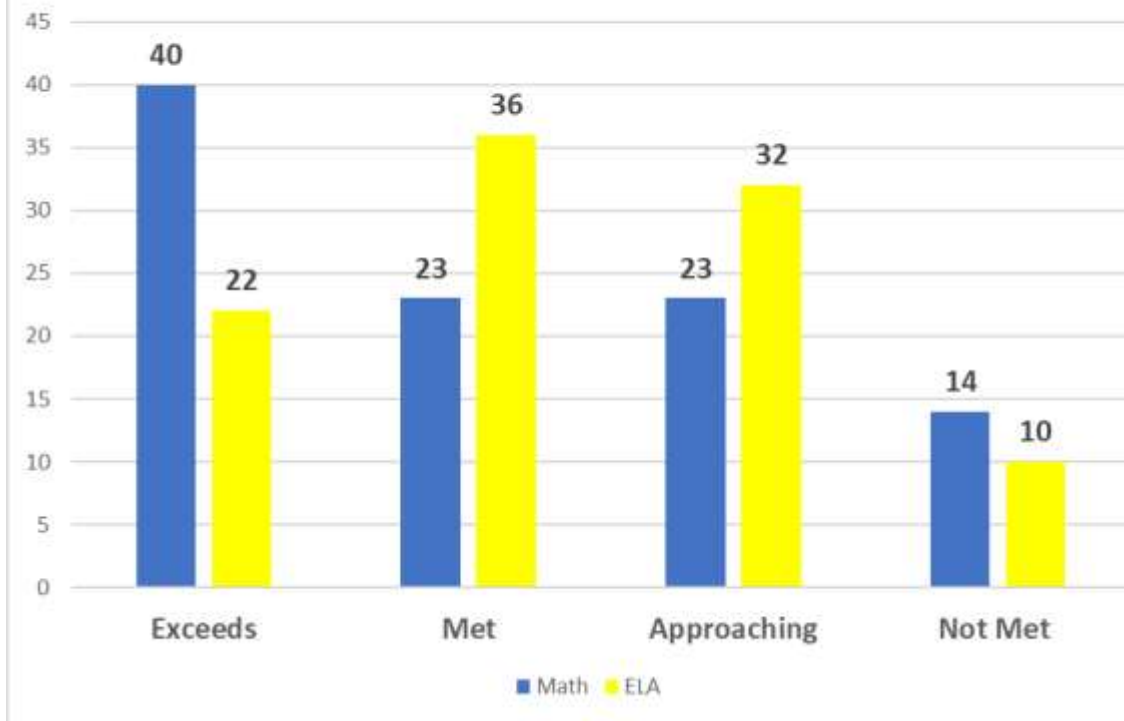
3rd Grade SC Ready 2021



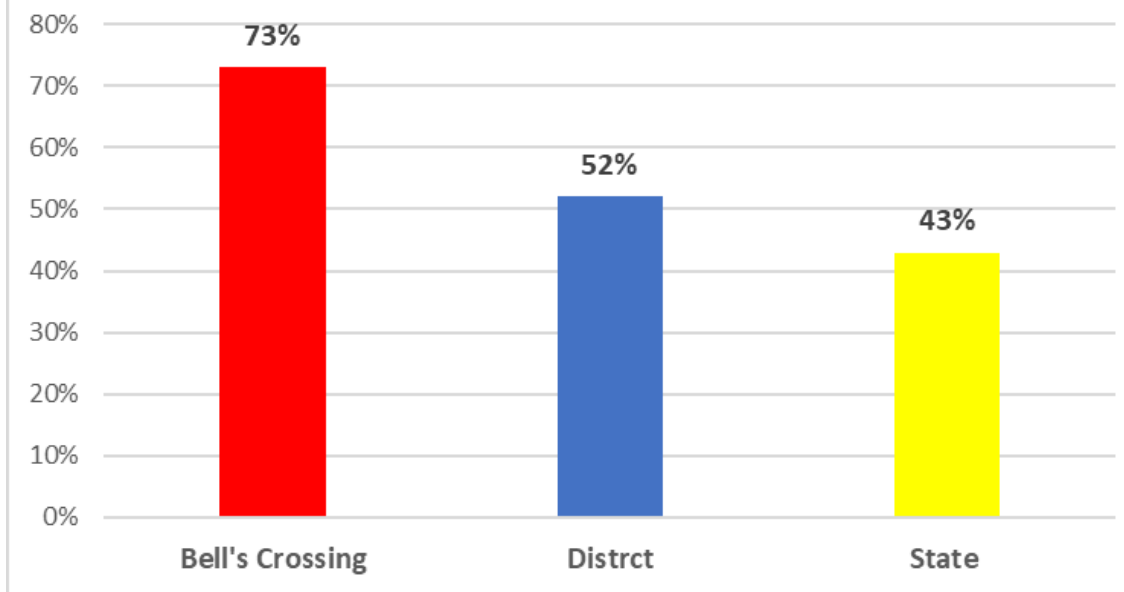
4th Grade SC Ready 2021



5th grade SC Ready 2021



SC PASS Science 2021



Teacher and Administrator Quality

Professional Development Plan

Bell's Crossing Elementary

2021-22

Date/Time	Type	Description
July 27	Leadership Retreat	<p>Student Achievement, Curriculum, and Learning Environment</p> <p>Grade Level Chairs collaborate to review test score data, set goals, and develop initiatives for the upcoming school year.</p> <p>Facilitator: Chris Ross, Vanessa Brown, Scott Jacobs & Monica Critell</p>
August 9	Back to School	<p>Back to School District Mtg</p> <p>SEL Overview of Self Evaluation, adult SEL, Student SEL, Expectations Facilitators: Caelin Stambaugh and Autumn Cline</p> <p>Curriculum Curriculum Changes, Guided Math, Reading Comprehension, Freckle, Project Read Writing Expectations, Number Talks Expectations, District Pacing, Technology Support Facilitators: Monica Critell and Amanda Madden</p> <p>District Policies Review Required District Policies Facilitators: Dr. Vanessa Brown and Erin Wilson</p> <p>Handbook and SOP Review the key points in both documents (communication, expectations) Facilitators: Christopher Ross</p> <p>Safety Mandatory Reporter, School Safety Plan, Safety Drills, First Responders Drill, Facilitators: Scott Jacobs</p>

Date/Time	Type	Description
August 11 8:00- 11:30	Project Read Written Expression Refresh	Review key elements to writing using the Project Read Approach Facilitators: Barry and Monica
September 15 2:45-4:30	Guided Math	Rationale and set up for guided math groups Facilitator: Stephanie Burdett
September 29 2:45-3:45	ACES Part III	How COVID has affected our students Facilitators: Chris Haines
October 13 2:45-3:45	Faculty Council	Teacher Leaders meet to discuss school related topics Facilitators: Christopher Ross
October 27 2:45-3:45	Technology	Best Practices in Technology Facilitators: Amanda Madden, <i>Instructional Technology Specialist</i>
November 10 2:45- 4 pm	Guided Math	Rationale and set up for guided math groups Facilitator: Stephanie Burdett
December 8 2:45-3:45	Semester Reflection	Self-Assess our progress the first half of the year Facilitator: Christopher Ross
January 12 2:45- 4 pm	Faculty Council	Teacher leaders discuss school initiatives as it pertains to student achievement and culture of the school. Facilitator: Christopher Ross

January 14 8:00-11:30 am	Project Read Reading Comprehension	Learn strategies to teach comprehension skills Facilitators: Monica Critell and Barry
Date/Time	Type	Description
February 9 2:45-3:45	TBD	Facilitators:
March 9 2:45- 3:45 pm	TBD	Facilitators:
March 30 2:45- 3:45 pm	TBD	Facilitator:
April 20 2:45-3:45	Testing	State Testing Review procedures and protocols for state testing Facilitator: Monica Critell and Amanda Madden
May 4 2:45-3:45	Faculty Council	Teacher leaders discuss school initiatives as it pertains to student achievement and culture of the school. Facilitator: Christopher Ross
May 18 2:45-3:45	End-of-Year	Self-Reflection on School Year Facilitator: Christopher Ross, Dr. Vanessa Brown, Scott Jacobs & Monica Critell

Data Sources

SDE School Report Card

<http://ed.sc.gov/data/report-cards/>

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.

The following assessments were unable to be administered due to COVID-19 and required a waiver

- Grade 10 PSAT
- Ready to Work
- ACT, SAT
- AP, IB, Cambridge International

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 69% in 2016-17 to 74% 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.

INTERIM PERFORMANCE GOAL: The percentage of students scoring Meets Expectations and Exceeds Expectations on SC READY ELA will increase by 1% annually.

DATA SOURCE(s):	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
SC READY ELA SDE website and School Report Card	69% Meets Expectations and Exceeds Expectations (2016-17)	School Projected Elementary	70%	71%	72%	73%	74%
		School Actual Elementary 71%	75%	<i>waiver</i>	64%		
SC READY ELA SDE website and School Report Card	49% Meets Expectations and Exceeds Expectations (2016-17)	District Projected Elementary 52%	52%	55%	58%	61%	64%
	49%	District Actual Elementary 52%	58%	<i>waiver</i>	52%		

ACTION PLAN FOR STRATEGY #1:					EVALUATION
ACTIVITY	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1. Effectively use formative assessments to inform instruction at a rigorous level	2019-2023	Administration Instructional Coach Teachers	\$0	NA	Mastery Connect usage data (benchmarks and formatives) Teacher observation data; SLO data
2. Provide professional learning opportunities to support teachers' development of learning targets and strategies that promote rigor.	2018-2021	Administration Instructional Coach Teachers	\$0	NA	Evidence of learning targets tied to standards as observed in classroom walkthroughs and Instructional Rounds
3. Expand the use of Mastery Connect to monitor student performance at a higher Depth of Knowledge (DOK) level.	2019-2023	Administration Instructional Coach Teachers	\$0	NA	Mastery Connect reports
4. Coach teachers in instructional best practices using the district coaching framework.	2018-2023	Literacy Coach Instructional Coach Administrators	\$0	NA	Consistent implementation of coaching events during a coaching cycle with grade level teams and reflective practices.
5. Provide intentional support for consistently scheduled, sustained independent reading.	2018-2023	Literacy Coach Instructional Coach Principal	\$0	NA	Classroom libraries offer a wide selection of texts that reflect students' interests and needs. Teachers lead focused reading conferences and

ACTION PLAN FOR STRATEGY #1:					EVALUATION
ACTIVITY	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
					<p>small group work.</p> <p>Students can articulate and demonstrate progress toward reading goals.</p>
6. Scaffold student thinking through modeling, think alouds, and/or guided practice to support stamina, decision making, and understanding of content.	2018-2023	Literacy coach Instructional Coach Principal	\$0	NA	<p>Evidence of teacher modeling and think alouds</p> <p>Evidence of scaffolds for thinking including visuals thought prompts, and question stems</p> <p>Students articulate and use scaffolds to answer question and solve problems.</p>

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 75% in 2016-17 to 80% in 2022-23.

INTERIM PERFORMANCE GOAL: The percentage of students scoring Meets Expectations and Exceeds Expectations on SC READY Math will increase by 1% annually.

DATA SOURCE(s):	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
SC READY Math SDE website and School Report Card	75 % Meets Expectations and Exceeds Expectations (2016-17)	School Projected Elementary	76%	77%	78%	79%	80%
		School Actual Elementary 78%	75%	<i>waiver</i>	66%		
SC READY Math SDE website and School Report Card	54% Meets Expectations and Exceeds Expectations (2016-17)	District Projected Elementary 57%	62%	64%	66%	68%	69%
		District Actual Elementary 60%	63%	<i>waiver</i>	53%		

ACTION PLAN FOR STRATEGY #1:					EVALUATION
ACTIVITY	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1. Effectively use formative assessments to inform instruction at a rigorous level	2018-2023	Administration Instructional Coach Teachers	\$0	NA	Mastery Connect usage data (benchmarks and formatives) Teacher Observation Data SLO data
2. Provide professional learning opportunities to support teachers' development of learning targets and strategies that promote rigor	2018-2021	Administration Instructional Coach Teachers	\$0	NA	Evidence of learning targets tied to standards as observed in classroom walkthroughs and instructional rounds
3. Expand the use of Mastery Connect to monitor student performance at higher depth of knowledge (DOK) levels	2019-2023	Administration Instructional Coach Teachers	\$0	NA	Mastery Connect Reports

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 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.

INTERIM PERFORMANCE GOAL: The percentage of students scoring Meets Expectations and Exceeds Expectations on SCPASS Science will maintain annually.

DATA SOURCE(s):		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 4 only	School Projected Elementary	82%	82%	82%	82%	82%
		School Actual Elementary 82%	80%	<i>waiver</i>	72%		
SCPASS Science SDE website and School Report Card	Baseline will be established in 2017-18 Grade 4 only	District Projected Elementary	63	66	69	72	75
		District Actual Elementary 60	64	<i>waiver</i>	56		

ACTION PLAN FOR STRATEGY #1:					EVALUATION
ACTIVITY	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1. Continuous use of support documents to guide curriculum	2018-2023	Instructional Coach Classroom Teachers	\$0	NA	Observation reports and lesson plans
2. Expand the use of Mastery Connect to monitor student performance at higher depth of knowledge (DOK) levels	2019-2023	Administration Instructional Coach Teachers	\$0	NA	Mastery Connect reports
3. Supplement classroom instruction with hands-on science lab instruction	2018-2023	Administration Science Lab Teacher Classroom Teachers	\$1,000	General Fund	Observation reports and lesson plans
4. Continuous use of science kits	2018-2023	Instructional Coach Classroom Teachers	\$0	NA	Observation reports and lesson plans
5. Supplement virtual field trips that correlate directly with science standards and units of instruction	2018-2023	Technology Instructional Specialist Classroom Teachers	\$5,000	Local Funds	Calendar of scheduled trips

Performance Goal Area: <input checked="" type="checkbox"/> Student Achievement* <input type="checkbox"/> Teacher/Administrator Quality* <input type="checkbox"/> School Climate (Parent Involvement, Safe and Healthy Schools, etc.)* (* <i>required</i>) <input type="checkbox"/> District Priority <i>Gifted and Talented Requires</i> <input type="checkbox"/> Gifted and Talented: Academic <input type="checkbox"/> Gifted and Talented: Artistic <input type="checkbox"/> Gifted and Talented: Social and Emotional <i>1 Academic Goal and 1 Additional Goal</i> <input type="checkbox"/> 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 standardized tests in English Language Arts and Math (Hispanic – Hispanic/Latino, AA - Black/African-American, SWD - Disabled, LEP - Limited English Proficient, SIP - Students in Poverty).
INTERIM PERFORMANCE GOAL: Meet annual targets below.

DATA SOURCE(s):	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
SC READY ELA SC SDE Website	46% Meets Expectations and Exceeds Expectations	School Projected Hispanic	47%	48%	49%	50%	51%
SC READY ELA SC SDE Website		School Actual Hispanic	64%	<i>waiver</i>	53%		
SC READY ELA SC SDE Website	33% Meets Expectations and Exceeds Expectations	District Projected Hispanic 36	36	39	42	45	48
SC READY ELA SC SDE Website		District Actual Hispanic 34	40	<i>waiver</i>	36		

SC READY ELA SC SDE Website	48 % Meets Expectations and Exceeds Expectations	School Projected AA	49%	50%	51%	52%	53%
SC READY ELA SC SDE Website		School Actual AA 53%	46%	<i>waiver</i>	53%		
SC READY ELA SC SDE Website	22% Meets Expectations and Exceeds Expectations	District Projected AA 25	25	28	31	34	37
SC READY ELA SC SDE Website		District Actual AA 25	31	<i>waiver</i>	28		
SC READY ELA SC SDE Website	35% Meets Expectations and Exceeds Expectations	School Projected SWD	37%	39%	41%	43%	45%
SC READY ELA SC SDE Website		School Actual SWD 37%	45%	<i>waiver</i>	34%		
SC READY ELA SC SDE Website	11% Meets Expectations and Exceeds Expectations	District Projected SWD 14	14	17	20	23	26

SC READY ELA SC SDE Website		District Actual SWD 12	21	<i>waiver</i>	19		
SC READY ELA SC SDE Website	44 % Meets Expectations and Exceeds Expectations	School Projected LEP	45%	46%	47%	48%	49%
SC READY ELA SC SDE Website		School Actual LEP 44%	53%	<i>waiver</i>	56%		
SC READY ELA SC SDE Website	32% Meets Expectations and Exceeds Expectations	District Projected LEP 35%	35%	38%	41%	44%	47%
SC READY ELA SC SDE Website		District Actual LEP 33%	44%	<i>waiver</i>	32%		
SC READY ELA SC SDE Website	58 % Meets Expectations and Exceeds Expectations	School Projected PIP	59%	60%	61%	62%	63%
SC READY ELA SC SDE Website		School Actual PIP 53%	59%	<i>waiver</i>	44%		

SC READY ELA SC SDE Website	35% Meets Expectations and Exceeds Expectations	District Projected PIP 38%	38%	41%	44%	47%	50%
SC READY ELA SC SDE Website		District Actual PIP 33%	45%	<i>waiver</i>	37%		
SC READY Math SC SDE Website	45% Meets Expectations and Exceeds Expectations	School Projected Hispanic	46%	47%	48%	49%	50%
SC READY Math SC SDE Website		School Actual Hispanic	60%	<i>waiver</i>	58%		
SC READY Math SC SDE Website	36% Meets Expectations and Exceeds Expectations	District Projected Hispanic 39%	39%	42%	45%	48%	51%
SC READY Math SC SDE Website		District Actual Hispanic 42%	43%	<i>waiver</i>	41%		
SC READY Math SC SDE Website	54 % Meets Expectations and Exceeds Expectations	School Projected AA	55%	56%	57%	58%	59%

SC READY Math SC SDE Website		School Actual AA 54%	50%	<i>waiver</i>	41%		
SC READY Math SC SDE Website	24% Meets Expectations and Exceeds Expectations	District Projected AA 27%	27%	30%	33%	36%	39%
SC READY Math SC SDE Website		District Actual AA 28%	30%	<i>waiver</i>	25%		
SC READY Math SC SDE Website	44 % Meets Expectations and Exceeds Expectations	School Projected SWD	45%	46%	47%	48%	49%
SC READY Math SC SDE Website		School Actual SWD 44%	48%	<i>waiver</i>	34%		
SC READY Math SC SDE Website	15% Meets Expectations and Exceeds Expectations	District Projected SWD 18%	18%	21%	24%	27%	30%
SC READY Math SC SDE Website		District Actual SWD 16%	20%	<i>waiver</i>	24%		

SC READY Math SC SDE Website	31% Meets Expectations and Exceeds Expectations	School Projected LEP	33%	35%	37%	39%	41%
SC READY Math SC SDE Website		School Actual LEP 31%	58%	<i>waiver</i>	63%		
SC READY Math SC SDE Website	37% Meets Expectations and Exceeds Expectations	District Projected LEP 40%	40%	43%	46%	49%	52%
SC READY Math SC SDE Website		District Actual LEP 42%	46%	<i>waiver</i>	40%		
SC READY Math SC SDE Website	55% Meets Expectations and Exceeds Expectations	School Projected PIP	56%	57%	58%	59%	60%
SC READY Math SC SDE Website		School Actual PIP 55%	56%	<i>waiver</i>	45%		
SC READY Math SC SDE Website	33% Meets Expectations and Exceeds Expectations	District Projected PIP 36%	36%	39%	42%	45%	48%

SC READY Math SC SDE Website		District Actual PIP 38%	43%	<i>waiver</i>	38%		
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ACTION PLAN FOR STRATEGY #1:					EVALUATION
ACTIVITY	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1. Coach teachers in instructional best practices for Tier 2 and Tier 3 classroom interventions	2018-2023	Literacy Coach Instructional Coach Principal	\$0	NA	Evidence of Tier 2 and Tier 3 interventions within classrooms as noted by observations and instructional rounds
2. Implement the MTSS framework and intervention guidelines with fidelity	2018-2020	Literacy Coach Instructional Coach ESOL Teacher School Psychologist Guidance Counselor Principal	\$0	NA	Evidence of the OnTrack framework observed and monitored b principal
3. Track pull-out interventions with students to ensure fidelity of implementation	2018-2023	Literacy Coach School Psychologist Guidance Counselor Assistant Principal	\$0	NA	Evidence of interventions by students including duration of intervention and specific intervention implemented
4. Provide professional learning opportuntieis for instructional strategies	2018-2023	Literacy Coach	\$0	NA	Evidence of strategies for diverse learners being used

ACTION PLAN FOR STRATEGY #1:					EVALUATION
ACTIVITY	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
for diverse learners		Instructional Coach ESOL Teacher School Psychologist Guidance Counselor Principal			in classrooms as indicated by classroom observations and instructional rounds
5. Utilize GCSource data to identify school-wide trends and determine strategies to increase student performance among student groups	2018-2020		\$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 5: Annually increase the percentage of K-5 students reading on grade level as defined by Fountas and Pinnell, FastBridge, MAP, and other measures.

INTERIM PERFORMANCE GOAL: Meet annual targets below.

DATA SOURCE(s):		2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Fountas and Pinnell Kindergarten through Grade 5	Criterion Reference Measure	School Projected		Kindergarten through Grade 5 = 81%	Kindergarten through Grade 5 = 84%	Kindergarten through Grade 5 = 87%	Kindergarten through Grade 5 = 90%
	Meets and Exceeds	School Actual	Kindergarten through Grade 5 = 78%	<i>Data point not available due to state-wide school closures on March 17, 2020 - COVID-19 pandemic.</i>	Kindergarten through Grade 5 = 74%		
FastBridge Kindergarten and Grade 1	Norm Reference Measure	School Projected		Kindergarten = 40% or above Grade 1 = 40% or above	Kindergarten = 40% or above Grade 1 = 40% or above	Kindergarten = 40% or above Grade 1 = 40% or above	Kindergarten = 40% or above Grade 1 = 40% or above =
	K5 criteria 41 or more accurate sounds per minute (40 th percentile) Grade 1 criteria 71 or more	School Actual	Kindergarten = 82% Grade 1 = 63%	<i>Data point not available due to state-wide school closures on March 17, 2020 - COVID-19 pandemic.</i>	Kindergarten = 43% Grade 1 = 59%		

MAP Winter Reading	% students with Winter Reading RIT at or above criteria for scoring Meets Expectations or Exceeds	School Projected		Grade 2 – 45% Grade 5 – 51%	Grade 2 – 48 % Grade 5 – 54%	Grade 2 – 51% Grade 5 – 57%	Grade 2 – 54% Grade 5 – 60%
South Carolina MAP Linking Study – February 2018 and July 2020	2018 2 nd grade criteria RIT = 190 64 th percentile 5 th grade criteria RIT = 217 68 th percentile	School Actual	Grade 2 – 42% Grade 5 – 48%	Grade 2 – 52% Grade 5 – 54%	Grade 2 – 59% <i>5th grade data point not available - School Board decision to waive 5th grade testing due to Act 142 testing</i>	Grade 2 – 54% <i>5th grade data point not available - School Board decision to waive 5th grade testing</i>	
Fountas and Pinnell Kindergarten through Grade 5	Criterion Reference Measure	District Projected		K-5 71% or above	K-5 73% or above	K-5 75% or above	K-5 77% or above
		District Actual	K-5 69%	<i>Data point not available due to state-wide school closures on March 17, 2020 - COVID-19 pandemic.</i>	K-5 %		
FastBridge Kindergarten and Grade 1	Norm Reference Measure	District Projected		5K – 52% or above Grade 1 – 57% or above	5K – 54% or above Grade 1 – 59% or above	5K – 56% or above Grade 1 – 61% or above	5K – 58% or above Grade 1 – 63% or above
	K5 criteria 41 or more accurate sounds per minute (40 th percentile) Grade 1 criteria 71 or more accurately read words per minute (40 th percentile)	District Actual	5K – 50% Grade 1 – 55%	<i>Data point not available due to state-wide school closures on March 17, 2020 - COVID-19 pandemic.</i>	5K – % Grade 1 – %		
MAP Winter Reading	% students with Winter Reading RIT at or above criteria for scoring Meets Expectations or Exceeds Expectations on SC READY ELA	District Projected		Grade 2 – 36% or above Grade 5 – 32% or above	Grade 2 – 36% or above Grade 5 – 32% or above	Grade 2 – 36% or above Grade 5 – 32% or above	Grade 2 – 36% or above Grade 5 – 32% or above

<p>South Carolina MAP Linking Study – February 2018 and July 2020</p>	<p><u>2018</u> 2nd grade criteria RIT = 190 64th percentile 5th grade criteria RIT = 217 68th percentile <u>2020</u> 2nd grade criteria RIT = 188 72nd percentile 5th grade criteria RIT = 227 65th percentile</p>	<p>District Actual</p>	<p>Grade 2 – 38% Grade 5 – 39%</p>	<p>Grade 2 – 38% Grade 5 – 41%</p>	<p>Grade 2 – 37% 5th grade data point not available - School Board decision to waive 5th grade testing due to Act 142 testing requirements.</p>	<p>Grade 2 – % 5th grade data point not available - School Board decision to waive 5th grade testing due to Act 142 testing requirements.</p>	
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Note. All students participate in MAP testing except for students with disabilities on an alternate curriculum.

ACTION PLAN FOR STRATEGY #1:					EVALUATION
ACTIVITY	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1. Implement the MTSS framework intervention guidelines with fidelity	2018-2023	School Psychologist Guidance Counselor Classroom Teachers Literacy Coach Principal	\$0	NA	Intervention logs Progress monitoring charts/graphs
2. Implement Balanced Literacy with fidelity across all schools	2018-2023	Instructional Coach Classroom Teachers Principal Literacy Coach	TBD (Cost of training personnel)	TBD	Observations, anecdotal notes, and lesson plans Instructional observations and instructional rounds Increased number of students reading on grade level by 3 rd grade
3. Provide a framework for explicit and consistent instruction in language and	2018-2023	Instructional Coach	\$0	NA	Observations, anecdotal notes, and lesson plans

ACTION PLAN FOR STRATEGY #1:					EVALUATION
ACTIVITY	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
word study (phonics and phonological awareness)		Classroom Teachers Principal Literacy Coach			Increased percentage of students scoring in the 60% and above in all categories on the FastBridge assessments
4. Provide intentional support for consistently scheduled, sustained independent reading	2018-2023	Instructional Coach Classroom Teachers Principal Literacy Coach	\$0	NA	Classroom libraries offer a wide selection of texts that reflect students interests and needs Teachers lead focused reading conferences and small group work Students can articulate and demonstrate progress toward their reading goals
5. Track pullout interventions with students to ensure fidelity of implementation	2018-2023	Instructional Coach Classroom Teachers Principal Literacy Coach	\$0	NA	Evidence of interventions by students including duration of intervention and specific intervention implemented

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 school will have qualified, diverse teachers (gender and ethnicity) by 2023.

INTERIM PERFORMANCE GOAL: Meet annual targets below.

DATA SOURCE(s):		2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Employment report		School Projected			Gender Diversity = Increase or Maintain Ethnic Diversity = Increase or Maintain	Gender Diversity = Increase or Maintain Ethnic Diversity = Increase or Maintain	Gender Diversity = Increase or Maintain Ethnic Diversity = Increase or Maintain
GCS Human Resources Department	Baseline established in 2019-2020	School Actual		Gender Diversity = yes Ethnic Diversity = yes	Gender Diversity = yes Ethnic Diversity = yes	Gender Diversity = yes Ethnic Diversity = yes	
Employment report		District Projected	Gender Diversity = 92% Ethnic Diversity = 92%	Gender Diversity = 94% Ethnic Diversity = 94%	Gender Diversity = 96% Ethnic Diversity = 96%	Gender Diversity = 98% Ethnic Diversity = 98%	Gender Diversity = 100% Ethnic Diversity = 100%
GCS Human Resources Department	Baseline established in 2017-2018	District Actual	Gender Diversity = 96% Ethnic Diversity = 91%	Gender Diversity = 99% Ethnic Diversity = 96%	Gender Diversity = 100% Ethnic Diversity = 97%	Gender Diversity = % Ethnic Diversity = %	

ACTION PLAN FOR STRATEGY #1:					EVALUATION
ACTIVITY	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1. Develop recruitment plans if there is no or minimal diversity.	2018-2023	HR Recruiters Principal	\$0	NA	Plans in place for schools
2. Identify quality candidates who are diverse.	2018-2023	HR Recruiters Principal	\$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 that 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):	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
SC SDE School Report Card Survey	98%	School Projected Students	≥ 90%	≥ 90%	≥ 90%	≥ 90%	≥ 90%
		School Actual Students 96%	95%	<i>waiver</i>	95%		
SC SDE School Report Card Survey	95%	School Projected Teachers	≥ 90	≥ 90	≥ 90	≥ 90	≥ 90
		School Actual Teachers 95%	96%	<i>waiver</i>	100%		
SC SDE School Report Card Survey	98%	School Projected Parents	≥ 90	≥ 90	≥ 90	≥ 90	≥ 90

		School Actual Parents 98%	96%	<i>waiver</i>	100%		
SC SDE School Report Card Survey	92	District Projected Students	≥ 90	≥ 90	≥ 90	≥ 90	≥ 90
		District Actual Students 86	89	<i>waiver</i>	93		
SC SDE School Report Card Survey	98	District Projected Teachers	≥ 90	≥ 90	≥ 90	≥ 90	≥ 90
		District Actual Teachers 97	97	<i>waiver</i>	98		
SC SDE School Report Card Survey	91	District Projected Parents	≥ 90	≥ 90	≥ 90	≥ 90	≥ 90
		District Actual Parents 88	89	<i>waiver</i>	92		

ACTION PLAN FOR STRATEGY #1:					EVALUATION
ACTIVITY	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1. Communicate clearly and effectively with all stakeholders that district-wide and school-wide emergency response plans are in place and include explanations of the training and drills that take place.	2018-2023	District Staff Principal	\$0	NA	Newsletters, Social Media Posts, SIC and PTA agendas
2. Take a proactive approach by periodically push out information about the safety measures that we take at our school.	2018-2023	District Staff Principal	\$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 any concerns or issues	2018-2023	District Staff Principal	\$0	NA	Tips received from multiple stakeholder groups
4. Provide front office staff with training in recognizing and de-escalating volatile situations.	2019-2023	Dir. Of Staff and Leadership Devp.	TBD	TBD	Training provided
5. Continued use of the Level 1 and Level 11 background checks,	Ongoing	Principals	Changes annually	General Fund	Volunteer checks completed
6. Expand the presence and visibility of law enforcement through the use of school resource officers, Zone patrols, and pared patrol vehicles	2018-2023	Exec. Dir. Of Student Services	Initially \$990,000	General Fund	Patrols expanded

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):	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
	(2016-17) 0	School Projected	≤1.0	≤1.0	≤1.0	≤1.0	≤1.0
GCS Expulsion Report		School Actual 0	0	0	0		
	(2016-17) 0.7	District Projected	≤1.0	≤1.0	≤1.0	≤1.0	≤1.0
GCS Expulsion Report		District Actual 0.8	1.5	0.9	0.3		

Annual Expulsion Rate

DATA SOURCE(s):	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
	(2016-17) 0	School Projected	≤ .07	≤ .07	≤ .07	≤ .07	≤ .07
GCS Expulsion Report		School Actual 0	0	0	0		
	(2016-17) .04	District Projected	≤ .07	≤ .07	≤ .07	≤ .07	≤ .07
GCS Expulsion Report		District Actual .04	.10	.03	.004		

ACTION PLAN FOR STRATEGY #1:					EVALUATION
ACTIVITY	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1. Review annually student surveys with teachers at the mid-year conference	2018-2023	Principal Teachers	\$0	NA	Survey Summary and Tally Sheets
2. Increase or Maintain Teacher Led Clubs and sponsored Activities	2018-2023	Principal Teachers	\$1,000	Local Funds	List of Cubs on School Profile District Site
3. Provide Classroom resources (literature, supplemental materials) for classroom culture	2018-2023	Guidance Counselors Teachers	\$500	Local Funds	List of Materials

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 elementary students who describe their teacher as caring on the Cognia Culture and Climate Survey.

INTERIM PERFORMANCE GOAL: Meet annual targets below.

DATA SOURCE(s):		2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Cognia Climate & Culture Student Survey	Baseline established in 2017-18	School Projected	90	90	90	90	90
		School Actual 90	93	95	<i>Data point not available due to state-wide school closures on March 17, 2020 - COVID-19 pandemic.</i>	<i>Note: Cognia surveys have been discontinued.</i>	<i>Note: Cognia surveys have been discontinued.</i>
Cognia Climate & Culture Student Survey	Baseline established in 2017-18	District Projected	90	90	90	90	90
		District Actual 89	90	92	<i>Data point not available due to state-wide school closures on March 17, 2020 - COVID-19 pandemic.</i>	<i>Note: Cognia surveys have been discontinued.</i>	<i>Note: Cognia surveys have been discontinued.</i>

ACTION PLAN FOR STRATEGY #1:					EVALUATION
ACTIVITY	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1. Collect data surrounding social-emotional needs through student surveys	State to provide	Guidance Counselors School Psychologist	\$0	NA	Survey data collected and analyzed
2. Implement the OnTrack process in all schools in the district, utilizing EWRS data and social-emotional survey results to match interventions to school-wide and student needs	2018-2023	Guidance Counselors School Psychologist Principal	\$0	NA	OnTrack Meeting schedule
3. Implement relationship-building programs/strategies in schools (e.g., PBIS, Capturing Kids' Hearts, Compassionate Schools, Love and Logic)	2018-2023	Guidance Counselors School Psychologist Teachers	TBD	TBD	Programs implemented with fidelity
4. Develop and maintain a menu of support resources and provide to all guidance counselors and social workers	2018-2023	Guidance Counselors School Psychologist	\$0	NA	Menu developed and distributed

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
	(2016-17) <u>95</u>	School Projected	95	95	95	95	95
180 th day Attendance Report		School Actual 97	96	97	95		
	(2016-17) 95	District Projected	95	95	95	95	95
180 th day Attendance Report		District Actual 95	95	96	92		

ACTION PLAN FOR STRATEGY #1:					EVALUATION
ACTIVITY	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1. Collect data surrounding truancy	August- June	School Clerk	\$0	NA	Attendance reports
2. Implement the OnTrack process in all schools in the district, utilizing EWRS data to target truancy	2018-2023	Guidance Counselors School Psychologist Principals	\$0	NA	OnTrack Meeting schedule
3. Hold Truancy meeting with parents/guardians	2018-2023	School Clerks Counselors Administration	TBD	TBD	Attendance Intervention Plans
4. Meet with District Truancy Officer on students with over 20% absentee rate	2018-2023	Guidance Counselors School clerk Truancy Officer	\$0	NA	Attendance plan

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 elementary 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):		2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Cognia Climate & Culture Student Survey	Baseline established in 2017-18	School Projected	Afraid ≤ x Lonely ≤ x Angry ≤ x	Afraid ≤ x Lonely ≤ x Angry ≤ x	Afraid ≤ x Lonely ≤ x Angry ≤ x	Afraid ≤ x Lonely ≤ x Angry ≤ x	Afraid ≤ x Lonely ≤ x Angry ≤ x
		School Actual Afraid – 5% Lonely – 4% Angry – 1%	Afraid ≤ 5 Lonely ≤ 8 Angry ≤ 3	Afraid ≤ 3 Lonely ≤ 6 Angry ≤ 4	<i>Data point not available due to state-wide school closures on March 17, 2020 - COVID-19 pandemic.</i>	<i>Note: Cognia surveys have been discontinued.</i>	<i>Note: Cognia surveys have been discontinued.</i>
Cognia Climate & Culture Student Survey	Baseline established in 2017-18	District Projected	Afraid ≤ 5 Lonely ≤ 9 Angry ≤ 7	Afraid ≤ 5 Lonely ≤ 9 Angry ≤ 7	Afraid ≤ 5 Lonely ≤ 8 Angry ≤ 6	Afraid ≤ 5 Lonely ≤ 8 Angry ≤ 6	Afraid ≤ 5 Lonely ≤ 7 Angry ≤ 5

		District Actual Afraid – 5% Lonely – 10% Angry – 8%	Afraid – 5% Lonely – 10% Angry – 8%	Afraid – 5% Lonely – 10% Angry – 7%	<i>Data point not available due to state-wide school closures on March 17, 2020 - COVID-19 pandemic.</i>	<i>Note: Cogna surveys have been discontinued.</i>	<i>Note: Cogna surveys have been discontinued.</i>
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ACTION PLAN FOR STRATEGY #1:					EVALUATION
ACTIVITY	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1. Collect data surrounding social-emotional needs through student surveys	State to provide	Guidance Counselors School Psychologist	\$0	NA	Survey data collected and analyzed
2. Implement the OnTrack process in all schools in the district, utilizing EWRS data and social-emotional survey results to match interventions to school-wide and student needs	2018-2023	Guidance Counselors School Psychologist Principals	\$0	NA	OnTrack Meeting schedule
3. Implement relationship-building programs/strategies in schools (e.g., PBIS, Capturing Kids’ Hearts, Compassionate Schools, Love and Logic)	2018-2023	Guidance Counselors School Psychologist Teachers	TBD	TBD	Programs implemented with fidelity