

FORT MILL SCHOOLS STRATEGIC PLAN 2022-2027							
GOAL AREA:	X	Teacher/Administrator Quality	District Goal 1: Leadership and Teacher Quality			Cognia Domain: Leadership	
		Student Achievement	District Goal 2: Equitable Teaching and Learning			Cognia Domain: Learning	
		School Climate	District Goal 3: School Climate and Equitable Resources			Cognia Domain: Resources	
		District Priority	District Goal 4: Equity Building			Cognia Domain: Equity	
Strategy 1.1:	Leadership for Continuous Improvement: Effectively use data to inform decisions and evaluate systems and programs						
Performance Goal 1.1a: (Statement of desired progress or result over 5 years)	By 2026, 80% of responses on the Data Integration Survey, completed by designated school leaders, will be at the highest indicator of implementation.						
Interim Performance Goal: (One year goal)	Meet annual targets below.						
Data Source(s): (List types of data that will be collected or examined to measure progress)	Data Integration Survey						
Overall Measures	Average Baseline*		2021-22	2022-23	2023-24	2024-25	2025-26
Source: Data Integration Survey Responses	TBD	Projected	40.0%	50% 60%	60% 70%	70% 75%	80.0%
		Actual	51.0%				
*Survey will be given in spring of 2022							

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Strategy 1.1:	Leadership for Continuous Improvement: Effectively use data to inform decisions and evaluate systems and programs						
Performance Goal 1.1b: (Statement of desired progress or result over 5 years)	By 2026, 80% of designated school leaders and designated district leaders will use Schoolzilla to inform decisions and evaluate systems and programs.						
Interim Performance Goal: (One year goal)	Meet annual targets below.						
Data Source(s): (List types of data that will be collected or examined to measure progress)	Schoolzilla usage data						
Overall Measures	Average Baseline*		2021-22	2022-23	2023-24	2024-25	2025-26
Source: Schoolzilla Usage Data	30.0%	Projected	40.0%	50.0%	60.0%	70.0%	80.0%
		Actual	39.0%				
*2020-21 data used for Baseline							

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Strategy 1.1:	Leadership for Continuous Improvement: Effectively use data to inform decisions and evaluate Systems and Programs						
Action Steps	Start Date	End Date	Person Responsible	Estimated Cost	Funding Source	Monitor	Evaluation: Indicators of Implementation
Schedule meetings with district/school leaders/high school departments to share Schoolzilla/other data for the purpose of evaluating systems and programs, including data from community organizations	2022	2027	Renee Beck and Matt Rohring	\$0	N/A	Continued	Feedback from the data integration survey
Develop a 5 year plan for professional learning to address the needs identified in the Needs Assessment Survey	2022	2024	Renee Beck and Matt Rohring	\$0	N/A	Continued	Annual evaluation of plan
Implement Schoolzilla training for stakeholder groups. Direct training and train the trainer sessions for school leaders	2022	2027	Renee Beck and Matt Rohring. Renaissance Learning	\$3,000	General Fund	Continued	Documentation of Professional Development activities; Monitoring Reports
Use direct marketing to highlight Schoolzilla features and usage data in regular meetings with school and district leaders	2022	2027	Renee Beck and Matt Rohring	\$0	N/A	Continued	Quarterly meetings with school leaders
Work with student and teacher leadership groups to identify ways various student data can be more effectively used by teachers and other school staff	2022	2027	Renee Beck and Matt Rohring	\$0	N/A	Continued	Annual meetings with student leadership groups - feedback from groups

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Strategy 1.2:	Effective Communication: Strengthen Stakeholder Involvement in ONGOING Internal and External Communication						
Performance Goal 1.2: (Statement of desired progress or result over 5 years)	By 2026, 98% of parents indicate they are satisfied with timely communication from their child's school (#23). By 2026, 82% of parents indicate they agree that the their child's school considers changes based on what parents say (#11).						
Interim Performance Goal: (One year goal)	Meet annual targets below.						
Data Source(s): (List types of data that will be collected or examined to measure progress)	SCDE Parent Survey						
Overall Measures	Average Baseline*		2021-22	2022-23	2023-24	2024-25	2025-26
Source: Parent Survey (#23)	96.4%	Projected	96.7%	97.0%	97.3%	97.7%	98.0%
		Actual	96.1%				
Source: Parent Survey (#11)	44.9%	Projected	47.0%	50%-73.0%	53%-76.0%	56%-79.0%	60%-82.0%
		Actual	69.8%				
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Strategy 1.2:	Effective Communication: Strengthen Stakeholder Involvement in ONGOING Internal and External Communication						
Action Steps	Start Date	End Date	Person Responsible	Estimated Cost	Funding Source	Monitor	Evaluation: Indicators of Implementation
Conduct District Branding Audit	February 2022	July 2022	Joe Burke	\$43,500	General Fund	Completed	Completed brand audit report from Rhodes Branding. Implementation of recommended visual branding changings and communication strategies.
Website Redesign and new provider	January 2022	June 2023	Joe Burke	Initial Cost \$14,000 Annual Cost \$55,000	Information Technology Department Budget	Modified	Launch of new district website with new provider. The website has been launched under the new provider however, the provider company has been purchased by another company and changes to our current template my occure in the future.
Social Media Training for staff, to include best practices, easy ways to post, district supports	2022	2027	Jenny Overman	\$1,000	Communication Department Budget	Continued	Training schedule and agendas
Creation Blackboard Communications FAQ sheet and message library of standard crisis response messages for administrator use	June 2022	August 2022	Joe Burke	\$0	Communication Department Budge	Completed	FAQ Document and shareable message library
Promote and further develop the district's app	2022	2027	Communications Team	\$1,000	Communication Budget	Continued	Campaign deliverables such as ad content and app subscription/download numbers
Evaluate the need for direct student communication system	2022	2027	Joe Burke/IT Department	\$0	NA	Completed	Final recommendation to implememnt REMIND app district wide
Evaluate the need for a general community feedback system	2022	2027	Joe Burke/IT Department	\$0	NA	Continued	Final recommendation
Evaluate the need for customer service training for staff	2022	2027	Joe Burke/IT Department	\$0	NA	Continued	Final recommendation

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Strategy 1.3:	Educator Quality: Develop and monitor a comprehensive plan for Recruitment, Retention, and Evaluation						
Performance Goal 1.3: (Statement of desired progress or result over 5 years)	Fort Mill Schools will decrease our educator turnover rate by .2% per year.						
Interim Performance Goal: (One year goal)	Meet annual targets below.						
Data Source(s): (List types of data that will be collected or examined to measure progress)	SC Report Card, Exit and Stay Questionnaires, Annual CERRA Supply and Demand Research Data, Effectiveness Data						
Overall Measures	Average Baseline*		2021-22	2022-23	2023-24	2024-25	2025-26
Source: SC Report Card	9.0% Turnover Rate	Projected	8.8%	8.6%	8.4%	8.2%	8.0%
		Actual	16.4%				
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Strategy 1.3:	Educator Quality: Develop and monitor a comprehensive plan for Recruitment, Retention, and Evaluation						
Action Steps	Start Date	End Date	Person Responsible	Estimated Cost	Funding Source	Monitor	Evaluation: Indicators of Implementation
Explore and implement opportunities to partner with colleges and universities to “Grow Our Own” educators, and expand opportunities for existing educators to grow professionally through advanced degree programs and professional development offerings.	2022	2027	Liza McGarity, Rinice Sauls, Jenn Johnson, Debbie Topping	\$10,000	Employee Scholarship Discounts, Teach Grant Loans, Pell Grant Funding	Continued	MOU's/Partnerships with GCU, USC, Winthrop,CERRA for Service Programs, Teacher Cadet, and Pro-Team
Develop and implement the use of “Stay” Questionnaires while expanding opportunities for face to face collaboration with principals to establish priority action steps for retaining educators.	2022	2027	Liza McGarity, Rinice Sauls, Jenn Johnson, Debbie Topping	\$65,000	Title II	Continued	Stay Questionnaire Templates, Minutes from Principal and Collaborative Meetings
Collaborate with Curriculum Office to develop and implement comprehensive professional development opportunities that provide teachers with additional personalized professional learning and leverages teacher-leader talent.	2022	2027	Liza McGarity, Rinice Sauls, Jenn Johnson, Mike Waiksnis	\$30,000	General Fund, HR Budget	Continued	In-District PD System Framework Document, Teacher-Leader Data
Explore opportunities to develop and implement annual networking events to include various stakeholder groups.	2022	2027	Liza McGarity, Rinice Sauls, Jenn Johnson, Debbie Topping	\$20,000	General Fund, HR Budget	Continued	Principals' Meetings Minutes,Electronic Communications and Flyers, Agenda, Recruitment Fair Participation Survey Data

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Strategy 1.4:	Leadership Development: Leverage the leadership potential of educators, students, and all employee groups to improve student learning.						
Performance Goal 1.4: (Statement of desired progress or result over 5 years)	By the year 2026, we will raise the overall average of principal performance on Instructional Leadership and Staff Development from 4.07 and 4.04 (respectively) to 4.3 4.25 as indicated on the Principal Performance Survey.						
Interim Performance Goal: (One year goal)	Meet annual targets below.						
Data Source(s): (List types of data that will be collected or examined to measure progress)	Principal Performance Survey						
Overall Measures	Average Baseline*		2021-22	2022-23	2023-24	2024-25	2025-26
Source: Instructional Leadership Survey Question	4.07	Projected	4.1	4.15- 4.1	4.2 4.15	4.25 4.2	4.3 4.25
		Actual	4.01				
Source: Staff Development Survey Question	4.04	Projected	4.1	4.15- 4.1	4.2 4.15	4.25 4.2	4.3 4.25
		Actual	4.04				
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Strategy 1.4:	Leadership Development: Leverage the leadership potential of educators, students, and all employee groups to improve student learning.						
Action Steps	Start Date	End Date	Person Responsible	Estimated Cost	Funding Source	Monitor	Evaluation: Indicators of Implementation
Formalize the Leadership Academy structure and inclusive selection process for students, teachers, staff, and school leaders.	2022	2027	Chuck Epps, Grey Young, Jocelyn Young, Peter Olinger, Michael Waiksnis, Gales Scroggs	TBD	General Fund	Continued	Agendas/minutes from staff development, principal survey results, teacher survey
Increase opportunities for leadership experience and professional learning for Principals-administrators, teachers, and staff.	2022	2027	Chuck Epps, Grey Young, Jocelyn Young, Peter Olinger, Michael Waiksnis, Gales Scroggs, School Principals	TBD	General Fund	Modified	PD Plan for Principals
Develop school-based teacher mentoring programs for first and second year teachers. Restructure 1st and 2nd year teacher mentoring programs to provide more leadership opportunities to experienced teachers.	2022	2027	Building Level Principals, School Administration, School Leadership Teams	\$0	N/A	Modified	Principal Survey, PADEPP feedback
Increase opportunities for leadership experience and professional learning for Assistant Principals through the AP Leadership Series	2022	2027	Chuck Epps, Grey Young, Jocelyn Young, Peter Olinger, Michael Waiksnis, Gales Scroggs	TBD	General Fund	Continued	Agendas from meetings

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Strategy 2.1:	Equitable and Effective Curriculum, Instruction and Assessment: Ensure better consistency between and within schools by establishing sustainable Professional Learning Communities to promote student growth and success.						
Performance Goal 2.1a: (Statement of desired progress or result over 5 years)	By 2026, 90% of grade K-1 students will meet district proficiency benchmarks on STAR Early Literacy testing. By 2026, 90% of grade 2 students will meet district proficiency benchmarks on STAR Reading testing.						
Interim Performance Goal: (One year goal)	Meet annual targets below.						
Data Source(s): (List types of data that will be collected or examined to measure progress)	STAR Early Literacy and Reading District Benchmark Data from Schoolzilla - Spring Testing						
Overall Measures	Average Baseline*		2021-22	2022-23	2023-24	2024-25	2025-26
Source: STAR Early Literacy	83.5%	Projected	84.0%	85.5%	87.0%	88.5%	90.0%
Grade K-1		Actual	83.4%				
Source: STAR Reading	80.3%	Projected	82.0%	84.0%	86.0%	88.0%	90.0%
Grade 2		Actual	77.5%				
*STAR Spring 2021 Data							

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Strategy 2.1:	Equitable and Effective Curriculum, Instruction and Assessment: Ensure better consistency between and within schools by establishing sustainable Professional Learning Communities to promote student growth and success.						
Performance Goal 2.1b: (Statement of desired progress or result over 5 years)	By 2026, 93% 94%of grade 1-2 students will meet district proficiency benchmarks on STAR math testing.						
Interim Performance Goal: (One year goal)	Meet annual targets below.						
Data Source(s): (List types of data that will be collected or examined to measure progress)	STAR Math District Benchmark Data from Schoolzilla - Spring Testing						
Overall Measures	Average Baseline*		2021-22	2022-23	2023-24	2024-25	2025-26
Source: STAR Math	83.7%	Projected	85.0%	87%– 88%	89% 90%	91% 92%	93% %94
Grade 1-2		Actual	86.1%				
*STAR Spring 2021 Data							

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Strategy 2.1:	Equitable and Effective Curriculum, Instruction and Assessment: Ensure better consistency between and within schools by establishing sustainable Professional Learning Communities to promote student growth and success.						
Performance Goal 2.1c: (Statement of desired progress or result over 5 years)	By 2026, 77% 80% of students in grades 3-5 will demonstrate proficiency on the SC Ready Assessment for ELA. By 2026, 77% of students in grades 3-5 will demonstrate proficiency on the SC Ready Assessment for Math.						
Interim Performance Goal: (One year goal)	Meet annual targets below.						
Data Source(s): (List types of data that will be collected or examined to measure progress)	SC Ready ELA, Math Data - Schoolzilla data for currently enrolled students in grade 4-6						
Overall Measures	Average Baseline*		2021-22	2022-23	2023-24	2024-25	2025-26
Source: ELA	67.4%	Projected	69.0%	71% 74%	73% 76%	75% 78%	77% 80%
Grade 3-5		Actual	73.8%				
Source: Math	67.6%	Projected	69.0%	71.0%	73.0%	75.0%	77.0%
Grade 3-5		Actual	70.4%				
*Data from Schoolzilla from the 2021 Spring SC Ready Assessment							

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Strategy 2.1:	Equitable and Effective Curriculum, Instruction and Assessment: Ensure better consistency between and within schools by establishing sustainable Professional Learning Communities to promote student growth and success.						
Performance Goal 2.1d: (Statement of desired progress or result over 5 years)	By 2026, 78% of students in grades 6-8 will demonstrate proficiency on the SC Ready Assessment for ELA. By 2026, 73% of students in grades 6-8 will demonstrate proficiency on the SC Ready Assessment for Math.						
Interim Performance Goal: (One year goal)	Meet annual targets below.						
Data Source(s): (List types of data that will be collected or examined to measure progress)	SC Ready ELA, Math Data						
Overall Measures	Average Baseline*		2021-22	2022-23	2023-24	2024-25	2025-26
Source: ELA	68.8%	Projected	70.0%	72.0%	74.0%	76.0%	78.0%
Grade 6-8		Actual	70.6%				
Source: Math	63.6%	Projected	65.0%	67.0%	69.0%	71.0%	73.0%
Grade 6-8		Actual	63.0%				
*Data from Schoolzilla from the 2021 Spring SC Ready Assessment							

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Strategy 2.1:		Equitable and Effective Curriculum, Instruction and Assessment: Ensure better consistency between and within schools by establishing sustainable Professional Learning Communities to promote student growth and success.					
Performance Goal 2.1e: (Statement of desired progress or result over 5 years)		By 2026, 95% 89%of students will score a C or higher on the EOCEP English 2 exam. By 2026, 89% of students will score a C or higher on the EOCEP Algebra 1 exam. By 2026, 89% of students will score a C or higher on the EOCEP Biology 1 exam. By 2026, 74% of students will score a C or higher on the EOCEP US History exam.					
Interim Performance Goal: (One year goal)		Meet annual targets below.					
Data Source(s): (List types of data that will be collected or examined to measure progress)		EOCEP English 2, Algebra 1, Biology 1, and US History Data (students in the four-year on-time graduation cohort will score a C or higher)					
Overall Measures	Average Baseline*		2021-22	2022-23	2023-24	2024-25	2025-26
Source: English 2	85.4%	Projected	87.0%	89% 83%	94% 85%	93% 87%	95% 89%
		Actual	81.3%				
Source: Algebra 1	79.0%	Projected	81.0%	83.0%	85.0%	87.0%	89.0%
		Actual	78.7%				
Source: Biology 1	81.5%	Projected	83.0%	85% 83%	87% 85%	89% 87%	91% 89%
		Actual	79.5%				
Source: US History	64.0%	Projected	66.0%	68.0%	70.0%	72.0%	74.0%
		Actual	66.3%				
*Data from 2021 State Report Card							

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Strategy 2.1:		Equitable and Effective Curriculum, Instruction and Assessment: Ensure better consistency between and within schools by establishing sustainable Professional Learning Communities to promote student growth and success.					
Performance Goal 2.1f: (Statement of desired progress or result over 5 years)		By 2026, 90% 94% of students in the graduating cohort will be college or career ready.					
Interim Performance Goal: (One year goal)		Meet annual targets below.					
Data Source(s): (List types of data that will be collected or examined to measure progress)		State Report Card college or career ready data based on metrics found in the State Accountability Manual.					
Overall Measures	Average Baseline*		2021-22	2022-23	2023-24	2024-25	2025-26
Source: College or Career Ready	83.2%	Projected	85.0%	87% 88%	88% 90%	89% 92%	90% 94%
		Actual	85.6%				
*Data from 2021 State Report Card							

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Strategy 2.1:	Equitable and Effective Curriculum, Instruction and Assessment: Ensure better consistency between and within schools by establishing sustainable Professional Learning Communities to promote student growth and success.						
Action Steps	Start Date	End Date	Person Responsible	Estimated Cost	Funding Source	Monitor	Evaluation: Indicators of Implementation
Grading: Establish Committee and Subcommittees	2022	2023	Michael Waiksnis, Peter Olinger, Gales Scroggs	\$0	N/A	Continued	Committee established
Grading: Create and Provide Survey and Research Best Practice	2022	2023	Grading Committee	\$3,000	General Fund	Continued	Survey Completion, Research Results
Grading: Communicate Progress and Revisions	2022	2027	Michael Waiksnis, Peter Olinger, Executive Director of MS/HS	\$0	N/A	Continued	Communication Artifacts
Grading: Establish Purpose of Grades	2022	2023	Michael Waiksnis, Peter Olinger, Executive Director of MS/HS, Yashica Latimer, Amanda Griffin, Grading Committee	\$0	N/A	Continued	Grading Purpose Statement
Grading: Implement Critical Grade Guidelines	2022	2027	Michael Waiksnis, Peter Olinger, Executive Director of MS/HS, Yashica Latimer, Amanda Griffin, Grading Committee	\$0	N/A	Continued	Grade Guidelines
Grading: Develop Comprehensive Grading Policy	2022	2027	Michael Waiksnis, Peter Olinger, Executive Director of MS/HS, Yashica Latimer, Amanda Griffin, Grading Committee	\$0	N/A	Continued	Grading Policy

Instructional Practice: Identify Current State of PLC's	2022	2023	Michael Waiksnis, Peter Olinger, Executive Director of MS/HS, Yashica Latimer, Amanda Griffin, Grading Committee	\$0	N/A	Continued	Current PLC Status Findings
Instructional Practice: Research and Participate in Professional Learning on Instructional Practice and PLC	2022	2027	Michael Waiksnis, Peter Olinger, Executive Director of MS/HS, Yashica Latimer, Amanda Griffin, Principals	\$15,000	General Fund	Continued	PLC Research Artifacts
Instructional Practice: Review Data and Determine Consistent Practices	2022	2023	Michael Waiksnis, Peter Olinger, Executive Director of MS/HS, Yashica Latimer, Amanda Griffin, Principals	\$0	N/A	Continued	Data Artifacts
Instructional Practice: Share and Implement Expectations	2023	2027	Michael Waiksnis, Peter Olinger, Executive Director of MS/HS, Yashica Latimer, Amanda Griffin, Principals	\$0	N/A	Continued	PLC Expectations
Instructional Practice: Monitor Effectiveness	2022	2027	Michael Waiksnis, Peter Olinger, Executive Director of MS/HS, Yashica Latimer, Amanda Griffin, Principals	\$0	N/A	Continued	PLC Monitoring Tool
Instructional Practice: Revisions & Goal Setting	2023	2027	Michael Waiksnis, Peter Olinger, Executive Director of MS/HS, Yashica Latimer, Amanda Griffin, Principals	\$0	N/A	Continued	Goals

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Strategy 2.2:	Engaging and Rigorous Curriculum and Instruction: Develop and implement a district-wide curriculum and professional learning model to support, sustain and build capacity innovative learning culture.						
Performance Goal 2.2: (Statement of desired progress or result over 5 years)	By 2026, 100% of FMSD will provide on-going, job-embedded professional learning for all certified employees promoting district-wide innovative curriculum with supportive coaching, guided by student work analysis and data analysis, in order to positively affect increased engagement, achievement, and empowerment of all students. By 2026, 100% of FMSD schools will implement the district wide engagement observation tool. By 2026, the percent of student responses indicating satisfaction with their learning environment will be 90%.						
Interim Performance Goal: (One year goal)	Meet annual targets below.						
Data Source(s): (List types of data that will be collected or examined to measure progress)	Professional Learning reports and transcripts (percent of certified staff participating). District wide engagement observation tool (number of schools participating), curriculum units and pacing guides implemented at all schools. SCDE Student Survey						
Overall Measures	Average Baseline*		2021-22	2022-23	2023-24	2024-25	2025-26
Source: Districtwide engagement observation tool for each grade band (elementary, middle, high)	TBD	Projected	TBD (N/A)	(3/20) 15.0%	(10/20) 50.0%	(15/20) 75.0%	100.0%
		Actual	TBD (N/A)				
	Average Baseline*		2021-22	2022-23	2023-24	2024-25	2025-26
Source: Professional Learning Reports	TBD	Projected	20.0%	50.0%	75.0%	90.0%	100.0%
		Actual	35.0%				
	Average Baseline*		2021-22	2022-23	2023-24	2024-25	2025-26
Source: Student Survey #18	83%	Projected	84.5%	86.0%	87.5%	89.0%	90.0%
		Actual	85.1%				
*2020-21 data used for Baseline				*Technology data for professional learning 2021-2022			

*2020-21 data used for Baseline *Technology data for professional learning 2021-2022

FORT MILL SCHOOLS STRATEGIC PLAN 2022-2027

GOAL AREA:		Teacher/Administrator Quality	District Goal 1: Leadership and Teacher Quality	Cognia Domain: Leadership			
	X	Student Achievement	District Goal 2: Equitable Teaching and Learning	Cognia Domain: Learning			
		School Climate	District Goal 3: School Climate and Equitable Resources	Cognia Domain: Resources			
		District Priority	District Goal 4: Equity Building	Cognia Domain: Equity			
Strategy 2.2:	Engaging and Rigorous Curriculum and Instruction: Develop and implement a district-wide curriculum and professional learning model to support, sustain and build capacity for our innovative learning culture.						
Action Steps	Start Date	End Date	Person Responsible	Estimated Cost	Funding Source	Monitor	Evaluation: Indicators of Implementation
Research, identify, and design PD model to include district protocols promoting accessible, equitable, effective and engaging instruction for all students	2022	2023	Michael Waiksnis, Peter Olinger, Gales Scroggs	\$0	N/A	Continued	Districtwide PD model adopted and implemented
Consistent content area experts (coach, specialists, etc.) across all grade bands with corresponding district curriculum coordinators for all core subject areas	2022	2027	Michael Waiksnis, Peter Olinger, Gales Scroggs	\$700,000	General Fund	Continued	Curriculum coordinators and school content area experts: roles approved, and/or created, and staffed
Create curriculum units and pacing guides. Consistent monitoring of their development and effectiveness.	2022	2024	Michael Waiksnis, Peter Olinger, Gales Scroggs, Yashica Latimer, Amanda Griffin, Greg Brobst	\$0	N/A	Continued	All schools utilizing district wide curriculum units, pacing guides, and engagement tool
Provide ongoing PD on quality, effective instruction: STEAM principles, PBL, differentiated instruction, culturally responsive teaching, SEL, and vetted and approved tech-based resources, etc.	2022	2027	Michael Waiksnis, Peter Olinger, Gales Scroggs, Yashica Latimer, Amanda Griffin, Greg Brobst, Holly Logan, Kiersten Hart	TBD	General Fund	Continued	Professional Learning reports indicating types of training provided and attended.
District protected time for PLCs, horizontal and vertical planning, PD, etc. (Revise calendar to include early dismissal, late start, eLearning days to provide additional time)	2022	2023	FMSD Cabinet	\$0	N/A	Completed	Revised calendar
Develop and pilot districtwide engagement observation tool for each grade band. Set performance goals to measure engagement across all grades.	2022	2023	Educator Effectiveness and Curriculum Department	\$0	N/A	Terminated	Observation tool and pilot data

FORT MILL SCHOOLS STRATEGIC PLAN 2022-2027

GOAL AREA:		Teacher/Administrator Quality	District Goal 1: Leadership and Teacher Quality			Cognia Domain: Leadership	
	X	Student Achievement	District Goal 2: Equitable Teaching and Learning			Cognia Domain: Learning	
		School Climate	District Goal 3: School Climate and Equitable Resources			Cognia Domain: Resources	
		District Priority	District Goal 4: Equity Building			Cognia Domain: Equity	
Strategy 2.3:	Personalized, Responsive Academic Support/Recovery: Develop and implement a systematic process to collect and analyze formative assessment data consistently across schools in order to provide tiered intervention and supplemental programs for students in need of support with academic achievement and SEL.						
Performance Goal 2.3: (Statement of desired progress or result over 5 years)	By 2026-27 school year, FMSD will fully implement a multi-tiered system of prevention using a consistent framework across all schools to support the academic, behavioral and social competencies of all students by maintaining 80% or higher treatment integrity.						
Interim Performance Goal: (One year goal)	Meet annual targets below.						
Data Source(s): (List types of data that will be collected or examined to measure progress)	Ci3T Treatment Integrity Measures to include Teacher Self-Report, Direct Observations, and Tiered Fidelity Inventory.						
Overall Measures	Average Baseline*		2021-22	2022-23	2023-24	2024-25	2025-26
Source:	To be collected in 22-23	Projected	N/A	Baseline TBD	70.0%	75.0%	80.0%
Ci3T Treatment Integrity (Elementary)		Actual	N/A	82.6%			
Overall Measures	Average Baseline*		2021-22	2022-23	2023-24	2024-25	2025-26
Source:	To be collected in 23-24	Projected	N/A	N/A	Baseline TBD	70.0%	75.0%
Ci3T Treatment Integrity (Middle & High)		Actual	N/A	N/A			

FORT MILL SCHOOLS STRATEGIC PLAN 2022-2027

GOAL AREA:		Teacher/Administrator Quality	District Goal 1: Leadership and Teacher Quality		Cognia Domain: Leadership		
	X	Student Achievement	District Goal 2: Equitable Teaching and Learning		Cognia Domain: Learning		
		School Climate	District Goal 3: School Climate and Equitable Resources		Cognia Domain: Resources		
		District Priority	District Goal 4: Equity Building		Cognia Domain: Equity		
Strategy 2.3:	Personalized, Responsive Academic Support/Recovery: Develop and implement a systematic process to collect and analyze formative assessment data consistently across schools in order to provide tiered intervention and supplemental programs for students in need of support with academic achievement and SEL.						
Action Steps	Start Date	End Date	Person Responsible	Estimated Cost	Funding Source	Monitor	Evaluation: Indicators of Implementation
Develop a comprehensive framework to include all stakeholders that establishes a process for utilizing existing data systems to target students needs K-12.	2022	2023	Amber Smith, Matt Rohring, Renee Beck	\$15,000	General Fund	Continued	Schoolzilla data usage (see Perf. Goal 1.1a)
Engage in an annual cycle of data review, analysis, and interpretation with developmental, reciprocal, and accountable steps at grade/content, school, grade band, and district levels.	2023	2027	Amber Smith, Matt Rohring, Renee Beck	\$15,000	General Fund	Continued	Schoolzilla data usage (see Perf. Goal 1.1a)
Develop a 3-tiered structured framework of prevention to address all students academic, behavioral, and social needs to include staffing to implement K-12. (Elementary Implementation)	2022	2024	Amber Smith, Brittany Kobak, Peter Olinger	\$0	N/A	Continued	Ci3T Implementation Data
Develop a 3-tiered structured framework of prevention to address all students academic, behavioral, and social needs to include staffing to implement K-12. (Secondary building and implementation)	2022	2025	Amber Smith, Brittany Kobak, Gales Scroggs	\$0	N/A	Continued	Ci3T Implementation Data
Use data to a) determine specific areas in need of academic growth for targeted supplemental programs such as after school and summer programs and b) measure academic growth of participants.	2022	2027	Amber Smith, Peter Olinger, Gales Scroggs	TBD (varies by year)	General Fund, Grants, ESSER Funds, Title Funds	Continued	Student achievement data (see Perf. Goal 2.1a-f)

FORT MILL SCHOOLS STRATEGIC PLAN 2022-2027

GOAL AREA:		Teacher/Administrator Quality		District Goal 1: Leadership and Teacher Quality			Cognia Domain: Leadership		
	X	Student Achievement		District Goal 2: Equitable Teaching and Learning			Cognia Domain: Learning		
		School Climate		District Goal 3: School Climate and Equitable Resources			Cognia Domain: Resources		
		District Priority		District Goal 4: Equity Building			Cognia Domain: Equity		
	X	Gifted and Talented: Academic							
		Gifted and Talented: Artistic							
		Gifted and Talented: Social and Emotional							
		Gifted and Talented: Other							
Strategy 2.4:		Fort Mill Schools will provide differentiated curriculum and instruction for gifted students that spans grades 3-12.							
Performance Goal 2.4a: (Statement of desired progress or result over 5 years)		By 2026, 78% of students identified as Gifted and Talented in grades 3-8 will score Exceeds on the SC Ready Assessment for ELA. By 2026, 82% of students identified as Gifted and Talented in grades 3-8 will score Exceeds on the SC Ready Assessment for Math.							
Interim Performance Goal: (One year goal)		Meet annual targets below.							
Data Source(s): (List types of data that will be collected or examined to measure progress)		SC Ready ELA and Math							
Overall Measures	Average Baseline*			2021-22	2022-23	2023-24	2024-25	2025-26	
Source: ELA	67.6%	Projected		70.0%	72.0%	74%%	76.0%	78.0%	
Grade 3-8		Actual		70.1%					
Overall Measures	Average Baseline*			2021-22	2022-23	2023-24	2024-25	2025-26	
Source: Math	71.6%	Projected		74.0%	76.0%	78.0%	80.0%	82.0%	
Grade 3-8		Actual		74.0%					
*Data from District Data File from the 2021 Spring SC Ready Assessment									

FORT MILL SCHOOLS STRATEGIC PLAN 2022-2027								
GOAL AREA:		Teacher/Administrator Quality		District Goal 1: Leadership and Teacher Quality			Cognia Domain: Leadership	
	X	Student Achievement		District Goal 2: Equitable Teaching and Learning			Cognia Domain: Learning	
		School Climate		District Goal 3: School Climate and Equitable Resources			Cognia Domain: Resources	
		District Priority		District Goal 4: Equity Building			Cognia Domain: Equity	
	X	Gifted and Talented: Academic						
		Gifted and Talented: Artistic						
		Gifted and Talented: Social and Emotional						
		Gifted and Talented: Other						
Strategy 2.4:		Fort Mill Schools will provide differentiated curriculum and instruction for gifted students that spans grades 3-12.						
Performance Goal 2.4b: (Statement of desired progress or result over 5 years)		By 2026, the percentage of students scoring 3-5 on Advanced Placement Exams will be 90%.						
Interim Performance Goal: (One year goal)		Meet annual targets below.						
Data Source(s): (List types of data that will be collected or examined to measure progress)		Advanced Placement Scores						
Overall Measures	Average Baseline*		2021-22	2022-23	2023-24	2024-25	2025-26	
Source: AP Scores	81.6%	Projected	83.0%	84% 87%	85% 88%	86% 89%	87% 90%	
		Actual	86.2%					
*Data from 2021 State Report Card								

FORT MILL SCHOOLS STRATEGIC PLAN 2022-2027

GOAL AREA:		Teacher/Administrator Quality	District Goal 1: Leadership and Teacher Quality			Cognia Domain: Leadership	
	X	Student Achievement	District Goal 2: Equitable Teaching and Learning			Cognia Domain: Learning	
		School Climate	District Goal 3: School Climate and Equitable Resources			Cognia Domain: Resources	
		District Priority	District Goal 4: Equity Building			Cognia Domain: Equity	
	X	Gifted and Talented: Academic					
		Gifted and Talented: Artistic					
		Gifted and Talented: Social and Emotional					
		Gifted and Talented: Other					
Strategy 2.4:		Fort Mill Schools will provide differentiated curriculum and instruction for gifted students that spans grades 3-12.					
Action Steps	Start Date	End Date	Person Responsible	Estimated Cost	Funding Source	Monitor	Evaluation: Indicators of Implementation
Ensure advanced content is taught through differentiated instructional strategies that are deemed most appropriate for meeting the needs of gifted students.	2022	2027	Mike Waiksnis, Peter Olinger, Executive Director of MS/HS, Principals	N/A	N/A	Continued	Teacher Evaluation Reports, Formal and Informal observation of GT classrooms
Provide curriculum and activities within the Gifted and Talented Education Program focusing on such topics as: Career development, test taking skills, acceleration, course choices, future college preparation, post high school preparation and career awareness and mentorship.	2022	2027	Mike Waiksnis, Peter Olinger, Executive Director of MS/HS Principals	N/A	N/A	Continued	IGP process, Program of Studies, Achievement Data, College Freshman Report
Continue to increase the number and type of Advanced Placement courses in all of our high schools	2022	2027	Mike Waiksnis, Executive Director of MS/HS, Principals	TBD	General Fund	Continued	Enrollment Data, Program of Studies
Continue to offer Professional Learning for GT curriculum models through: Monthly Collaboration Meetings, State GT Conference, and Summer Workshops	2022	2027	Peter Olinger	\$3,000	General Fund	Continued	End of year survey, State conference and summer workshop attendance
Provide opportunities for teachers to enroll in GT classes through Converse College. .	2022	2027	Mike Waiksnis, Peter Olinger, Executive Director of MS/HS, GT Instructors	\$18,000 for GT Courses and resources	General Fund	Continued	Enrollment in Graduate GT Coursework

FORT MILL SCHOOLS STRATEGIC PLAN 2022-2027							
GOAL AREA:		Teacher/Administrator Quality	District Goal 1: Leadership and Teacher Quality			Cognia Domain: Leadership	
		Student Achievement	District Goal 2: Equitable Teaching and Learning			Cognia Domain: Learning	
	X	School Climate	District Goal 3: School Climate and Equitable Resources			Cognia Domain: Resources	
		District Priority	District Goal 4: Equity Building			Cognia Domain: Equity	
Strategy 3.1:	Safe, Clean and Healthy School Environments (Systems approach): Develop and implement a systems' approach to improving a safe, clean, and healthy learning environments.						
Performance Goal 3.1: (Statement of desired progress or result over 5 years)	By 2026, the percent of teacher responses indicating satisfaction with the social and physical environment in their school will be 98% 96.8% (#47) By 2026, the percent of parent responses indicating satisfaction with the social and physical environment in their school will be 85% 88.5% (#22) By 2026, the percent of staff responses indicating that they feel "very safe" or "generally safe" at school/workplace will be 99% 98.1%						
Interim Performance Goal: (One year goal)	Meet annual targets below.						
Data Source(s): (List types of data that will be collected or examined to measure progress)	SCDE Teacher, Parent Survey, Safety Security Survey						
Overall Measures	Average Baseline*		2021-22	2022-23	2023-24	2024-25	2025-26
Source: Teacher Survey (#47)	95.3%	Projected	96.0%	96.5% 96.2%	97% 96.4%	97.5% 96.6%	98% 96.8%
		Actual	95.9%				
Source: Parent Survey (#22)	80.2%	Projected	81.0%	82% 87.6%	83% 87.9%	84% 88.2%	85% 88.5%
		Actual	87.3%				
Source: Safety Security Survey	97.3%	Projected	97.3%	97.8% 97.5%	98.3% 97.7%	98.8% 97.9%	99% 98.1%
		Actual	97.3%				
*2020-21 data used for Baseline							

FORT MILL SCHOOLS STRATEGIC PLAN 2022-2027

GOAL AREA:		Teacher/Administrator Quality	District Goal 1: Leadership and Teacher Quality			Cognia Domain: Leadership	
		Student Achievement	District Goal 2: Equitable Teaching and Learning			Cognia Domain: Learning	
	X	School Climate	District Goal 3: School Climate and Equitable Resources			Cognia Domain: Resources	
		District Priority	District Goal 4: Equity Building			Cognia Domain: Equity	
Strategy 3.1:	Safe, Clean and Healthy School Environments (Systems approach): Develop and implement a systems' approach to improving a safe, clean, and healthy learning environment.						
Action Steps	Start Date	End Date	Person Responsible	Estimated Cost	Funding Source	Monitor	Evaluation: Indicators of Implementation
Installation of door numbering signs at all exterior doors that allow access to the interior.	2022	2027	Grey Young, Rich Todd	\$10,000	COPS Grant	Continued	Installation Completed
Installation of public safety signal boosting devices at schools determined by testing	2022	2027	Grey Young, Rich Todd	\$500,000	COPS Grant	Continued	Installation Completed
Revising and implementing a Reunificaiton Plan for evacuation of school property	2022	2027	Grey Young, Rich Todd	\$5,000	General Fund	Continued	Reunification Plan
Gather feedback from school sites regarding cleaning issues	2022	2027	Joe Romenick	\$0	N/A	Continued	Documented Review of custodial log
Monitor air quality in buildings on a periodic basis	2022	2027	Joe Romenick	\$0	N/A	Continued	Committee Review, Monitoring Requirements
Monitor District Wellness Policy	2022	2027	Tammie Welch	\$0	N/A	Continued	Wellness Committee, Audits
Develop a consistent discipline coding plan and process for all schools	2022	2027	Grey Young	\$0	N/A	Continued	School Discipline Plan
Provide information to parents through forums, social media, and website postings to increase awareness of safety/security initiatives.	2022	2027	Grey Young, Rich Todd	\$0	N/A	Continued	Increased percentage of parents indicating satisfaction with the social and physical environment in their school

FORT MILL SCHOOLS STRATEGIC PLAN 2022-2027							
GOAL AREA:		Teacher/Administrator Quality	District Goal 1: Leadership and Teacher Quality		Cognia Domain: Leadership		
		Student Achievement	District Goal 2: Equitable Teaching and Learning		Cognia Domain: Learning		
	X	School Climate	District Goal 3: School Climate and Equitable Resources		Cognia Domain: Resources		
		District Priority	District Goal 4: Equity Building		Cognia Domain: Equity		
Strategy 3.2:	Effective Social Emotional Learning and Support Services						
Performance Goal 3.2: (Statement of desired progress or result over 5 years)	<p>By 2026, the percent of student responses indicating satisfaction with their social and physical environment will be 87.25%.</p> <p>By 2026, the percent of SRSS-IE Screener ratings that fall in the typical or strength range will be maintained at 84% or higher.</p> <p>By 2026, the chronic absenteeism rate for the District will be 4.5%.</p>						
Interim Performance Goal: (One year goal)	Meet annual targets below.						
Data Source(s): (List types of data that will be collected or examined to measure progress)	SCDE Student Survey, SRSS-IE Screener (Elementary Level Schools), Chronic Absenteeism						
Overall Measures	Average Baseline		2021-22	2022-23	2023-24	2024-25	2025-26
Source: Student Survey (#36)	86.0%	Projected	86.25%	86.5%	86.75%	87.0%	87.25%
		Actual	85.0%				
Source: SRSS-IE Screener (Elementary School)	TBD*	Projected	80.0%	81.0%	82.0%	83.0%	84.0%
		Actual	N/A				
Source: Chronic Absenteeism Rates	6.97%	Projected	6.50%	6.0%	5.5%	5.0%	4.5%
		Actual	7.0%				
*SEL Screener switched from DESSA ('21-'22 School Year) to SRSS ('22-'23 School Year). Baseline will be updated based on new measure including Internalizing and Externalizing screeners.							

FORT MILL SCHOOLS STRATEGIC PLAN 2022-2027

GOAL AREA:		Teacher/Administrator Quality	District Goal 1: Leadership and Teacher Quality	Cognia Domain: Leadership			
		Student Achievement	District Goal 2: Equitable Teaching and Learning	Cognia Domain: Learning			
	X	School Climate	District Goal 3: School Climate and Equitable Resources	Cognia Domain: Resources			
		District Priority	District Goal 4: Equity Building	Cognia Domain: Equity			
Strategy 3.2:	Effective Social Emotional Learning and Support Services						
Action Steps	Start Date	End Date	Person Responsible	Estimated Cost	Funding Source	Monitor	Evaluation: Indicators of Implementation
Select and implement social emotional learning curriculum (elementary)	2021	2023	Peter Olinger, District Ci3T Team	\$0	General Fund	Completed	Curriculum purchased and PD Plan
Select and implement social emotional learning curriculum (middle and high)	2022	2024	Gales Scroggs District Ci3T Team	\$25,000	General Fund	Continued	Curriculum purchased and PD Plan
Select and implement universal social emotional learning screener (middle and high)	2022	2024	Gales Scroggs, District Ci3T Team	\$0	General Fund	Completed	Curriculum purchased and PD Plan
Implement evidence-based interventions to address social, emotional or behavioral concerns identified through universal data	2022	2027	Peter Olinger, Gales Scroggs, Amber Smith, Amy Maziarz	TBD	General Fund	Continued	MTSS data from Enrich
Assist with the implementation of evidence-based SEL instruction and interventions through the hiring of SEL Coaches (1 per level – Elementary, Middle, and High School) the designation of an SEL coach (i.e., school counselor, school psychologist, lead teacher) at each school.	2022	2027	Peter Olinger, Gales Scroggs Amber Smith, Amy Maziarz	300,000 \$60,000 (Stipends for coaches)	General Fund	Modified	SEL Coach contracts and job descriptions and terms of employment
Assist with the implementation of evidence-based interventions through the hiring of additional Behavior Technicians (1 per school - middle and high school)	2022	2027	Amy Maziarz, Brittany Kobak	\$360,000	General Fund	Continued	Behavior Technician contracts and job descriptions

FORT MILL SCHOOLS STRATEGIC PLAN 2022-2027

GOAL AREA:		Teacher/Administrator Quality	District Goal 1: Leadership and Teacher Quality			Cognia Domain: Leadership	
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	X	School Climate	District Goal 3: School Climate and Equitable Resources			Cognia Domain: Resources	
		District Priority	District Goal 4: Equity Building			Cognia Domain: Equity	
Strategy 3.3:	Technology Resources: Improve system effectiveness and equitable student learning opportunities with current technology, professional learning, infrastructure and applications.						
Performance Goal 3.3a: (Statement of desired progress or result over 5 years)	By 2026, 75% of FMSD certified staff will acquire three hours of technology based professional development to successfully integrate technology. Technology Integration Specialists will increase contact hours by 10% by 2026 to provide equal access and opportunities to technology and tools for all students.						
Interim Performance Goal: (One year goal)	Meet annual targets below.						
Data Source(s): (List types of data that will be collected or examined to measure progress)	Professional Learning reports, "Digital Resource Request" documentation, ClassLink reports, FMSD CIPA + E-Rate Teacher-Principal Verification Forms, Technology Integration Sessions Tracking Sheet						
Overall Measures	Average Baseline		2021-22	2022-23	2023-24	2024-25	2025-26
Source: Three hours of technology-based professional development per year for all certified staff	TBD	Projected	37.0%	80%-45%	85% 55.%	90% 65%	100%-75%
		Actual	23.0%				
Source: Technology Integration Contact Hours by School for Certified Staff	Per School	Projected	NA	Baseline Year	increase by 2.0%	increase by 2.0%	increase by 2.0% (6% total increase)
		Actual	Data Normalization Errors				

FORT MILL SCHOOLS STRATEGIC PLAN 2022-2027

GOAL AREA:		Teacher/Administrator Quality	District Goal 1: Leadership and Teacher Quality			Cognia Domain: Leadership	
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	X	School Climate	District Goal 3: School Climate and Equitable Resources			Cognia Domain: Resources	
		District Priority	District Goal 4: Equity Building			Cognia Domain: Equity	
Strategy 3.3:	Technology Resources: Improve system effectiveness and equitable student learning opportunities with technology, professional learning, infrastructure and applications.						
Action Steps	Start Date	End Date	Person Responsible	Estimated Cost	Funding Source	Monitor	Evaluation: Indicators of Implementation
Build report in Professional Learning to track technology-based professional development completed by certified staff.	2022	2023	Brian Spittle and Kiersten Hart	TBD	General Fund	Continued	PD Report Data
All software vetted through the "Digital Resource Request" process procedure with completed documentation.	2022	2027	Kiersten Hart, Rachel Holloway, Technology Integration Spec	TBD	General Fund	Continued	Software Vetting Documentation
Communicate and educate teachers and administrators about the two yearly digital citizenship lessons.	2022	2027	Brian Spittle, Kiersten Hart, and Rachel Holloway	\$0	General Fund	Continued	All schools complete a minimum of two digital citizenship lessons per year.
Establish yearly goals per school to increase support by technology integration specialists.	2022	2027	Kiersten Hart and Technology Integration Spec	\$0	General Fund	Continued	Increase contact hours by 10% over 5 years.
Implement ClassLink Analytics+ to determine baseline of software use outside of ClassLink.	2022	2027	Brian Spittle, Kiersten Hart, and Rachel Holloway	\$4,000	General Fund	Continued	All student-used district and school software available through ClassLink.
Build and maintain ClassLink Public Portal.	2022	2027	Rachel Holloway	\$0	General Fund	Continued	ClassLink Public Portal Established
Conduct an annual penetration test	2022	2027	Brian Spittle, James Gamble	TBD	General Fund	Continued	Penetration Test Conducted
Implement additional cybersecurity software to improve detection and response capabilities	2022	2027	Brian Spittle, James Gamble	\$40,000	General Fund	Completed	Implementation of Cybersecurity Software
Establish average first response time metrics for technology tickets	2022	2027	Brian Spittle, James Gamble	\$0	General Fund	Continued	Average first response time established
Establish average resolution time for technology tickets	2022	2027	Brian Spittle, James Gamble	\$0	General Fund	Continued	Average resolution time established

FORT MILL SCHOOLS STRATEGIC PLAN 2022-2027

GOAL AREA:		Teacher/Administrator Quality	District Goal 1: Leadership and Teacher Quality			Cognia Domain: Leadership	
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	X	School Climate	District Goal 3: School Climate and Equitable Resources			Cognia Domain: Resources	
		District Priority	District Goal 4: Equity Building			Cognia Domain: Equity	
Strategy 3.4:	Equitable Resources: Involve stakeholders in the system's data-driven financial and facility planning and decisions.						
Performance Goal 3.4a: (Statement of desired progress or result over 5 years)	In light of continuous student growth and building capacity needs in our district, we have initiated the process to amend the CIP (Capital Improvement Plan) for utilizing Impact Fees collected. We will use impact fees to directly supplement construction costs on two new elementary schools, a new middle school, and future high school seat capacity in future years. This will allow the district to reduce future debt and to maintain debt millage at the lowest possible level based on the district's long-term debt repayment plan.						
Interim Performance Goal: (One year goal)	Meet annual targets below.						
Data Source(s): (List types of data that will be collected or examined to measure progress)	Annual Debt Service Millage						
Overall Measures	Average Baseline*		2021-22	2022-23	2023-24	2024-25	2025-26
Source:	72 mills	Projected	< or = 72 mills	< or = 72 mills	85	82.1	78.8
Amount of Debt Service Millage		Actual	72				
Amount of Impact Fee Collections							
District Debt Repayment Plan							

FORT MILL SCHOOLS STRATEGIC PLAN 2022-2027

GOAL AREA:		Teacher/Administrator Quality	District Goal 1: Leadership and Teacher Quality			Cognia Domain: Leadership	
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	X	School Climate	District Goal 3: School Climate and Equitable Resources			Cognia Domain: Resources	
		District Priority	District Goal 4: Equity Building			Cognia Domain: Equity	
Strategy 3.4:	Equitable Resources: Involve stakeholders in the system's data-driven financial and facility planning and decisions.						
Performance Goal 3.4b: (Statement of desired progress or result over 5 years)	Due to growing enrollment in our schools, the District will maintain its building capacity - Each school in the district will remain at an enrollment capacity level of 90% or below over the next 5 years.						
Interim Performance Goal: (One year goal)	Meet annual targets below.						
Data Source(s): (List types of data that will be collected or examined to measure progress)	Yes Vote over 50% from community on bond referendum, Flamechart						
Overall Measures	Average Baseline*		2021-22	2022-23	2023-24	2024-25	2025-26
Source:	Yes Completed	Projected	Yes	Yes	Yes	Yes	Yes
Ten-Year Facility Needs Study Updated		Actual	Yes				
Source:	90%	Projected	80%	78%	88%	91%	91%
Flamechart - green vs. red		Actual	77%				

FORT MILL SCHOOLS STRATEGIC PLAN 2022-2027

GOAL AREA:		Teacher/Administrator Quality	District Goal 1: Leadership and Teacher Quality			Cognia Domain: Leadership	
		Student Achievement	District Goal 2: Equitable Teaching and Learning			Cognia Domain: Learning	
	X	School Climate	District Goal 3: School Climate and Equitable Resources			Cognia Domain: Resources	
		District Priority	District Goal 4: Equity Building			Cognia Domain: Equity	
Strategy 3.4:	Equitable Resources: Involve stakeholders in the system's data-driven financial and facility planning and decisions.						
Action Steps	Start Date	End Date	Person Responsible	Estimated Cost	Funding Source	Monitor	Evaluation: Indicators of Implementation
Initiate and Amend Comprehensive Impact Fee Study (To Add Schools)	11/1/2022	12/31/2022	Leanne Lordo	\$3,995	Special Revenue	Continued	Amended Impact Fee Study
Plan Voter Bond Referendum for Needed New Schools. Include communication plan regarding district facility needs	7/1/2023	TBD	Board of Trustees/Administr ation	\$0	N/A	Modified	Bond Committee and Successful Campaign
Implement Energy Management Program	6/1/2022	Ongoing	Joseph Romenick	Unknown	TBD	Continued	Energy Management Data
Evaluate Existing Building Conditions for Continuous Improvement of all Facilities to Maintain District Standards	1/1/2022	Ongoing	Joseph Romenick	\$0	N/A	Continued	Facilities Study

FORT MILL SCHOOLS STRATEGIC PLAN 2022-2027

GOAL AREA:		Teacher/Administrator Quality	District Goal 1: Leadership and Teacher Quality			Cognia Domain: Leadership		
		Student Achievement	District Goal 2: Equitable Teaching and Learning			Cognia Domain: Learning		
	X	School Climate	District Goal 3: School Climate and Equitable Resources			Cognia Domain: Resources		
		District Priority	District Goal 4: Equity Building			Cognia Domain: Equity		
		Gifted and Talented: Academic						
		Gifted and Talented: Artistic						
	X	Gittfed and Talented: Social and Emotional						
		Gifted and Talented: Other						
Strategy 3.5:		Fort Mill Schools will provide ongoing support to address the social emotional needs specific to high ability learners and their parents/guardians.						
Performance Goal 3.5: (Statement of desired progress or result over 5 years)		By 2026, the percent of students identified as Gifted and Talented in grades 3-12 responses indicating satisfaction with their social and physical environment will be TBD%						
Interim Performance Goal: (One year goal)		Meet annual targets below.						
Data Source(s): (List types of data that will be collected or examined to measure progress)		SCDE Student Survey						
Overall Measures	Average Baseline*		2021-22	2022-23	2023-24	2024-25	2025-26	
Source: Student Survey #18 (GT Students only)	TBD	Projected	TBD	TBD	TBD	TBD	TBD	
		Actual	TBD					

*Data from 2021 State Report Card - Did not have demographic data available from survey for 2022. Will be given this by SCDE in 2023

FORT MILL SCHOOLS STRATEGIC PLAN 2022-2027

GOAL AREA:		Teacher/Administrator Quality	District Goal 1: Leadership and Teacher Quality			Cognia Domain: Leadership	
		Student Achievement	District Goal 2: Equitable Teaching and Learning			Cognia Domain: Learning	
	X	School Climate	District Goal 3: School Climate and Equitable Resources			Cognia Domain: Resources	
		District Priority	District Goal 4: Equity Building			Cognia Domain: Equity	
		Gifted and Talented: Academic					
		Gifted and Talented: Artistic					
	X	Gifted and Talented: Social and Emotional					
		Gifted and Talented: Other					
Strategy 3.5:	Fort Mill Schools will provide ongoing support to address the social emotional needs specific to high ability learners and their parents/guardians.						
Action Steps	Start Date	End Date	Person Responsible	Estimated Cost	Funding Source	Monitor	Evaluation: Indicators of Implementation
Administration of the SEL screener. Disaggregate and monitor GT student SEL data.	2022	2027	Mike Waiksnis, Peter Olinger, Executive Director of MS/HS, School Counselors, Mental Health Counselors	\$5,000	General Fund	Continued	SEL Screener Disaggregated Data
Through professional learning opportunities outlined in Strategy 2.4, capacity will be built in the area of SEL for GT students.	2022	2027	Mike Waiksnis, Peter Olinger, Executive Director of MS/HS	N/A	N/A	Continued	Professional learning calendars, meeting agendas/notes
Provide curriculum and activities within the Gifted and Talented Education Program focusing on such topics as: depression, self-image, bullying, perfectionism, dropping out, delinquency, intensity, heightened sensitivity, underachievement, and resiliency.	2022	2027	Mike Waiksnis, Peter Olinger, Executive Director of MS/HS, School Counselors, Mental Health Counselors	\$5,000	General Fund	Continued	Ci3T Documentation, School counselor plans

FORT MILL SCHOOLS STRATEGIC PLAN 2022-2027							
GOAL AREA:		Teacher/Administrator Quality	District Goal 1: Leadership and Teacher Quality			Cognia Domain: Leadership	
		Student Achievement	District Goal 2: Equitable Teaching and Learning			Cognia Domain: Learning	
		School Climate	District Goal 3: School Climate and Equitable Resources			Cognia Domain: Resources	
	X	District Priority	District Goal 4: Equity Building			Cognia Domain: Equity	
Strategy 4.1:	Equity and Access Audit and Planning: In order to empower all learners to achieve their greatest success, Fort Mill Schools will conduct an equity audit to inform policies, practices, and our strategic plan.						
Performance Goal 4.1a: (Statement of desired progress or result over 5 years)	By 2026, the graduation rate of the Pupils in Poverty subgroup will increase from 84.6% to 90% 92%						
Interim Performance Goal: (One year goal)	Meet annual targets below.						
Data Source(s): (List types of data that will be collected or examined to measure progress)	SC Report Card Grad Rate Data						
Overall Measures	Average Baseline*		2021-22	2022-23	2023-24	2024-25	2025-26
Source:	84.6%	Projected	86.0%	87% 89%	88% 90%	89% 91%	90% 92%
Graduation rate data comparing district overall graduation rate to Pupils in Poverty		Actual	88.0%				
*2020-21 data used for Baseline							

FORT MILL SCHOOLS STRATEGIC PLAN 2022-2027							
GOAL AREA:		Teacher/Administrator Quality	District Goal 1: Leadership and Teacher Quality			Cognia Domain: Leadership	
		Student Achievement	District Goal 2: Equitable Teaching and Learning			Cognia Domain: Learning	
		School Climate	District Goal 3: School Climate and Equitable Resources			Cognia Domain: Resources	
	X	District Priority	District Goal 4: Equity Building			Cognia Domain: Equity	
Strategy 4.1:		Equity and Access Audit and Planning: In order to empower all learners to achieve their greatest success, Fort Mill Schools will conduct an equity audit to inform policies, practices, and our strategic plan.					
Performance Goal 4.1b: (Statement of desired progress or result over 5 years)		By 2026, 62% of students in the Pupils in Poverty subgroup will demonstrate proficiency on the SC Ready ELA Assessment.					
Interim Performance Goal: (One year goal)		Meet annual targets below.					
Data Source(s): (List types of data that will be collected or examined to measure progress)		SC Ready ELA Assessment Data					
Overall Measures	Average Baseline*		2021-22	2022-23	2023-24	2024-25	2025-26
Source:	42.9%	Projected	46.0%	50.0%	54.0%	58.0%	62.0%
SC Ready ELA performance data in grades 3-8.		Actual	49.4%				
*Data from Schoolzilla from the 2021 Spring SC Ready Assessment							

FORT MILL SCHOOLS STRATEGIC PLAN 2022-2027							
GOAL AREA:		Teacher/Administrator Quality	District Goal 1: Leadership and Teacher Quality			Cognia Domain: Leadership	
		Student Achievement	District Goal 2: Equitable Teaching and Learning			Cognia Domain: Learning	
		School Climate	District Goal 3: School Climate and Equitable Resources			Cognia Domain: Resources	
	X	District Priority	District Goal 4: Equity Building			Cognia Domain: Equity	
Strategy 4.1:		Equity and Access Audit and Planning: In order to empower all learners to achieve their greatest success, Fort Mill Schools will conduct an equity audit to inform policies, practices, and our strategic plan.					
Performance Goal 4.1c: (Statement of desired progress or result over 5 years)		By 2026, 57 53% of students in the Pupils in Poverty subgroup will demonstrate proficiency on the SC Ready Math Assessment.					
Interim Performance Goal: (One year goal)		Meet annual targets below.					
Data Source(s): (List types of data that will be collected or examined to measure progress)		SC Ready Math Assessment Data					
Overall Measures	Average Baseline*		2021-22	2022-23	2023-24	2024-25	2025-26
Source:	37.6%	Projected	41.0%	45% 41%	49% 45%	53% 49%	57.% 53%
SC Ready math performance data in grades 3-8.		Actual	40.9%				
*Data from Schoolzilla from the 2021 Spring SC Ready Assessment							

FORT MILL SCHOOLS STRATEGIC PLAN 2022-202

GOAL AREA:		Teacher/Administrator Quality	District Goal 1: Leadership and Teacher Quality		Cognia Domain: Leadership		
		Student Achievement	District Goal 2: Equitable Teaching and Learning		Cognia Domain: Learning		
		School Climate	District Goal 3: School Climate and Equitable Resources		Cognia Domain: Resources		
	X	District Priority	District Goal 4: Equity Building		Cognia Domain: Equity		
Strategy 4.1:	Equity and Access Audit and Planning: In order to empower all learners to achieve their greatest success, Fort Mill Schools will conduct an equity audit to inform policies, practices, and our strategic plan.						
Action Steps	Start Date	End Date	Person Responsible	Estimated Cost	Funding Source	Monitor	Evaluation: Indicators of Implementation
Identify equity audit we will use for FMSD	August 2022 December 2022	December 2022 August 2023	Michael Waiksnis, Rinice Sauls, Yashica Latimer	\$0	N/A	Modified	Actual audit officially selected
Conduct equity audit, review the results and share with appropriate stakeholders	January 2023 September 2023	June 2023 November 2023	Michael Waiksnis, Rinice Sauls, Yashica Latimer	\$5,000	General Fund	Modified	Audit completed and results shared
Develop an equity action plan based on Equity Audit findings and monitor implementation	June 2023 December 2023	October 2023 March 2024	Michael Waiksnis, Rinice Sauls, Yashica Latimer	\$0	N/A	Modified	Development of action steps

FORT MILL SCHOOLS STRATEGIC PLAN 2022-2027								
GOAL AREA:		Teacher/Administrator Quality	District Goal 1: Leadership and Teacher Quality			Cognia Domain: Leadership		
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		School Climate	District Goal 3: School Climate and Equitable Resources			Cognia Domain: Resources		
	X	District Priority	District Goal 4: Equity Building			Cognia Domain: Equity		
Strategy 4.2:		Equity and Access Professional Learning: Develop and implement a professional learning series centered on Equity, Diversity, and Cultural Responsiveness for all employee groups						
Performance Goal 4.2: (Statement of desired progress or result over 5 years)		By 2026, 400% 75% of district staff (all employee groups) will participate in a professional development series grounded in equity, diversity and cultural responsiveness that will lead to equitable outcomes for all students.						
Interim Performance Goal: (One year goal)		Meet annual targets below.						
Data Source(s): (List types of data that will be collected or examined to measure progress)		Completion data from the professional development opportunities						
Overall Measures		Average Baseline*		2021-22	2022-23	2023-24	2024-25	2025-26
Source: PD Reports*		N/A	Projected	TBD	25% TBD	50% 25%	75% 50%	100% 75%
			Actual	TBD				
*PD series to be developed								

FORT MILL SCHOOLS STRATEGIC PLAN 2022-2027

GOAL AREA:		Teacher/Administrator Quality	District Goal 1: Leadership and Teacher Quality		Cognia Domain: Leadership		
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		School Climate	District Goal 3: School Climate and Equitable Resources		Cognia Domain: Resources		
	X	District Priority	District Goal 4: Equity Building		Cognia Domain: Equity		
Strategy 4.2:	Equity and Access Professional Learning: Develop and implement a professional learning series centered on Equity, Diversity, and Cultural Responsiveness for all employee groups						
Action Steps	Start Date	End Date	Person Responsible	Estimated Cost	Funding Source	Monitor	Evaluation: Indicators of Implementation
Development of initial professional development framework (steering committee, series goals, timelines, etc...)	June 2023 Dec 2023	December 2023 June 2024	Michael Waiksnis, Rinice Sauls, Yashica Latimer	\$2,000	General Fund	Modified	Completion of first PD offering for all employees
Explore potential PD offerings and companies who may be able to develop and assist with implementation	June 2023 Dec 2023	December 2023 June 2024	Michael Waiksnis, Rinice Sauls, Yashica Latimer	\$82,400	General Fund	Modified	Secure company or plan for developing professional development series
Development of initial professional development series for district and school leadership	December 2023 June 2024	June 2024 Dec 2024	Michael Waiksnis, Rinice Sauls, Yashica Latimer	\$5,000	General Fund	Modified	Course offerings, completion reports, surveys
Development of initial professional development series for teachers	August 2024 August 2025	December 2024 May 2026	Michael Waiksnis, Rinice Sauls, Yashica Latimer	\$5,000	General Fund	Modified	Course offerings, completion reports, surveys
Create and develop teacher cohort to pilot the created PD series. This cohort will go through the series and provide feedback.	December 2023 August 2026	June 2024 May 2026	Michael Waiksnis, Rinice Sauls, Yashica Latimer	\$1,000	General Fund	Modified	Development of cohort
Teachers not in the cohort will begin and complete the PD series.	September 2025 August 2026	June 2026 June 2027	Michael Waiksnis, Rinice Sauls, Yashica Latimer	\$4,000	General Fund	Modified	Course offerings, completion reports, surveys
Development and implementation of initial professional development plan for staff members	June 2025 August 2026	June 2026 June 2027	Michael Waiksnis, Rinice Sauls, Yashica Latimer	\$5,000	General Fund	Modified	Course offerings, completion reports, surveys