

**Superintendent's Goals for 2017-2018**  
**Timeline: July 2017 – June 2018**

**Goal 1: Sustain and enhance the District's record of excellence in student achievement as measured by:**

**This goal was partially met.**

- i. District SAT scores which exceed the state and national averages,**
  - The Class of 2017 average combined score was 1115, 48 points above the national average and 71 points above the state average.
- ii. SAT scores at each high school which exceed the state and national averages or are higher than the previous year's average,**
  - Chapin High, Dutch Fork High and Spring Hill High exceeded the state and national averages. Irmo High was below the state and national averages. The SAT was redesigned in 2017, so comparison with 2016 are not currently available.
- iii. District ACT scores which exceed the state and national for states which test 100% of their students,**
  - The 2017 average Composite ACT score was 20.6, which exceeds the state average of 18.7 and the median average score of the 17 states that are in a statewide partnership with The ACT of 19.8.
- iv. ACT scores at each high school which exceed the state and national averages for states which test 100% of their students or are higher than the previous year's average,**
  - Chapin High, Dutch Fork High and Spring Hill High's average composite scores exceeded the state average of 18.7 and the median average score of the 20 states that are in a statewide partnership with The ACT of 19.9. Irmo High's average composite score was below the state and national measures.
- v. A district-wide graduation rate and a graduation rate at each high school that exceeds the national average,**
  - The Class of 2017's graduation rate remained the same at 90.3 The district and all high schools' Class of 2017 rates exceeded the latest comparable national rate of 83%.
- vi. A district-wide dropout rate and a dropout rate at each high school that is less than the national average,**
  - The school dropout rates are all below the state for the latest year available (2016-17). National comparisons are not computed because the USDE uses a different definition of dropout.
- vii. A CATE completer rate that exceeds the previous year's rate,**
  - There were 513 graduate completers in 2016-17 for a rate of 41% based on the 12th grade 135 ADM. This represents a 2 percentage point decrease from the previous year.
- viii. District WorkKeys scores on the career readiness assessment which exceed the state average for students, and**
  - The percentage of students who received bronze or higher scores on the 2016-17 WorkKeys was 90%, 6 points higher than the state rate of 84.0%.

**ix. Expand our programs designed to meet the unique educational needs of our disabled student population.**

- There have been multiple partnerships both in the community and within the district to expand programming for the unique educational needs for students with disabilities in School District Five. By creating partnerships with organizations like Midlands and Education Business Alliance (MEBA) and Vocational Rehabilitation (VR) we have continued to expand work based experiences for certificate students. For example, students from each high school have received work experience at Marwood Enterprises. We have also partnered with neighboring districts, Midlands Technical College, VR, Building Industry Association (BIA), and MEBA to create the “Building Occupational Opportunities in the Midlands” (BOOM) class. This is the first of what we hope to be many modified courses for certificate students at Midlands Technical College. We partnered with the Developmental Disabilities Council and USC to host Dan Habib, an American documentary film director and producer, to present his documentaries and lead a panel discussion on self-advocacy to students and parents across the District.

Within School District Five we have expanded our preschool programming to ensure more inclusive practices. For our older students, we have held activities such as the Cupcake Challenge, equine experiences, and the first annual Job Olympics at The Center. We have partnered with Able SC (an organization which promotes independent living for persons with special needs) to provide advocacy training in many of our special-education classrooms. Finally, we have expanded our Unified Special Olympic programs in basketball and track.

All of these new initiatives are in place to ensure that all students leave School District Five ready for the next stage of life, whether it is college or a career.

**Goal 2: Ensure that our teaching positions continue to be filled with highly qualified, properly certified teachers.**

**This goal was met.**

- School District Five of Lexington & Richland Counties has made great strides to ensure that teaching positions continue to be filled by highly qualified, properly certified teachers. During the 2017-2018 school year, the District offered early contracts during the teacher recruitment fair on February 3, 2018. This event resulted in the hiring of certified world language, science, math, and special education teachers for shortage positions and positions that are difficult-to-fill. The District’s partnership with the University of South Carolina’s College of Education has led to the early and effective recruitment of undergraduate and graduate students earning degrees in education. In collaboration with the College of Education at the University of South Carolina, the District participated in the Carolina Teacher Induction Program (TIP) to help first-year teachers' transition to the classroom. Additionally, career fairs at the district and college levels were used to recruit qualified teachers for vacancies. Certified teachers were successfully recruited through participation in nineteen recruitment events. Over

990 candidates have been screened and evaluated in efforts to find and select the best talent possible for open vacancies.

**Goal 3: Strengthen our access to and utilization of technology to improve teaching and learning as measured by:**

***This goal has been met.***

- i. **The fortification of the District's technology infrastructure so that it is reliable and responsive to the instructional and operational needs of the District,**
  - The newly implemented network data center has provided up-to-date hardware and software to allow for increased speed, reliability and ability to monitor and secure the District's network. Cisco appliances are the industry standard and provide functionality for current technology needs and for anticipated growth in the future. The new infrastructure provides redundancy for power and critical systems, as well as an offsite backup for data and systems recovery. A disaster recovery plan is currently being developed with an anticipated completion date of August 2018. Implementation of password complexity rules and required password updates has improved the security staff accounts.
  
- ii. **Classrooms across the District having the technology resources needed to provide excellent instruction, and**
  - Planning and procedures have been implemented to ensure that classroom technology remains in good working order and we continue to strive for equity and consistency. Refresh plans to remove the oldest technology and surplus from our schools will allow for new computers, smartboards, projectors and printers to be more efficient and therefore support instruction in the classroom.
  
- iii. **Administrative offices across the District having the technology resources needed to perform tasks efficiently and effectively.**
  - Infrastructure in all schools has also been updated with faster hardware and cabling to meet the needs of the increasing demand on both wireless and wired technology. The two additional network positions have allowed us to address our video camera needs and the implementation of new programs throughout the District, both in classrooms and administrative offices.

**Goal 4: Ensure effective and efficient utilization of the District's fiscal and physical resources by:**

***This goal has been met.***

- i. **Maximizing the District's utilization of existing space, and**
  - School District Five is fortunate to have (23) great schools in which students and their families may choose to attend. Several of these schools are designated as Schools of Choice and are available for families through an annual application process. However, approximately (10) District Five schools are designated as Magnets and are attractive to students and their families on the basis of the school's brand or thematic program of study. In 2013, School District Five was

awarded \$10.3 million in federal grant funds to implement Project ACCESS (Academics – Choice – Careers – Environment = Student Success). Participating schools included Dutch Fork Elementary School Academy of Environmental Sciences; Seven Oaks Elementary School MEDIA Magnet; Irmo Middle School International Academic Magnet (iAM); Irmo High School International School for the Arts and Spring Hill High School, a Career Pathways Magnet. In September 2017, School District Five was awarded a five-year federal grant in the amount of \$13.7 million to fund magnet programs at Nursery Road Elementary School, H. E. Corley Elementary School and Leaphart Elementary School. The grant further funds a new career initiative magnet program partnering Irmo High School and the Center for Advanced Technical Studies.

- School District Five has experienced a ‘zone of stability’ regarding growth over the past few years. However, Lake Murray Elementary School has experienced significant growth and has far exceed its capacity for student enrollment. At the start of the 2017-2018 school year, the Administration initially responded to this growth by implementing a Voluntary Enrollment Option for students and their families to attend either Ballentine Elementary School or Chapin Elementary School. Both schools are located in close proximity of identified neighborhoods and both have the capacity in which to serve additional students. Approximately (42) students accepted the Voluntary Enrollment Option.
- In January 2018, the Administration further responded to the increased enrollment at Lake Murray Elementary School by implementing an Enrollment Freeze which reassigned all ‘new’ students to either Ballentine Elementary School or Chapin Elementary School. Per the approval of the school board and pending any available space, students may have the option of returning to Lake Murray Elementary School at the start of the 2018-2019 school year.

**ii. Continuing the refinement of the budget development process, financial systems and procurement practices to ensure maximization of and accountability for resources.**

- The new addition to Chapin Middle School is scheduled to be completed by July 2018. This is the first Construction Management At Risk (CM-R) contract used by the District, and it is projected to be completed on time and below budget. Currently, the District is bidding summer capital projects using a Design-Build contract which is similar to CM-R. This process has streamlined the procurement process and should lead to lower construction costs and greater potential for savings.
- With the cost savings initiatives that have been implemented in the past few years, the District has a strong financial position which has helped sustain the low student-teacher ratios while absorbing the increased costs for employee benefits and security at all District schools.

**Goal 5: Identify the need for (and funding plan to support) renovations within existing facilities as well as new construction projects.**

**This goal was met but remains ongoing.**

- “Vision 2020” (a 5-step plan to be accomplished over the next 5 years) was presented to the Board on September 12, 2016 to establish a blueprint for ensuring the continued viability of our physical plant through renovations and new construction. In response to “Vision 2020,” these actions were taken: (1) a third

wing for Chapin Middle School has been approved, an architect was selected and the wing designed, a construction contract has been awarded, and construction is in progress with an expected completion date of Summer 2018; (2) the recommendation for the purchase of property for an additional elementary school on Amicks Ferry Road was approved, and approval has been granted by the Board for the Administration to issue “a request for proposals” for professional design services for the new school; (3) a planning function has been restored to the District Office through the redirection of responsibilities within existing staff; (4) funding for new magnet programs at H. E. Corley Elementary, Leaphart Elementary School, Nursery Road Elementary School, and Irmo High School (in conjunction with the Center for Advanced Technical Studies) has been secured; and (5) a comprehensive listing of facilities needs was presented to the Board, and the Board has authorized the Administration to obtain professional services for a Comprehensive Facilities Needs Assessment.

**Goal 6: Continue to reinforce our efforts to ensure the safety, emotional, psychological, and physical well-being of our students and staff.**

***This goal was met but remains ongoing.***

- For the 2017-2018 school year, the Board of Trustees approved additional (2) Safety Officer positions to provide training and emergency procedures to students and staff.
- To date, there are (26) School Resource Officers from Lexington and Richland County Sheriff’s Departments who serve on a full-time basis – one in every District Five school.
- Counseling services remain available to students and their families in designated schools across the school district. Case managers serve on a full-time basis and are employees of either Lexington County Community Mental Health Center or Columbia Area Mental Health. During the 2017-2018 school year, School District Five also contracted with a Family Therapist to provide intensive individual and family counseling.
- At the May 21, 2018 School Board meeting, revisions to the Student Code of Conduct were approved. These revisions as initially approved by the South Carolina Legislature and the State Board of Education advised that discipline policies and procedures throughout districts in South Carolina will be aligned for greater clarity and consistency.

**Goal 7: Ensure an effective communication system of the District with its employees, parents, students, and community.**

***This goal was met but remains ongoing.***

- Utilizing industry trends that show the growing influence and reach of social media, the Office of Communications implemented several communications strategies to grow engagement and views on its social media sites, including: the implementation of more video and social media graphics. These changes have contributed to a sharp increase in engagement and followers on all social media sites, including Facebook and Twitter.

- The District is planning to launch a new mobile app in August 2018. The app will allow the District to get important information to community members quickly. It will also include a new anonymous alerts reporting system.
- Meetings are held regularly by the Superintendent with eleven (11) advisory groups to gain input from stakeholders.

**Goal 8: Enhance the District's reputation as being environmentally responsible.**

***This goal was met and remains ongoing.***

- The District continues to provide a recycling contract for each school. A grant application has been submitted to implement a composting initiative for all District Five schools to substantially reduce the amount of food waste going to landfills.
- The District has also contracted with an energy conservation company to provide support and employee education to help control utility costs without affecting comfort to students and staff.