



# **Alice Drive Middle School**

## **2022-2027 School Renewal Plan**

**Mrs. Jeannie Pressley, Principal**  
**Mr. David Fair II, Assistant Principal**  
**Dr. Gequana Thomas, Assistant Principal**  
**Mr. Thomas Swearingen, Assistant Principal**  
**Mrs. Stephanie Barrineau, Curriculum Coordinator**

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Read to Succeed

**STAKEHOLDER INVOLVEMENT FOR SCHOOL PLAN**  
(Mandated Component)

List the name of persons who were involved in the development of the school renewal plan. A participant for each numbered category is required.

<u>POSITION</u>	<u>NAME</u>
1. PRINCIPAL_____	Mrs. Jeannie Pressley
2. TEACHER _____	Mrs. Marina Mosneaguta
3. PARENT/GUARDIAN _____	Mrs. Shelly Simpson
4. COMMUNITY MEMBER_____	Mr. Richard Lavergne
5. SCHOOL IMPROVEMENT COUNCIL _____	Mrs. Stephanie Barrineau
6. OTHERS _____	Mr. David Fair

**2022 Strategic Planning Feedback by Stakeholder Group**  
**Building Data Team**

Jeannie Pressley, Principal  
David Fair, Gequana Thomas, and Thomas Swearingen, Assistant Principals  
Stephanie Barrineau, Curriculum Coordinator  
Cicely Brown, Guidance  
Cynthia McDuffie, Career Specialist  
Staci Burnette, Social Studies  
Caitlin Dabkowski, Math  
Christine Shuler, ELA  
Kate Peyton, Science  
Edna Lambert, CTE

**Whole Faculty Feedback by Goal Committees ~ March 27, 2024 ~ 3:15 – 4:30 pm**

**Performance Goal Area 1: College and Career Readiness**

Co-Chaired by: Stephanie Barrineau and Donna Bearor

Faith Chapman, Special Services  
Caitlin Dabkowski, Math  
Kelly Mills, Social Studies  
Hope Spann, Math

Christian Lyles, Science  
Michelle Snyder, STEM  
Alyssa McKenzie, ELA  
Michael Baier, Strings

Alphine Carter, Support  
Shannon Barrett, Science  
Debra Peach, ELA  
Ryan Gullede, Math

**Performance Goal Area 2: High Performing Workforce**

Co-Chaired by Gequana Thomas and Ryan Shirah

Teal Kirkhart, Social Studies  
Travon Davis, PE  
Angela Adams, Math

Iasia Lee, Science  
Jennifer Spann, STEM  
Kayla Kerman, Social Studies

Elena Claus, ELA  
Peyton Richardson, Science  
Ayanna Tyler, Music

**Performance Goal Area 3: Safe and Supportive Schools**

Co-Chaired by Cicely Brown and Rhonda Evans

Chase Ferguson, Social Studies  
Joseph Bettinger, Band  
Wanda Pringle, Support

Elizabeth Weir, ELA  
Ashley Brock, Special Services  
Marcus Thomas, Math

Elizabeth Reynolds, PE  
Amanda Flynn, STEM

**Performance Goal Area 4: Strong Stakeholder Partnerships**

Co-Chaired by Cynthia McDuffie and Marina Mosneaguta

Devon Barnes, Science  
Dawn Irvine, Support  
Chedric Jones, Social Studies

Leslie Lloyd, Media Specialist  
Tonia Durham, Math  
Becky Wheeler, CTE

Debra Weston, STEM  
Tiffany Smith, ELA

**Performance Goal Area 5: Effective and Efficient Operations**

Co-Chaired by Thomas Swearingen and Pedro Washington

Kate Peyton, Science  
Staci Burnette, Social Studies  
Tina Greene, Support

Arun Jiko Ga. Special Services  
Destony Williams, PE  
Suzette Glover, Special Services

Edna Lambert, CTE  
Christine Shuler, ELA  
Brittany Vincent, Math

# NEEDS ASSESSMENT DATA

Provide the link to your school's most recent School Report Card:

[2023 SC School Report Card - Alice Drive Middle School](#)

**Directions:** Provide additional school's needs assessment data including both formative and summative assessments used to gauge student learning. (Charts, graphs, or other formats of data may be used.)

## Overall Student Performance

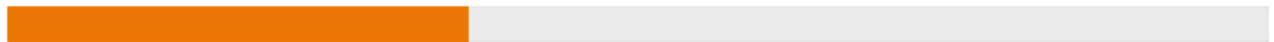
### SC Ready English Language Arts and Mathematics

English Language Arts (Reading and Writing) - [Percent Met or Exceeding](#)

School 49.1% (388 / 790)



District 36.6% (2366 / 6472)

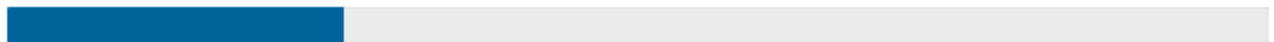


State 53.9% (184573 / 342443)

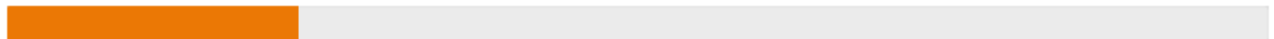


Mathematics - [Percent Met or Exceeding](#)

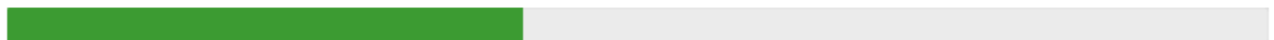
School 26.7% (211 / 790)



District 23.1% (1493 / 6472)



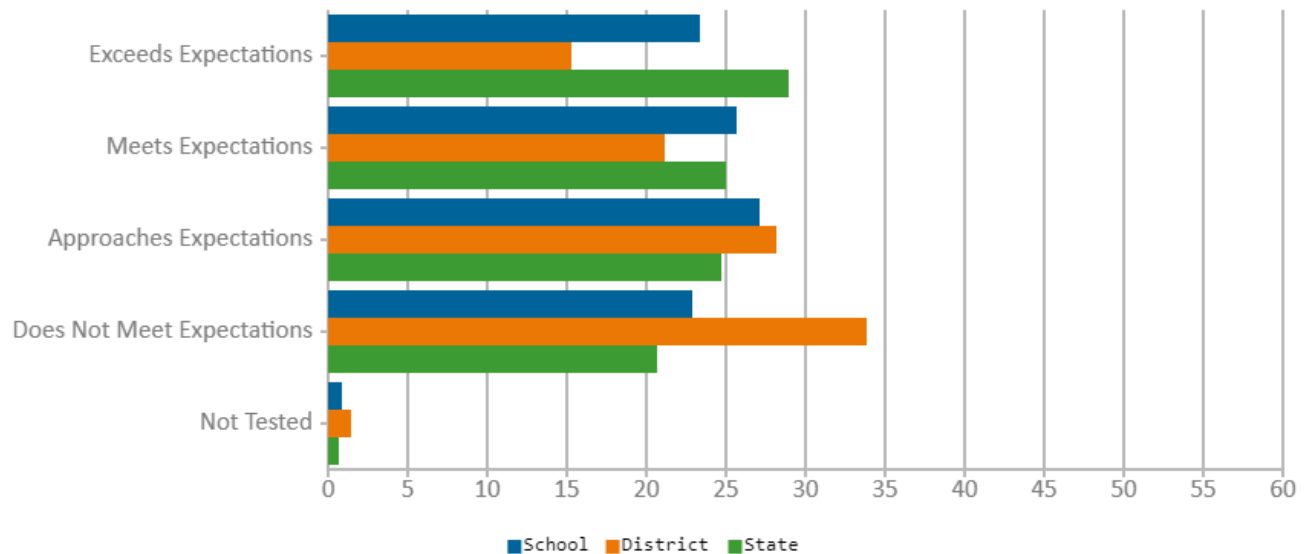
State 40.9% (139957 / 342443)



## Details Student Performance across District and State

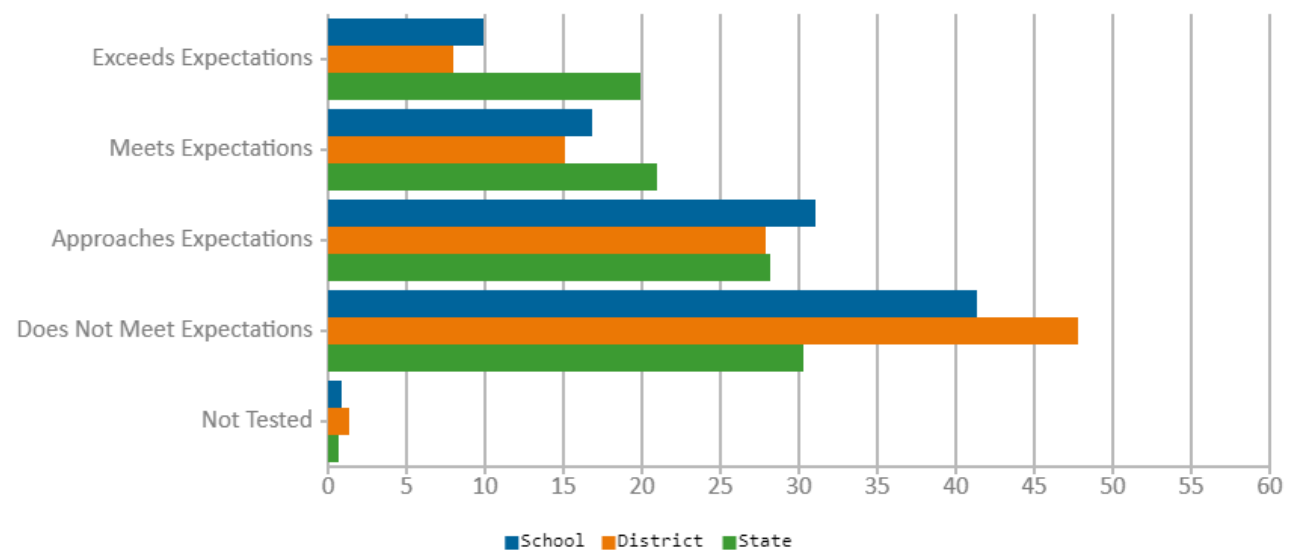
### SC READY English Language Arts and Mathematics

English Language Arts (Reading and Writing)



Note: Results from alternate assessments were included in the calculations where available.

### Mathematics

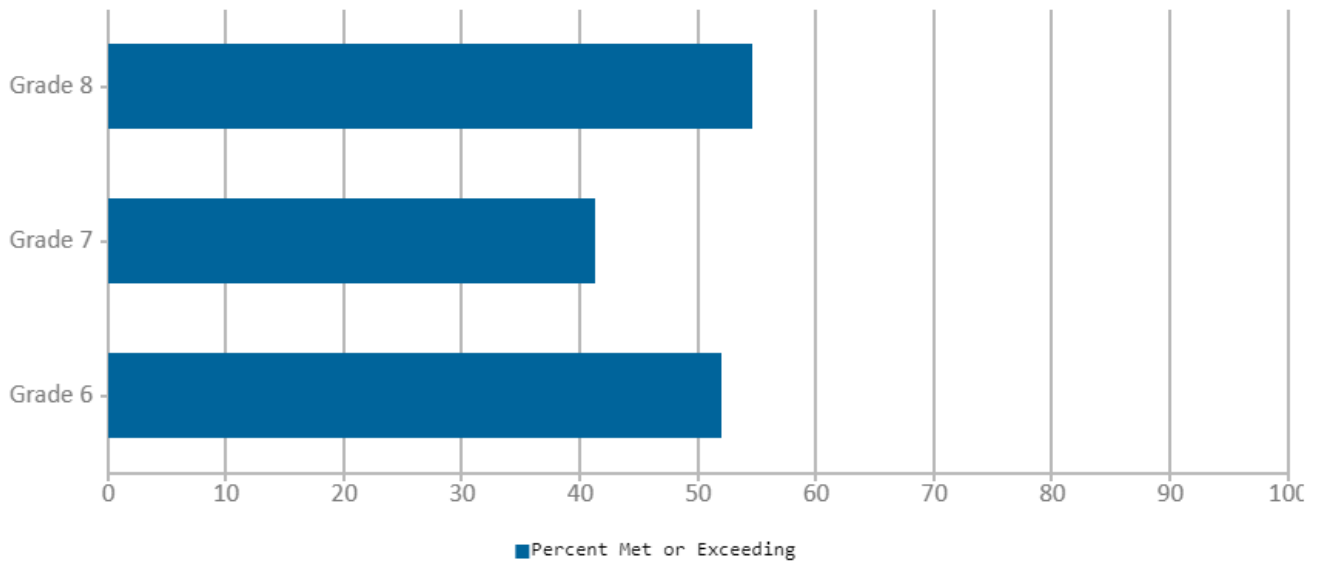


Note: Results from alternate assessments were included in the calculations where available.

School Level Details

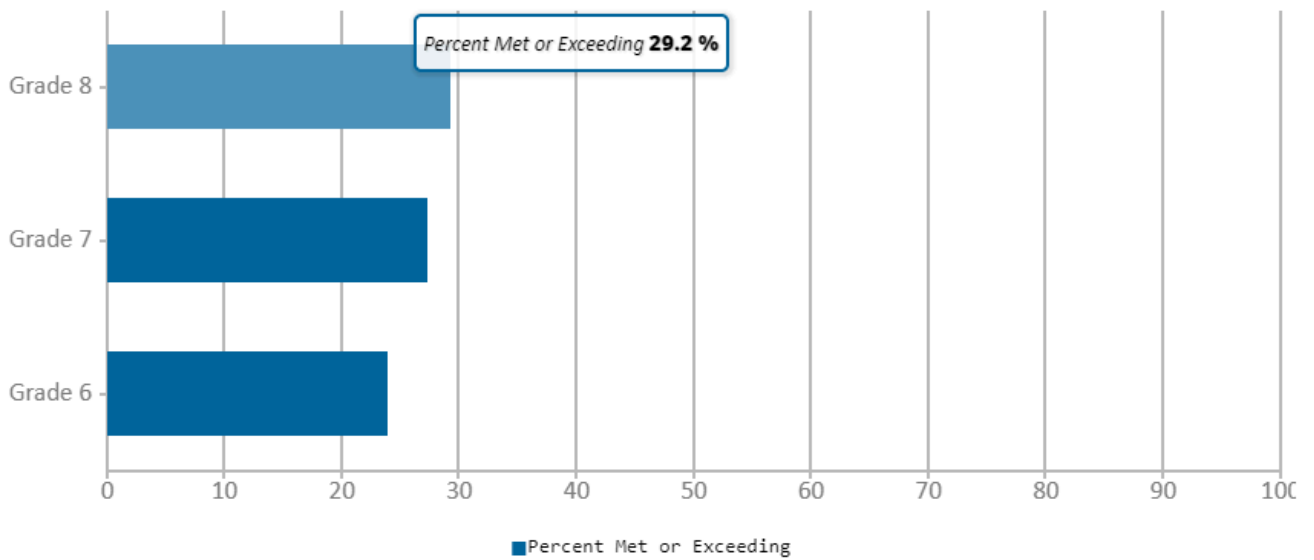
**SC READY Performance by Grade Level**

English Language Arts (Reading and Writing)



Note: Results from alternate assessments were included in the calculations where available.

**Mathematics**



Note: Results from alternate assessments were included in the calculations where available.

## Preparing for Success ⓘ

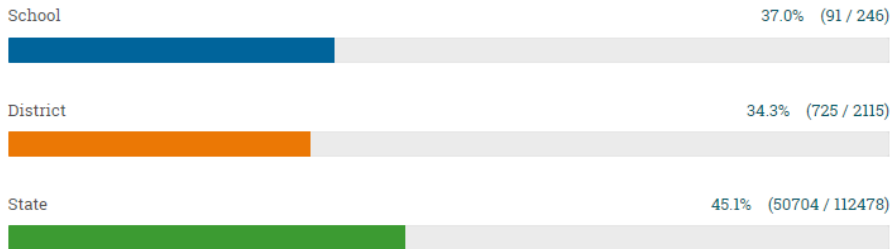
Questions about what your child should be learning in school?

This indicator displays the SC READY Science test results for elementary and middle school students and the Er Biology and U.S. History test results for high school students.

### Overall Student Performance

#### SCPASS Science

Science - [Percent Met or Exceeding](#)

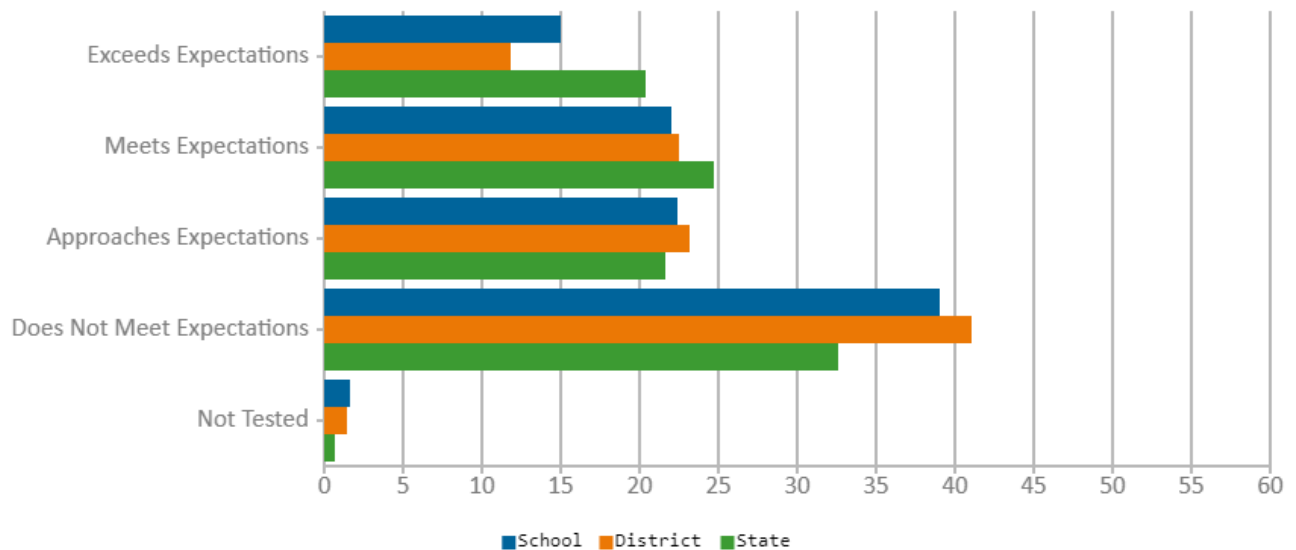


## Preparing for Success ⓘ

### Details Student Performance across District and State

#### SCPASS Science

Science



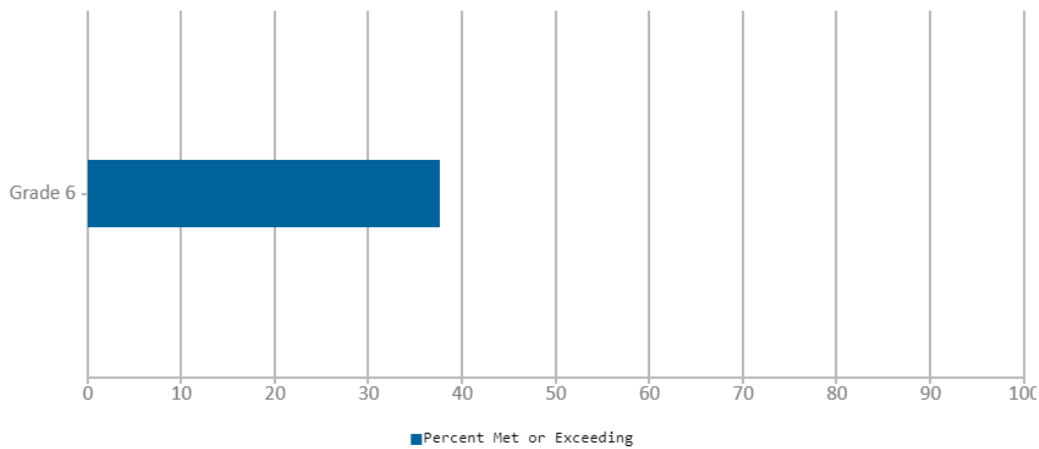
Note: Results from alternate assessments were included in the calculations where available.



School Level Details

**SCPASS Performance by Grade Level**

Science



Note: Results from alternate assessments were included in the calculations where available.

## Classroom Environment

	Our School	Change from Last Year
Total Number of Teachers	41	Down from 46
Percent of teachers with advanced degrees	68.3	Up from 56.5
<a href="#">Teacher attendance rate</a>	93.0	Up from 84.0
Average teacher salary	\$57,349	Up from \$53,386
Percent of teachers on continuing contract	100.0	Up from 95.7
Percent of teachers returning from previous year - current year	82.9	Down from 87.2
Percent of teachers returning from previous year - three year average	86.4	Down from 87.7
Percent of teacher vacancies for more than 9 weeks	7.3	Down from 8.7
<a href="#">Prime instructional time</a>	84.5	Down from 91.6
<a href="#">Student-teacher ratio in core subjects</a>	30.0 to 1	Down from 33.8 to 1
Percent of inexperienced teachers	3.8	Down from 24.6
Number of inexperienced teachers	2	Down from 15
Percent of out-of-field teachers	23.1	Down from 31.1
Number of out-of-field teachers	12	Down from 19
Percent of inexperienced school leaders	0.0	Down from 25
Number of inexperienced school leaders	0	Down from 1

ESSA regulations require states to post on their report cards information about teachers with emergency or provisional credentials. South Carolina does not award emergency or provisional credentials, thus that metric is not listed.

## Results of Teacher, Student, and Parent Opinion Surveys

	Teachers	Students	Parents
Number of surveys returned	45	689	52
Percent satisfied with learning environment	93.3%	75.4%	68.8%
Percent satisfied with social and physical environment	88.6%	68.8%	74.4%
Percent satisfied with school-home relations	90.9%	87.4%	63.2%

## Additional Information

	Our School	Change from Last Year
Percent of students served by gifted and talented program	27.0	Down from 28.7
Percent of students retained	0.0	Down from 0.1
Principal's/Superintendent's/Director's years at school/district	10	No change
Chronic Absenteeism Rate (Note: Data are from prior school year)	32.5	Up from 29.1

## Financial Data

### School level Financial Information

	Our School	Change from Prev Year
Average teacher salary	\$57,349	Up from \$53,386
Percent of expenditures for instruction	66.8	Down from 67.8
<u>Percent of expenditures for teacher salaries</u>	61.6	Down from 62.7
<u>Average administrator salary</u>	\$86,041	Down from \$86,550
<u>Percent of students in poverty (TANF, Medicaid, SNAP, foster child, homeless or migrant)</u>	68.4	Up from 67.1
Prior fiscal year State & Local Personnel Per Pupil Expenditure	\$7,074	Up from 6941
Prior fiscal year Federal Personnel Per Pupil Expenditure	\$715	Up from 636
Prior fiscal year State & Local Non-Personnel Per Pupil Expenditure	\$804	Up from 698
Prior fiscal year Federal Non-Personnel Per Pupil Expenditure	\$633	Up from 493
Prior fiscal year Total State & Local Per Pupil Expenditure	\$7,878	Up from 7639
Prior fiscal year Total Federal Per Pupil Expenditure	\$1,348	Up from 1129
Prior fiscal year Total Per Pupil Expenditure	\$9,226	Up from 8769

## EXECUTIVE SUMMARY OF NEEDS ASSESSMENT DATA FINDINGS

Per SBE Regulation 43-261, the annual needs assessment will provide focus for planning teams to set priorities for the plan. The comprehensive needs assessment must identify targeted areas of discrepancy between the desired performance levels and the current status as indicated by available data. Any discrepancies in the following areas identified by the school and district report cards must be included in the plan: (1) achievement, (2) achievement by subgroups, (3) graduation rates, (4) attendance, (5) discipline, (6) teacher/administrator quality and professional growth, and (7) other priority areas.

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.

**State Report Card for districts and schools data:** <http://ed.sc.gov/data/report-cards/state-report-cards/>

Located within a suburban community and approximately an hour from metropolitan Columbia, Alice Drive Middle School is one of seven public middle schools in Sumter School District. Our school is a non-Title I school and serves approximately 915 students in grades 6-8 with approximately 100 full-time staff members, of which 54 are professional, certified teachers. Jeannie Pressley is in her ninth year as the school principal and works with a team of three assistant principals. Other certified support staff include two school counselors, one career specialist, one media specialist, one school nurse, and one curriculum coordinator. Our school also employs several classified positions that provide additional support, including paraprofessionals, two career specialists, clerical staff, custodians, and food service. Approximately 56% of the student body is Black/African-American in ethnicity, and Caucasian/White students make up the second largest ethnic group with 35%. The remaining student body is divided among Hispanic/Latino (4%), Asian/Pacific Islander (2%), and other ethnicities (3%).

Alice Drive Middle School is in its eighth year of implementing an all-inclusive STEM program, whose ultimate goal is to provide a quality STEM education to all students. The school underwent an external review visit early in the 2020-2021 school year, which resulted in a renewal of its national accreditation for its STEM program through Cognia. We are very proud of this achievement. Our school participates in the district open enrollment program. The STEM program and fine arts are among the top three reasons parents have declared on the open enrollment application as the reason they want their child to attend Alice Drive Middle School.

Alice Drive Middle School provides every student in the building with a Google chrome book. Our student-teacher ratio in classes is currently 26:1. Like other schools in South Carolina, Alice Drive Middle School has been presented with the challenges of a new curriculum whose only constant has been change. The past years have brought the transition from the South Carolina State Education Standards to the South Carolina College & Career Ready Standards in the areas of English language arts and mathematics, with a renewed emphasis on literacy. The state curriculum changes in mathematics have been especially numerous. Demands for increased levels of rigor in all areas have led to a rise of enrollment in the school's Talented and Gifted program. Due to a federal grant program, 100% of the student body qualifies for free or reduced lunch. Approximately 30% of our students are being served in the school's Talented and Gifted program while 17% of our student population receives special education services.

The comprehensive needs assessment developed by the school strategic planning members, the action team members, and the instructional leadership team addressed the following areas: College and Career Readiness/Student Achievement, High Performing Workforce / Teacher/Administrator Quality, Safe and Supportive Schools/School Climate, Strong Stakeholder Partnerships, and Effective and Efficient Operations. This strategic plan also reflects an understanding of what is required to continue implementing and enhancing our school's Literacy Plan. For each of these areas, a plan of action has been determined for improvement. Information gained from a variety of sources including our school report card & other relevant assessment data and stakeholder focus group meetings was utilized to develop this strategic plan.

## College and Career Ready: Student Achievement, including sub-groups

***Early Childhood/Primary (PK–2): N/A***

***Elementary/Middle (3–8):***

Student achievement data is constantly being analyzed. The faculty and staff of Alice Drive Middle School recognizes the need to continue to strategically plan intervention and enrichment classes in the curricular areas of literacy and mathematics, test taking skills, and written expression proficiency. We are working to expand our collection of classroom libraries to include a greater selection of nonfiction/informational texts for differentiated instruction and content novels. We equally recognize the need for customized professional development for our faculty related to the delivery of instruction and understanding the needs of at-risk students to increase the student achievement profile, particularly as we evolve to become a school with stronger STEM offerings. Current professional development initiatives at our school include developing a deeper understanding of project-based learning and augmenting/transforming technological practices with coaching and modeling of best practices being offered on a regular basis. More emphasis needs to be placed on closing the gap between our disabled student population and our non-disabled student population.

Our school needs more nonfiction/informational texts for differentiated instruction, content novels, more participation in inquiry-based science lab activities, and expanded career/technological opportunities. To meet the academic needs of all students, teachers are expected to use differentiation in their lesson preparation and delivery. Our school needs to continue moving from teacher centered models to student-centered ones, and the focus on students must come with an understanding of their needs coupled with best practices to meet those needs. We have several teachers whose classrooms are “flipped.” Collaborative opportunities within our school to build the continuity of math, ELA, science, and social studies instruction is a critical and urgent need to help prepare students to meet the demand of the Profile of a South Carolina Graduate by providing curriculum that teaches world class knowledge, world class skills, and life and career characteristics. and, more simply, for the rigor of course content at the high school level. In order to reach our goal, teachers are continuing to be provided with on-going professional development to expand their STEM expertise in state and national trends in literacy, math, science, and social studies instruction with a growing focus on implementing problem-based learning within each curricular area.

***High School (9–12): N/A***

## High Performing Workforce: Teacher/Administrator Quality

*We seek to strengthen the capacity of all staff members.* Teachers are informed of their certification status and support will continue to be provided for teachers to maintain the proper certification. Our school regularly offers personalized professional development to meet the needs of the various school initiatives through bi-monthly curriculum & department/grade-level meetings, and classroom coaching/model lessons from the instructional coach and district technology coach. Approximately 47% of our certified teachers have an advanced degree. We have five National Board Certified Teachers. Our school plans to continue to use strategies to recruit, retain and place teachers that meet the highly qualified status in our school. As such, our staff would like to be able to improve in the area of teachers with advanced degrees and attract more National Board Certified Teachers to teach at our school. Over the years, we have added new teachers early in their careers and feel this is one reason we do not have the higher percentages in advanced degrees. We seek to hire teachers who have quality instructional delivery skills, demonstrate the initiative and motivation to invest in our students and families, who demonstrate a strong command of their subject matter/content knowledge, and a desire to embrace the STEM movement & classroom implementation.

### **Safe and Supportive Schools: School Climate**

*Strengthening the overall climate of the school is always being addressed.* School climate is very important at Alice Drive Middle School, because it is the adults that set the tone for the students in our school building. We strive to guarantee a safe and orderly educational climate so that a cooperative spirit of learning dictates the school atmosphere. We recognize the challenge of strengthening the elements of school culture and the need to continue to energize our efforts to support teachers and families as well as promote the positive learning environment at ADMS. With the adoption and implementation of common school-wide behavior expectations and the emerging stages of Social and Emotional Learning, our school continues to work to reduce the number of discipline referrals. The continued implementation of a flexible scheduling environment has positively impacted our school culture, providing strong systemic support with expanded remediation and enrichment classes. Student involvement continues to increase with expanded opportunities that include our award-winning athletic & fine arts program, a variety of STEM after-school clubs, an after-school tutoring program, and student service organizations. However, we recognize the need to improve parent and student perception of our school's physical environment through an increase in their involvement. We aim to increase the number and regularity of parent conferences at Alice Drive Middle School, to include the implementation of student-led data conferences/presentations.

It is through a strong, cooperative working relationship between the parents and the school that will ensure a student's total success. According to the Parent Opinion Surveys, 91% were satisfied with the learning environment, 81.8% were satisfied with the social and physical environment, and 69.6% were satisfied with school-home relations.

### **Strong Stakeholder Partnerships**

Our school could not sustain itself without the support of a diverse community. This is why we have worked to assemble a great deal of community partners over the years. These include Boeing, Becton Dickinson, Clemson 4H, Caterpillar, Continental Tire, Central Carolina Technical College (CCTC), Honda, Morris College, Shaw Air Force Base, SC Air National Guard, Charlotte Motor Speedway, Thompson, and the University of South Carolina (USC). These organizations have provided invaluable resources and support for our STEM program. Our career specialist worked to provide our students with authentic field experiences at a variety of locations throughout our community. Furthermore, our STEM Advisory Board has played a vital role in the shape and direction of our STEM program. It has consisted of department heads, a military liaison, industry representatives, college and university representatives, and school system representatives. Although all these elements have been crucial to the success of our school, we need to re-engage and strengthen these partnerships after the pandemic. We also realize the need to strengthen our internal and external communication by developing a consistent system of communication and work to engage military families in the education process at ADM to improve their perfection and satisfaction of the school.

### **Effective and Efficient Operations**

Although our school building was renovated in the last decade, its facilities remain outdated and pose a constant threat in our goal of maintaining a safe, clean, and healthy environment for all students and staff. We have implemented a quality control system that will aim to provide a consistent cleaning of classrooms across the building. This was a struggle during the pandemic with virtual/hybrid schooling, but it has become a priority for us.

Furthermore, our school's strong commitment to safety can be evidenced through documentation of emergency procedures and practices, including a safety binder for each teacher, the offering of CPR and basic first aid classes, adequate safety signage, and compliance with the district safety drill calendar.

**Alice Drive Middle School**  
**2022-2027**  
**Performance Goals**

**Pillar One: College and Career Readiness / Student Achievement**

**Goal:** Alice Drive Middle School will provide a challenging curriculum with high expectations for all students as measured by a 5% total growth per year from 2022 to 2027 in students in grades 6-8 who score Met or above in SC Ready (ELA and Math) and SC PASS (Science).

**Focus Areas:**

1. Academic Recovery - Develop and implement innovative school operations, research-based instructional practices, and curricula that provide world class knowledge, world class skills, and life and career characteristics for all students.
2. Academic Equity - Provide additional opportunities for achievement for students identified as at-risk and subgroups performing below norms.
3. Innovative Projects - Expand upon our STEM program and establish new projects to bring more opportunities for student achievement.

**Pillar Two: High Performing Workforce / Teacher/Administrator Quality**

**Goal:** By 2027, 100% of staff and paraprofessionals will be certified by implementing a comprehensive program of recruitment, retention, and professional development.

**Focus Areas:**

1. Attracting, Developing, and Retaining High Quality Staff - Provide all employees a support system to enable them to be effective and committed to the organization that increases its retention rate.
2. Supporting Effective Leadership Practices - Design a professional development program to support teachers in meeting requirements for highly qualified and to grow as teacher leaders.
3. Proactive Focus on Diversity, Equity, and Inclusion - Create a better functioning workforce by proactively focusing on diversity, equity, and inclusion.

**Pillar Three: Safe and Supportive Schools / School Climate**

**Goal:** The number of discipline referrals that result in suspension (OSS/ISS) and expulsion will decrease by 15% through 2027 (three percent each year).

**Focus Areas:**

1. Social Emotional Well Being - Design and implement professional development for staff and programs for students to attend to their social and emotional needs.
2. Inclusive Climate - Establish systems and programs to allow all students to feel safe, seen, and heard at school.
3. Safety Planning - Create and maintain a safe and orderly environment that is conducive to learning.

## **Pillar Four: Strong Stakeholder Partnerships**

**Goal:** Partner with stakeholders to build advocacy for Alice Drive Middle School by promoting transparency, strengthening communication, and providing opportunities for collaboration in an effort to increase stakeholder investment/satisfaction to 85% in five years.

### **Focus Areas:**

1. Community Partnerships - Strengthen our current community partnerships and seek out new opportunities.
2. Internal/External Communication - Develop a consistent system of communication for all stakeholders.
3. Military - Engage military families in the education process at Alice Drive Middle to improve perception/satisfaction.

## **Pillar Five: Effective and Efficient Operations**

**Goal:** Ensure Building Services staff properly clean 100% of classrooms during and/or after every school day by following a cleaning schedule and checklist by 2027.

### **Focus Areas:**

1. Facilities - Ensure the building and its resources are used and maintained effectively and efficiently.
2. Finance - Distribute resources across the school with equity while adhering to all laws, regulations, and procedures.
3. Technology - Use current and emerging technologies to create a secure and learner-centered instructional environment that enhances academic achievement.



**Performance Goal Area:**

**College and Career Readiness\***    High Performing WorkForce\*    Safe and Supportive Schools\*

Strong Stakeholder Partnerships    Effective and Efficient Operations

*(\* required)*

**PERFORMANCE GOAL:**

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

SMART goal must include:

WHO will do WHAT, as measured by HOW and WHEN.

**Alice Drive Middle School will provide a challenging curriculum with high expectations for all students as measured by a 5% total growth per year from 2022 to 2027 in students in grades 6-8 who score Met or above in SC Ready (ELA and Math) and SC PASS (Science).**

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

	<b>AVERAGE BASELINE</b>		<b>2022-2023</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-26</b>	<b>2026-2027</b>
<b>DATA SOURCE(s):</b>  South Carolina State Sponsored Standardized Assessments (SC READY & SC PASS) scores for subject area.	SCREADY ELA: 38% (2022)  SCREADY Math: 21% (2022)  SCPASS Science:44% (2022)	<b>Projected Data:</b>	<b>43%</b>	<b>47%</b>	<b>52%</b>	<b>57%</b>	<b>62%</b>
		<b>Actual Data:</b>	<b>ELA: 49.1%</b>  <b>Math: 26.7%</b>  <b>Science: 37%</b>	<b>TBD</b>			

ACTION PLAN FOR FOCUS AREA #1: Academic Recovery:					EVALUATION	Monitor-M Completed Yes/No Continue-C Modify/Modified
Strategy for Area #1: Develop and implement innovative school operations, research-based instructional practices, and curricula that provide world class knowledge, world class skills, and life and career characteristics for all students.						
ACTIVITY (Action Steps)	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION (Evidence)	Date-M (year)
1. Implement school-wide systems that increase rigorous instruction through student use of effective writing, inquiry, collaboration, organization, and critical reading strategies; provide opportunities for students to explore future pathways; and develop deliberate instruction in self-management and leadership such as AVID.	July 2022 - June 2027	Curriculum Coach, Teachers, School Administrators, Guidance Counselors, Non-Certified classroom staff, STEM Coach & Career Specialist	TBD	General Fund CATE Funds ESSER Funds	Lesson plans, Observations, Presentations, Mastery Connect, Schoology, Peer observations, Attendance, Presentation, Standards, Field Studies, Reports from Newsela, IXL, Exact Path and ALEKS	C
2. Provide ELA and math intervention classes for students who do not meet standards on SC Ready.	July 2022 - June 2027	Curriculum Coach, Teachers, Guidance Counselors, & School Administrators	-0-	N/A	Master Schedule Data from ALEKS, IXL, and Exact Path	C

<b>ACTION PLAN FOR FOCUS AREA #1: Academic Recovery:</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #1:</b> Develop and implement innovative school operations, research-based instructional practices, and curricula that provide world class knowledge, world class skills, and life and career characteristics for all students.						
<b>ACTIVITY (Action Steps)</b>	<b>TIMELINE (Start and End Dates)</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION (Evidence)</b>	<b>Date-M (year)</b>
3. Provide personalized learning support through software such as Edmentum, ALEKS, Newsela, and IXL.	July 2022 - June 2027	Curriculum Coach, Instructional Technology Coach, School Administrator & Teachers	TBD	General Fund ESSER Funds	Reports from ALEKS, IX, Edmentum and Newsela	C
4. Provide ongoing and consistent professional development in research based instructional strategies, using assessment data to inform instruction, and interpretation of South Carolina College and Career Ready state standards for all subject areas based on school needs.	July 2022 - June 2027	Curriculum Coach, Teachers, Department Chairs, School Administrators & STEM Coach	TBD	District Professional Development Budget, General Funds, CATE Funds	Sign-in Sheets, Agendas, Google Forms, UT Professional Learning, Certificates from PD's	C

<b>ACTION PLAN FOR FOCUS AREA #1: Academic Recovery:</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #1:</b> Develop and implement innovative school operations, research-based instructional practices, and curricula that provide world class knowledge, world class skills, and life and career characteristics for all students.						
<b>ACTIVITY (Action Steps)</b>	<b>TIMELINE (Start and End Dates)</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION (Evidence)</b>	<b>Date-M (year)</b>
5. Utilize the curriculum coach to support teachers in implementing research supported best practices.	July 2022 - June 2027	Curriculum Coach & School Administrators	-0-	N/A	SCLead, ELEOT Observations, Meeting Notes and Action Plans	C
6. Initiate regularly occurring incentives and celebrations of student academic success.	July 2022 - June 2027	School Committees, Teachers, School Administrators, Guidance Counselors, PTO & Student Council	TBD	General Funds, PTO, Fundraisers	Social Media Posts, Achievement Stickers, Positive Pupil Referrals, Pictures	C
7. Develop strategies to improve competency in comprehending oral and written English for ELL students & promote the acculturation of instruction of ELL students by all staff	July 2022 - June 2027	ELL Lead Teacher, Teachers, Non-certified Staff in Classrooms, Administrators & Curriculum Coach	-0-	N/A	Lesson Plans, Agendas and Action Plans from Professional Development provided by the ELL Teacher	C

<b>ACTION PLAN FOR FOCUS AREA #1: Academic Recovery:</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #1:</b> Develop and implement innovative school operations, research-based instructional practices, and curricula that provide world class knowledge, world class skills, and life and career characteristics for all students.						
<b>ACTIVITY</b> (Action Steps)	<b>TIMELINE</b> (Start and End Dates)	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION (Evidence)</b>	<b>Date-M (year)</b>
8. Analyze and utilize test data obtained from Measurement of Academic Progress (MAP) Growth Reading and Math to drive instructional decisions.	July 2022 - June 2027	Leadership Team, Math and ELA Teachers & Curriculum Coach	-0-	N/A	MAP Reports, Lesson Plans & IEP's	C

<b>ACTION PLAN FOR FOCUS AREA #2: Academic Equity</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #2:</b> Provide additional opportunities for achievement for students identified as at-risk and subgroups performing below norms.						
<b>ACTIVITY</b> (Action Steps)	<b>TIMELINE</b> (Start and End Dates)	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION (Evidence)</b>	<b>Date-M (year)</b>
1. Review and modify school schedules to ensure that all students have equitable core	July 2022 - June 2027	Guidance Counselors, School	-0-	N/A	Master Schedule & Student Schedules	C

<b>ACTION PLAN FOR FOCUS AREA #2: Academic Equity</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #2:</b> Provide additional opportunities for achievement for students identified as at-risk and subgroups performing below norms.						
<b>ACTIVITY (Action Steps)</b>	<b>TIMELINE (Start and End Dates)</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION (Evidence)</b>	<b>Date-M (year)</b>
instructional time in each grade		Administrators & SPED Teachers				
2. Provide professional development in equitable teaching and learning practices to support students of diverse backgrounds.	July 2022 - June 2027	Curriculum Coach, School Administrators & Teachers	TBA	General Funds	Book Study, UT Professional Learning, Professional Development Certificates, Lesson Plans	C
3. Provide targeted intervention for students identified as at-risk.	July 2022 - June 2027	Leadership Team & Guidance Counselors	-0-	N/A	Student Schedules, Reports from IXL & MTSS Meeting Notes	C
4. Provide extended day for tutoring	July 2022 - June 2027	School Administrators & Teachers	TBD	ESSER Funds	Sign-in Sheets, Time Sheets & Data from Edmentum	C
5. Provide extended year through summer learning opportunities and/or jump start camps for content recovery and intervention	July 2022 - June 2027	School Administrators & Teachers	TBD	ESSER Funds	Sign-in Sheets, Time Sheets & Data from Edmentum	C

<b>ACTION PLAN FOR FOCUS AREA #2: Academic Equity</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #2:</b> Provide additional opportunities for achievement for students identified as at-risk and subgroups performing below norms.						
<b>ACTIVITY (Action Steps)</b>	<b>TIMELINE (Start and End Dates)</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION (Evidence)</b>	<b>Date-M (year)</b>
for specific learning gaps and transitions						
6. Research, develop and implement balanced literacy structures which integrate ELA literacy, science, social studies, math, and health.	July 2022 - June 2027	Curriculum Coach, ELA Department Chair & Teachers	-0-	N/A	Read to Succeed Certifications & Lesson Plans	C
7. Continue the enrollment of special population (subgroup) students in STEM programs.	July 2022 - June 2027	Leadership Team & Guidance Counselors	-0-	N/A	Student Schedules	C
8. Utilize data teams to analyze student work and test scores (including subgroups) as a means of improving instructional strategies.	July 2022 - June 2027	Leadership Team, Content Data Teams	-0-	N/A	MAP Data Analysis, Agendas, Action Plans, & Mastery Connect Data Analysis	C



<b>ACTION PLAN FOR FOCUS AREA #3: Innovative Projects</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #3:</b> Expand upon our STEM program and establish new projects to bring more opportunities for student achievement.						
<b>ACTIVITY (Action Steps)</b>	<b>TIMELINE (Start and End Dates)</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION (Evidence)</b>	<b>Date-M (year)</b>
1. Provide a flexible scheduling environment, to include additional opportunities for STEM-focused classes & activities.	July 2022 - June 2027	Administrators, Counselors, & Teachers	TBD	General Funds	Student Schedules & Master Schedule	C
2. Improve and utilize our Makerspace in the Media Center to increase STEM opportunities.	July 2022 - June 2027	Leadership Team & Teachers	TBD	CATE Funds ESSER Funds	Media Center Sign-up Schedule, SCLead Professional Goal for Media Specialist & Principal Professional Goal	C
3. Cooperate with our feeder high school (Sumter High) to provide the opportunity for students to participate in the Teacher Cadet Program as well as local colleges & universities to participate in providing	July 2022 - June 2027	School Administrators, Guidance Counselors, Curriculum Coach & Office of Human Resources	-0-	N/A	Sign-in Sheets, Contracts with Teacher Cadets, Paperwork from Human Resources	C

<b>ACTION PLAN FOR FOCUS AREA #3: Innovative Projects</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #3:</b> Expand upon our STEM program and establish new projects to bring more opportunities for student achievement.						
<b>ACTIVITY (Action Steps)</b>	<b>TIMELINE (Start and End Dates)</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION (Evidence)</b>	<b>Date-M (year)</b>
the opportunity for students to complete Practicum and/or Student Teaching experiences.						
4. Utilize our STEM coach to oversee the STEM program including grant writing, professional development, and programming.	July 2022 - June 2027	STEM Coach	TBD	TBD	Professional Development Agendas and Action Plans & Copy of Grants	C
5. Use authentic assessments from problem-based learning (i.e. anecdotal records, note booking, portfolios, rubrics, checklists, interviews, etc.) to evaluate student progress.	July 2022- June 2027	Teachers, Curriculum Coach & STEM Coach	TBD	TBD	Mastery Connect Data, Rubrics, Lesson Plans & Por	C

**Performance Goal Area:**    College and Career Readiness\*     **High Performing WorkForce\***    Safe and Supportive Schools\*  
    Strong Stakeholder Partnerships            Effective and Efficient Operations  
    (\* required)

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

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

By 2027, 100% of staff and paraprofessionals will be properly certified by implementing a comprehensive program of recruitment, retention, and professional development.

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

	AVERAGE BASELINE		2022-2023	2023-2024	2024-25	2025-2026	2026-2027
<b>DATA SOURCE(s):</b>  CERRA, Employment applications, District Personnel Database (CSI), State Certification requirements and School Report Card.	<b>96%</b> 2021-2022	<b>Projected Data</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
		<b>Actual Data</b>	<b>96.2%</b>	<b>TBD</b>			

<b>ACTION PLAN FOR FOCUS AREA #1: Attracting, Developing, and Retaining High Quality Staff</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area 1:</b> Provide all employees a support system to enable them to be effective and committed to the organization that increases its retention rate.						
<b>ACTIVITY (Action Steps)</b>	<b>TIMELINE (Start and End Dates)</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>	<b>Date-M (year)</b>
1. Utilize a school interview team for the purpose of interviewing prospective teachers.	July 2022 - June 2027	School Administrators Curriculum Coach, Department Chairs, & Teacher of the Year	-0-	N/A	Interview Logs, Sign-In Sheets	C
2. Participate at the district and state level as an interviewer of prospective staff members.	July 2022 - June 2027	District Personnel & School Administrators	-0-	N/A	Job Fair Application Sign-In Sheets	C
3. Cooperate with our feeder high school (Sumter High) to provide the opportunity for students to participate in the Teacher Cadet	July 2022 - June 2027	District Personnel, School Administrator, ProTeam Teacher, & USC	-0-	N/A	Sign-In sheets, Lesson Plans	C

<b>ACTION PLAN FOR FOCUS AREA #1: Attracting, Developing, and Retaining High Quality Staff</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area 1:</b> Provide all employees a support system to enable them to be effective and committed to the organization that increases its retention rate.						
<b>ACTIVITY</b> (Action Steps)	<b>TIMELINE</b> (Start and End Dates)	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>	<b>Date-M (year)</b>
Program as well as local colleges & universities to participate in providing the opportunity for students to complete Practicum and/or Student Teaching experiences.		Sumter Director of Teacher Education				
4. Utilize new and innovative strategies for marketing the district and interviewing and reaching more candidates in and out of state (Social Media, Zoom, Google Meets, etc.)	July 2022 - June 2027	Instructional Leadership Team	TBD	TBD	Interview Roster	C
5. Implement and provide support for teachers with ADEPT 4.0	July 2022 - June 2027	Administrators & Curriculum Coach	-0-	N/A	Observations, Evaluations, Documents, Orientation	C

<b>ACTION PLAN FOR FOCUS AREA #1: Attracting, Developing, and Retaining High Quality Staff</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area 1:</b> Provide all employees a support system to enable them to be effective and committed to the organization that increases its retention rate.						
<b>ACTIVITY (Action Steps)</b>	<b>TIMELINE (Start and End Dates)</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>	<b>Date-M (year)</b>
					Sessions, Feedback Conferences	
6. Support teachers in meeting requirements for being highly qualified in renewal course work and advanced degrees.	July 2022 - June 2027	Administrators, Curriculum Coach, & Department Chairs	TBD	TBD	Sign-In sheets, Agendas, Certificate Endorsements	C
7. Support all certified staff in providing the required professional development/coursework to obtain the Read to Succeed endorsement.	July 2022 - June 2027	School Literacy Team	-0-	N/A	Number of Certified Staff who Obtained the R2S Endorsement	C
8. Schedule & organize collaborative planning opportunities for all content areas, grade levels, and department	July 2022 - June 2027	Administrators, Curriculum Coach, Guidance	-0-	N/A	Master Schedule	C

<b>ACTION PLAN FOR FOCUS AREA #2: Supporting Effective Leadership Practices</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area 2:</b> Design a professional development program to support teachers in meeting requirements for highly qualified and to grow as teacher leaders.						
<b>ACTIVITY (Action Steps)</b>	<b>TIMELINE (Start and End Dates)</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>	<b>Date-M (year)</b>
1. Provide teachers with common planning time for collaboration in both planning and assessments.	July 2022 - June 2027	Administrators, Guidance, Teachers	-0-	N/A	Master Schedule, Teacher collaborative planning logs, common assessments	C
2. Provide opportunities for recognition and advancement of teacher leadership.	July 2022 - June 2027	School Administrators, Curriculum Coach, & Teachers	-0-	N/A	Teacher Recognition Opportunities, Incentives, Newsletter, & Web Page	C
3. Support our current Junior & Senior Teacher of the Year (TOY) in sponsored activities through the Sumter School District Teacher Forum.	July 2022 - June 2027	School Administrators, Curriculum Coach, Current & Former Teacher of the Year	-0-	N/A	Meeting Agendas/Minutes	C
4. Research and apply for grant funding opportunities.	July 2022 - June 2027	Instructional Leadership Team	-0-	N/A	Grant Applications	C

<b>ACTION PLAN FOR FOCUS AREA #2: Supporting Effective Leadership Practices</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area 2:</b> Design a professional development program to support teachers in meeting requirements for highly qualified and to grow as teacher leaders.						
<b>ACTIVITY (Action Steps)</b>	<b>TIMELINE (Start and End Dates)</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>	<b>Date-M (year)</b>
5. Teachers and administrators are encouraged and supported to attend conferences and workshops and to conduct colleague observations both inter and intra district.	July 2022 - June 2027	Administrators, Curriculum Coach, & Teachers	-0-	N/A	Conference agendas Observation forms Lesson Plans Sign-In sheets	C
6. Provide a mentor for induction staff and a building buddy for new staff to the school to ensure assistance is available as needed	July 2022 - June 2027	School Administrators Curriculum Coach	-0-	N/A	Contact Logs, ADEPT Forms, Induction Journals	C
7. Enhance STEM teacher capacity and reach through quality STEM professional development.	July 2022 - June 2027	Administrators Curriculum Coach STEM Lead	\$1000/yr	General Fund	Conference agendas Observation forms Lesson Plans Sign-In sheets	C

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<b>ACTION PLAN FOR FOCUS AREA #3: Proactive Focus on Diversity, Equity, and Inclusion</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #3:</b> Create a better functioning workforce by proactively focusing on diversity, equity, and inclusion.						
<b>ACTIVITY (Action Steps)</b>	<b>TIMELINE (Start and End Dates)</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>	<b>Date-M (year)</b>
1. Develop and implement strategies to foster collegiality and collaboration among all staff.	July 2022 - June 2027	School Administrators, Curriculum Coach, Department Chairs, Data Team, & PTSA	\$1000	General Funds Donations PTSA	Agendas, Newsletters, School Website, Social Media, Local newspaper, School App.	C
2. Provide system for sharing concerns that include: Teacher Advisory Council Building Data Team Open Door Policy SIC Quarterly Surveys	July 2022 - June 2027	School Administrators, Curriculum Coach, SIC Teacher Representatives, & Teachers	-0-	N/A	Minutes, Meeting Agendas, Conference Notes, Survey Results, School Website	C
3. Develop and use teacher surveys on diversity, equity, and inclusion.	July 2022 - June 2027	School Administrators, Curriculum Coach, Department Chairs	-0-	N/A	Survey data	C

**Performance Goal Area:**

- College and Career Readiness\*  
  High Performing WorkForce\*  
  **Safe and Supportive Schools\***  
 Strong Stakeholder Partnerships  
  Effective and Efficient Operations

(\* required)

**PERFORMANCE GOAL:**

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

SMART goal must include:

WHO will do WHAT, as measured by HOW and WHEN.

**The number of discipline referrals will decrease by 15% through 2027.**

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

	<b>AVERAGE BASELINE</b>		<b>2022-2023</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>
<b>DATA SOURCE(s):</b>  Number of Discipline Referrals in ABE and PowerSchool	2021-2022 Projected: 1,161	<b>Projected Data</b>	<b>1126</b>	<b>1092</b>	<b>1059</b>	<b>1027</b>	<b>987</b>
		<b>Actual Data</b>	1078	<b>TBD</b>			

<b>ACTION PLAN FOR FOCUS AREA #1: Social and Emotional Well-Being</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #1:</b> Design and implement professional development for staff and programs for students to attend to their social and emotional needs.						
<b>ACTIVITY</b> (Action Steps)	<b>TIMELINE</b> (Start and End Dates)	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>	<b>Date-M (year)</b>
1. Increase Positive Pupil Referrals given to students to celebrate success and build self-esteem.	July 2022 - June 2027	Teachers, Administrators, Guidance Counselors	\$200	General Fund	Number of positive pupil referrals	C
2. Provide teachers and staff with professional development on social-emotional learning.	July 2022 - June 2027	Administrators, Guidance Counselors	TBD	General Fund State Funds Local Funds	Agendas, Sign-in sheets	C
3. Incorporate an advisory/SEL time into our schedule.	July 2022 - June 2027	Administrators, Guidance Counselors	-0-	N/A	Master Schedule	C
4. Individual counseling sessions for students.	July 2022 - June 2027	Administrators, Guidance Counselors	-0-	N/A	Counseling logs	C
5. Small group counseling sessions for students.	July 2022 - June 2027	Administrators, Guidance Counselors	-0-	N/A	Counseling logs	C

<b>ACTION PLAN FOR FOCUS AREA #1: Social and Emotional Well-Being</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #1:</b> Design and implement professional development for staff and programs for students to attend to their social and emotional needs.						
<b>ACTIVITY (Action Steps)</b>	<b>TIMELINE (Start and End Dates)</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>	<b>Date-M (year)</b>
6. SEL lessons provided in classrooms.	July 2022 - June 2027	Administrators, Guidance Counselors, Teachers	-0-	N/A	Lesson plans	C
7. Implement a positive behavior intervention system school-wide, to include a school-wide approach to instructional classroom management, the offering of behavior incentives, & a school-wide progressive discipline plan.	July 2022 - June 2027	Students, Teachers, Administrators, School Counselors, Custodial staff, Cafeteria staff, & PTSA	\$2000	Donations  PTSA  General Funds	Meeting Agendas, Power School/ABE Reports, ABE Intervention Modules	C
8. Provide staff with classroom management techniques and interventions to address discipline.	July 2022 - June 2027	School Administrators, Curriculum Coach, Teachers/Staff, & School Counselors	-0-	N/A	Agendas, Sign-In Sheets, Monthly Reports from ABE, Unified Talent	C

<b>ACTION PLAN FOR FOCUS AREA #1: Social and Emotional Well-Being</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #1:</b> Design and implement professional development for staff and programs for students to attend to their social and emotional needs.						
<b>ACTIVITY (Action Steps)</b>	<b>TIMELINE (Start and End Dates)</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>	<b>Date-M (year)</b>
9. Initiate regularly occurring incentives and celebrations of student discipline success	July 2022 - June 2027	Administrators, School Incentive Committee, & School Counselors	\$500	General Funds	Flyers, Awards, Assemblies	C
9. Inclusive groups (not counseling) who represent students from different walks of life, race, and gender	July 2022 - June 2027	Administrators, Guidance Counselors, Teachers	-0-	N/A	Rosters	C
10. House system grouping to create a sense of belonging and teamwork.	July 2022 - June 2027	Administrators, Guidance Counselors, Teachers	-0-	N/A	Master schedule, House rosters	C

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<b>ACTION PLAN FOR FOCUS AREA #2: Inclusive Climate</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #2:</b> Establish systems and programs to allow all students to feel safe, seen, and heard at school.						
<b>ACTIVITY (Action Steps)</b>	<b>TIMELINE (Start and End Dates)</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>	<b>Date-M (year)</b>
1. Re-establish our school mentoring program (Hawk Builders) with teachers, college students, and community leaders to support at-risk students.	July 2022 - June 2027	Administrators, Data Team, Teachers, & School Counselors	-0-	N/A	Counseling Logs, MTSS logs	C
2. Provide classroom-based guidance and instruction on harassment, bullying, & intimidation, including the signs of HIB violations and the reporting of HIB violations.	July 2022 - June 2027	Administrators, School Counselors, & District MTSS Coordinator	-0-	N/A	Sprigeo, Counseling notes/logs, counselor lesson plans, ABE notes, ADMS Youtube channel, Heritage Class	C
3. Implement an MTSS program to triangulate students' attendance, discipline, and academic needs.	July 2022 - June 2027	MTSS Team, Administrators, Counselors, Curriculum Coach	\$1000	District Funds	Student Watch Lists and Reports	C

<b>ACTION PLAN FOR FOCUS AREA #2: Inclusive Climate</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #2:</b> Establish systems and programs to allow all students to feel safe, seen, and heard at school.						
<b>ACTIVITY (Action Steps)</b>	<b>TIMELINE (Start and End Dates)</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>	<b>Date-M (year)</b>
4. Build relationships with outside community agencies to offer additional support to parents of at-risk students (Wateree Mental Health, etc.).	July 2022 - June 2027	Administrators & School Counselors	-0-	N/A	Signed Memorandum of Understanding & Counseling Log	C
5. House system grouping to create a sense of belonging and teamwork.	July 2022 - June 2027	Administrators & School Counselors	-0-	N/A	Schedules	C
6. Create a series of video tutorials to post on the school website that provides useful information for students in navigating the middle school years (school tour, using Parent Portal, school procedures, STEM 101, etc.).	July 2022 - June 2027	Administrators & School Counselors	-0-	N/A	Videos	C

*To add a row, go to the last box and press the tab button.*

<b>ACTION PLAN FOR FOCUS AREA #3: Safety Planning</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #3:</b> Create and maintain a safe and orderly environment that is conducive to learning.						
<b>ACTIVITY (Action Steps)</b>	<b>TIMELINE (Start and End Dates)</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>	<b>Date-M (year)</b>
1. Maintain a safety committee that includes a cross-section representation of the faculty & local agencies to assess and update the school emergency plans and guide for crisis management.	July 2022 - June 2027	Administrators, School Nurse, Building Manager, and District Intervention Coordinator	-0-	N/A	Meeting Agendas, Minutes, Calendar	C
2. Provide de-escalation and restraint certification for all SPED teachers and members of the DIRT safety team.	July 2022 - June 2027	Administrators, SPED Teachers, School Counselors, District Intervention Coordinator	-0-	N/A	Certification	C
3. Maintain safety binders for every classroom.	July 2022 - June 2027	Administrators, teachers	-0-	N/A	Safety Binders	C



<b>ACTION PLAN FOR FOCUS AREA #3: Safety Planning</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #3:</b> Create and maintain a safe and orderly environment that is conducive to learning.						
<b>ACTIVITY (Action Steps)</b>	<b>TIMELINE (Start and End Dates)</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>	<b>Date-M (year)</b>
4. Conduct all safety drills in accordance with district and state regulations.	July 2022 - June 2027	Administrators, SRO	-0-	N/A	Drill logs	C

*To add a row, go to the last box and press the tab button.*

**Performance Goal Area:**

- College and Career Readiness\*  
  High Performing WorkForce\*  
  Safe and Supportive Schools\*  
 **Strong Stakeholder Partnerships**  
  Effective and Efficient Operations

(\* required)

**PERFORMANCE GOAL:**

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

SMART goal must include:

WHO will do WHAT, as measured by HOW and WHEN.

Partner with stakeholders to build advocacy for Alice Drive Middle School by promoting transparency, strengthening communication, and providing opportunities for collaboration in an effort to increase stakeholder investment/satisfaction to 85% by 2027.

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

	<b>AVERAGE BASELINE</b>		<b>2022-2023</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>
<b>DATA SOURCE(s):</b>  Annual communication assessment, Annual partnership assessment, Work-based learning experience data, Surveys	<b>70%</b>	<b>Projected Data</b>	<b>73%</b>	<b>76%</b>	<b>80%</b>	<b>83%</b>	<b>85%</b>
		<b>Actual Data</b>	TBD	<b>TBD</b>			

<b>ACTION PLAN FOR FOCUS AREA #1: Community Partnerships</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #1:</b> Strengthen our current community partnerships and seek out new opportunities.						
<b>ACTIVITY (Action Steps)</b>	<b>TIMELINE (Start and End Dates)</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>	<b>Date-M (year)</b>
1. Research, secure, and maintain community and college partnerships designed to provide professional development and support in developing College and Career Ready students and sustaining a STEM school.	July 2022 - June 2027	Administrators, Guidance, Career Specialist, and STEM Lead	-0-	N/A	Schedules, Field Trips, Assemblies, Workshops	C
2. Increase the availability of college level courses taught at ADM by CCTC staff and students.	July 2022 - June 2027	Administrators, Guidance, Career Specialist, and STEM Lead	-0-	N/A	Schedules, Field Trips, Assemblies, Workshops	C
3. Expand upon our cyber security program partnership with Morris College.	July 2022 - June 2027	Administrators, Guidance, Career Specialist, and STEM Lead	-0-	N/A	Schedules, Field Trips, Assemblies, Workshops	C
4. Expand upon our Computer Numerical Control program	July 2022 - June 2027	Administrators, Guidance, Career	-0-	N/A	Schedules, Field Trips, Assemblies, Workshops	C

<b>ACTION PLAN FOR FOCUS AREA #1: Community Partnerships</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #1:</b> Strengthen our current community partnerships and seek out new opportunities.						
<b>ACTIVITY (Action Steps)</b>	<b>TIMELINE (Start and End Dates)</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>	<b>Date-M (year)</b>
partnership with Central Carolina Technical College.		Specialist, and STEM Lead				
5. Expand partnerships with local industries to promote student knowledge of the workplace.	July 2022 - June 2027	Administrators, Guidance, Career Specialist, and STEM Lead	-0-	N/A	Schedules, Field Trips, Assemblies, Workshops	C
6. Expand partnerships with the local hospital and medical facilities for student exposure to careers in healthcare.	July 2022 - June 2027	Administrators, Guidance, Career Specialist, and STEM Lead	-0-	N/A	Schedules, Field Trips, Assemblies, Workshops	C

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<b>ACTION PLAN FOR FOCUS AREA #2: Internal/External Communication</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #2:</b> Develop a consistent system of communication for all stakeholders.						
<b>ACTIVITY (Action Steps)</b>	<b>TIMELINE (Start and End Dates)</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>	<b>Date-M (year)</b>
1. Provide opportunities after school hours to facilitate teacher-parent conferences, including student-led conferences & data presentations	July 2022 - June 2027	Teachers, School Administrators, School Counselors, & Curriculum Coach	-0-	N/A	Conference Logs, Sign-in Sheets, Teacher Records	C
2. Assist the PTSA and SIC to provide meaningful programs and incentives for parents/guardians (Open House, etc.)	July 2022 - June 2027	PTSA, SIC, Teachers, School Administrators, & Guidance Counselors	\$1000.00 (\$200.00 per year)	PTSA General Funds	Flyers & Attendance Logs	C
3. Offer Career Learning Opportunities including STEM Career Day, Guest Speakers, & other STEM showcase events.	July 2022 - June 2027	Administrators, Teachers, School Counselors, Media Specialist, STEM Advisory Board	-0-	N/A	Conference Logs, Sign-In Sheets, Teacher Records, Parent Outreach	C
4. Utilize social media, the website, and other	July 2022 - June 2027	Administrators, Curriculum Coach	-0-	N/A	Artifacts on Social Media	C

<b>ACTION PLAN FOR FOCUS AREA #2: Internal/External Communication</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #2:</b> Develop a consistent system of communication for all stakeholders.						
<b>ACTIVITY (Action Steps)</b>	<b>TIMELINE (Start and End Dates)</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>	<b>Date-M (year)</b>
publications to communicate the school's purpose and direction.						
5. Engage families as partners in student learning and school improvement through student led workshops, wellness checks/home visits, acknowledgment of positive accolades, and effective two-way communication	July 2022 - June 2027	Administrators,  Teachers, School Counselors, Media Specialist, STEM Advisory Board	-0-	N/A	Conference Logs, Sign-In Sheets, Teacher Records, Parent Outreach	C
6. Communicate formative, interim, and summative data regularly to students and parents.	July 2022 - June 2027	Instructional Leadership Team	-0-	N/A	Student Data Trackers, Student Led Conferences, Mastery Connect Reports, Parent Portal, Progress Reports, Interims, Report Cards	C

<b>ACTION PLAN FOR FOCUS AREA #2: Internal/External Communication</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #2:</b> Develop a consistent system of communication for all stakeholders.						
<b>ACTIVITY (Action Steps)</b>	<b>TIMELINE (Start and End Dates)</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>	<b>Date-M (year)</b>
7. Create a series of video tutorials to post on the school website that provides useful information for parents in navigating the middle school years (school tour, using Parent Portal, school procedures, STEM 101, etc.).	July 2022 - June 2027	Instructional Leadership Team	-0-	N/A	Videos posted to website/YouTube Channel	C
8. Conduct regular parent meetings to discuss careers and career clusters and to sign capitalize Individual Graduation Plans (IGP)	July 2022 - June 2027	Guidance Counselors	-0-	N/A	IGP Sign Off  Career Cluster Interest Survey Results	C

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<b>ACTION PLAN FOR FOCUS AREA #3: Military Partnerships</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #3:</b> Engage military families in the education process at Alice Drive Middle to improve perception/satisfaction.						
<b>ACTIVITY (Action Steps)</b>	<b>TIMELINE (Start and End Dates)</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>	<b>Date-M (year)</b>
1. Conduct forums with military representatives and spouses	July 2022 - June 2027	Administrators, Guidance, Teachers	-0-	N/A	Agendas, Sign-in sheets, Meeting Notes	C
2. Ensure we have a strong social media presence to showcase their achievements	July 2022 - June 2027	Administrators, Curriculum Coach	-0-	N/A	Social Media Posts	C
3. Ensure a smooth transition for military families through orientations and student ambassadors	July 2022 - June 2027	Administrators, Guidance, Curriculum Coach, STEM Lead	-0-	N/A	Surveys	C
4. Submit Points of Pride and announcements to the base newspaper	July 2022 - June 2027	Administrators, Curriculum Coach	-0-	N/A	Newspaper articles	C



<b>ACTION PLAN FOR FOCUS AREA #3: Military Partnerships</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #3:</b> Engage military families in the education process at Alice Drive Middle to improve perception/satisfaction.						
<b>ACTIVITY (Action Steps)</b>	<b>TIMELINE (Start and End Dates)</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>	<b>Date-M (year)</b>
5. Re-establish our Blue Star Kids program.	September 2022	Administrators, Curriculum Coach, Teachers	-0-	N/A	Rosters, Agendas, Minutes	C
6. Grow our Blue Start Kids program to include all military children in our school.	September 2022 - June 2027	Administrators, Curriculum Coach, Teachers	-0-	N/A	Rosters, Agendas, Minutes	C

**Performance Goal Area:**

- College and Career Readiness\*  
 High Performing WorkForce\*  
 Safe and Supportive Schools\*  
 Strong Stakeholder Partnerships  
 **Effective and Efficient Operations**

(\* required)

**PERFORMANCE GOAL:**

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

SMART goal must include:

WHO will do WHAT, as measured by HOW and WHEN.

Ensure Building Services staff properly clean 100% of classrooms during and/or after every school day by following a cleaning schedule and checklist by 2027.

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

	AVERAGE BASELINE		2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
<b>DATA SOURCE(s):</b>	2021-2022	<b>Projected Data</b>	<b>95%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Cleaning Schedule</b>	90%	<b>Actual Data</b>	95%	<b>TBD</b>			
<b>Cleaning Checklist</b>							

<b>ACTION PLAN FOR FOCUS AREA #1: Facilities</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #1:</b> Ensure the building and its resources are used and maintained effectively and efficiently.						
<b>ACTIVITY (Action Steps)</b>	<b>TIMELINE (Start and End Dates)</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>	<b>Date-M (year)</b>
1. Provide a safe and secure learning environment by ensuring all windows and doors open, close, and lock properly.	July 2022 - June 2027	Administrators, Curriculum Coach	-0-	N/A	Safety walkthrough checklists	C
2. Conduct all safety drills in accordance with district and state regulations.	July 2022 - June 2027	Administrators, Curriculum Coach	-0-	N/A	Safety Drill Logs	C
3. Ensure the school's reception area, hallways, bathrooms, and facilities are kept clean in order to give all stakeholders a sense of school and community pride.	July 2022 - June 2027	Administrators, Curriculum Coach	-0-	N/A	Cleaning checklists/logs	C

<b>ACTION PLAN FOR FOCUS AREA #1: Facilities</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #1:</b> Ensure the building and its resources are used and maintained effectively and efficiently.						
<b>ACTIVITY</b> (Action Steps)	<b>TIMELINE</b> (Start and End Dates)	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>	<b>Date-M (year)</b>
4. Ensure teachers' technology resources are available, updated, maintained effectively, and are in working condition.	July 2022 - June 2027	Administrators, Curriculum Coach	-0-	N/A	Work orders	C
5. Assigned each Building Services staff member an specific area and/or responsibility	July 2022 - June 2027	Administrators, Curriculum Coach	-0-	N/A	Facilities logs	C
6. Provide each Building Services staff member a checklist for cleaning rooms effectively and efficiently.	July 2022 - June 2027	Administrators, Curriculum Coach	-0-	N/A	Facilities logs/checklists	C

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<b>ACTION PLAN FOR FOCUS AREA #2: Finance</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #2:</b> Distribute resources across the school with equity while adhering to all laws, regulations, and procedures.						
<b>ACTIVITY (Action Steps)</b>	<b>TIMELINE (Start and End Dates)</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>	<b>Date-M (year)</b>
1. Create student experiences that enable all children to engage in learning outcomes through field trips.	July 2022 - June 2027	Administrators, Curriculum Coach	\$2000	General Funds	Field trip reflections	C
2. Ensure teachers' technology resources are available, updated, maintained effectively, and are in working condition.	July 2022 - June 2027	Administrators, Curriculum Coach	TBD	District Funds	Work orders	C

*To add a row, go to the last box and press the tab button.*

<b>ACTION PLAN FOR FOCUS AREA #3: Technology</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #3:</b> Use current and emerging technologies to create a secure and learner-centered instructional environment that enhances academic achievement.						
<b>ACTIVITY</b> (Action Steps)	<b>TIMELINE</b> (Start and End Dates)	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>	<b>Date-M (year)</b>
1. Continue professional development on the use of instructional technology to enhance student achievement.	July 2022 - June 2027	Administrators, Curriculum Coach	TBD	General Fund	Agendas, sign in sheets, minutes, PD reflections	C
2. Integrate 21st century tools into all areas of the curricula necessary to support self-directed, collaborative and personalized blended learning of 21st century content/skills in the STEM area.	July 2022 - June 2027	Administrators, Curriculum Coach	-0-	N/A	Lesson plans, Assessments	C
3. Expand the level of technological proficiency and implementation for all staff and students.	July 2022 - June 2027	Administrators, Curriculum Coach	\$2000	General Fund	Agendas, sign in sheets, minutes, PD reflections, Lesson Plans, Feedback from surveys, assessments	C

<b>ACTION PLAN FOR FOCUS AREA #3: Technology</b>					<b>EVALUATION</b>	<b>Monitor-M Completed Yes/No Continue-C Modify/Modified</b>
<b>Strategy for Area #3:</b> Use current and emerging technologies to create a secure and learner-centered instructional environment that enhances academic achievement.						
<b>ACTIVITY (Action Steps)</b>	<b>TIMELINE (Start and End Dates)</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>	<b>Date-M (year)</b>
4. Provide opportunity for new staff to become Google Certified.	July 2022 - June 2027	Administrators, Curriculum Coach	-0-	N/A	Certifications	C
5. Provide professional development in research-based instructional strategies to include problem-based learning, differentiated instruction, creative and critical thinking skills, guided inquiry, and cooperative learning that promote rigor (DOK, SAMR, Kagan, etc.)	July 2022 - June 2027	Administrators, Curriculum Coach	\$2000	General Fund	Agendas, sign in sheets, minutes, PD reflections, Lesson Plans, Feedback from surveys, assessments	C
6. Utilize the district instructional coach for help with technology in the classroom.	July 2022 - June 2027	Administrators, Curriculum Coach	-0-	N/A	Agendas, sign in sheets, minutes, PD reflections,	C

*To add a row, go to the last box and press the tab button.*