

**Bates Middle School
Sumter School District
School Renewal Plan
2022 – 2027**



**April 15, 2024
Mrs. Nicole Fuller, Principal
Dr. Kendra Green, Assistant Principal
Mr. Alvin Lumpkin, Assistant Principal**

**BATES MIDDLE SCHOOL
SCHOOL RENEWAL PLAN
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Read to Succeed

SCHOOL RENEWAL PLAN COVER PAGE (Mandated Component)
SCHOOL INFORMATION AND REQUIRED SIGNATURES

SCHOOL: Bates **DISTRICT:** Sumter School District
SCHOOL RENEWAL PLAN FOR YEARS 2022-2027 (five years)
SCHOOL RENEWAL ANNUAL UPDATE FOR 2023-2024 (one year)

Assurances

The school renewal plan, or annual update of the school renewal plan, includes elements required by the Early Childhood Development and Academic Assistance Act of 1993 (Act 135) and the Education Accountability Act of 1998 (EAA) (S.C. Code Ann. §59-18-1300 and §59-139-10 *et seq.* (Supp. 2004)). The signatures of the chairperson of the board of trustees, the superintendent, the principal, and the chairperson of the school improvement council are affirmation of active participation of key stakeholders and alignment with Act 135 and EAA requirements.

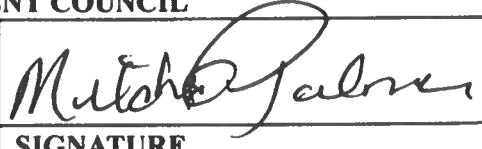
CHAIRPERSON, BOARD OF TRUSTEES

Ralph W. Canty, Sr., D. Min.		4/24/24
PRINTED NAME	SIGNATURE	DATE

SUPERINTENDENT

Dr. William Wright		4-24-24
PRINTED NAME	SIGNATURE	DATE

CHAIRPERSON, SCHOOL IMPROVEMENT COUNCIL

Ms. Mildred Palmer		4/16/24
PRINTED NAME	SIGNATURE	DATE

PRINCIPALsign

Mrs. Nicole Fuller		4/16/24
PRINTED NAME	SIGNATURE	DATE

SCHOOL READ TO SUCCEED LITERACY LEADERSHIP TEAM LEAD

Ms. Sharell Grant		4/16/24
PRINTED NAME	SIGNATURE	DATE

SCHOOL'S ADDRESS: 1705 Frierson Road SAFB 29152

SCHOOL'S TELEPHONE: 803-499-3327

PRINCIPAL'S EMAIL ADDRESS: marykay.norton@sumterschools.net

ASSURANCES FOR SCHOOL PLAN

Act 135 Assurances: Assurances, checked by the principal, attest that the school complies with all applicable Act 135 requirements.

N/A

Academic Assistance, PreK-3

The school makes special efforts to assist children in PreK-3 who demonstrate a need for extra or alternative instructional attention (e.g., after-school homework help centers, individual tutoring, and group remediation).

✓

Academic Assistance, Grades 4-12

The school makes special efforts to assist children in grades 4-12 who demonstrate a need for extra or alternative instructional attention (e.g., after-school homework help centers, individual tutoring, and group remediation).

✓

Parent Involvement

The school encourages and assists parents in becoming more involved in their children's education. Some examples of parent involvement initiatives include making special efforts to meet with parents at times more convenient for them, providing parents with their child's individual test results and an interpretation of the results, providing parents with information on the district's curriculum and assessment program, providing frequent, two way communication between home and school, providing parents an opportunity to participate on decision making groups, designating space in schools for parents to access educational resource materials, including parent involvement expectations as part of the principal's and superintendent's evaluations, and providing parents with information pertaining to expectations held for them by the school system, such as ensuring attendance and punctuality of their children.

✓

Staff Development

The school provides staff development training for teachers and administrators in the teaching techniques and strategies needed to implement the school/district plan for the improvement of student academic performance. The staff development program reflects requirements of Act 135, the EAA, and the National Staff Development Council's revised *Standards for Staff Development*.

✓

Technology

The school integrates technology into professional development, curriculum development, and classroom instruction to improve teaching and learning.

✓

Innovation

The school uses innovation funds for innovative activities to improve student learning and accelerate the performance of all students. Provide a good example of the use of innovation funds.

✓

Collaboration

The school (regardless of the grades served) collaborates with health and human services agencies (e.g., county health departments, social services departments, mental health departments, First Steps, and the family court system).

✓

Developmental Screening

The school ensures that the young child receives all services necessary for growth and development. Instruments are used to assess physical, social, emotional, linguistic, and cognitive developmental levels. This program normally is appropriate at primary and elementary schools, although screening efforts could take place at any location.

N/A

Half-Day Child Development

The school provides half-day child development programs for four-year-olds (some districts fund full-day programs). The programs usually function at primary and elementary schools, although they may be housed at locations with other grade levels or completely separate from schools.

N/A

Developmentally Appropriate Curriculum for PreK-3

The school ensures that the scope and sequence of the curriculum for PreK-3 are appropriate for the maturation levels of students. Instructional practices accommodate individual differences in maturation level and take into account the student's social and cultural context.

N/A

Parenting and Family Literacy

The school provides a four component program that integrates all of the following activities: interactive literacy activities between parents and their children (Interactive Literacy Activities); training for parents regarding how to be the primary teachers for their children and full partners in the education of their children (parenting skills for adults, parent education); parent literacy training that leads to economic self-sufficiency (adult education); and an age-appropriate education to prepare children for success in school and life experiences (early childhood education). Family Literacy is not grade specific, but generally is most appropriate for parents of children at the primary and elementary school levels and below, and for secondary school students who are parents. Family Literacy program goals are to strengthen parent involvement in the learning process of preschool children ages birth through five years; promote school readiness of preschool children; offer parents special opportunities to improve their literacy skills and education, a chance to recover from dropping out of school; and identify potential developmental delays in preschool children by offering developmental screening.

N/A

Recruitment

The school makes special and intensive efforts to recruit and give priority to serving those parents or guardians of children, ages birth through five years, who are considered at-risk of school failure. "At-risk children are defined as those whose school readiness is jeopardized by any of, but no limited to, the following personal or family situation(s): Educational level of parent below high school graduation, poverty, limited English proficiency, significant developmental delays, instability or inadequate basic capacity within the home and/or family, poor health (physical, mental, emotional) and/or child abuse and neglect.

✓

Coordination of Act 135 Initiatives with Other Federal, State, and District Programs

The school ensures as much program effectiveness as possible by developing a district-wide/school-wide coordinated effort among all programs and funding. Act 135 initiatives are coordinated with programs such as Head Start, First Steps, Title I, and programs for students with disabilities.

William Wright, Jr
Superintendent's Printed Name

W Wright Jr
Superintendent's Signature

4-26-24
Date

Nicole Fuller
Principal's Printed Name

Nicole Fuller
Principal's Signature

4/16/24
Date

BATES MIDDLE SCHOOL

VISION, MISSION, VALUES AND BELIEFS

MISSION

The mission of Bates Middle School is to nurture the willingness to learn and foster compassion for other individuals, groups, and communities in all students by providing innovative, rigorous, and diverse learning experiences which will develop confident, competent, contributing members of our global society.

VISION

We, the Bates Community, envision developing lifelong learners into confident, competent, contributing members of society.

Motto/Hashtag

#BantamStride

VALUES AND BELIEFS

We believe that:

- All children can learn; they are our highest priority.
- The middle school child has specific developmental needs that must be addressed.
- Children learn best in a safe, secure, and orderly environment.
- Students, parents, teachers, and the community must work together to educate our children.
- Knowledge of cultural diversity fosters tolerance.
- Education is essential for the survival of society.
- High expectations increase student achievement.
- Communication is essential at all levels to ensure positive development.
- Equal opportunity is an inherent human right.
- Students, teachers, and parents must show mutual respect in order to create a positive learning environment.

NEEDS ASSESSMENT DATA

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

<https://screportcards.com/overview/?q=eT0yMDIzJnQ9TSZaWQ9NDMwMTAyMg>

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.)

Summative Assessment Data

Date Source: SC READY Assessment

Report Type: Percent Met or Exceeding

Term Tested: Spring 2023

SC Ready English Language Arts and Mathematics

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

School 30.6% (160 / 523)



District 36.6% (2366 / 6472)



State 53.9% (184573 / 342443)



Mathematics - Percent Met or Exceeding

School 13.2% (69 / 523)



District 23.1% (1493 / 6472)



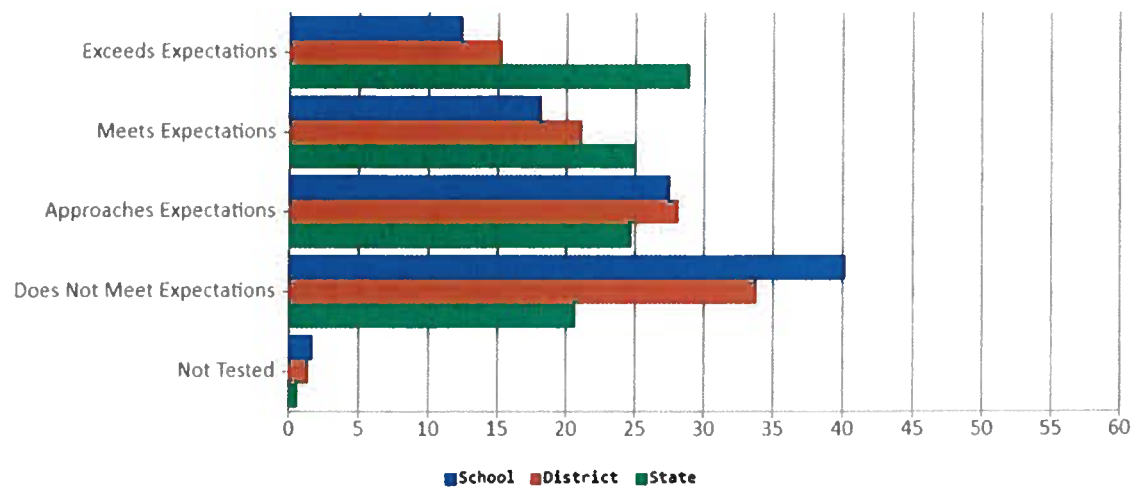
State 40.9% (139957 / 342443)



Details Student Performance across District and State

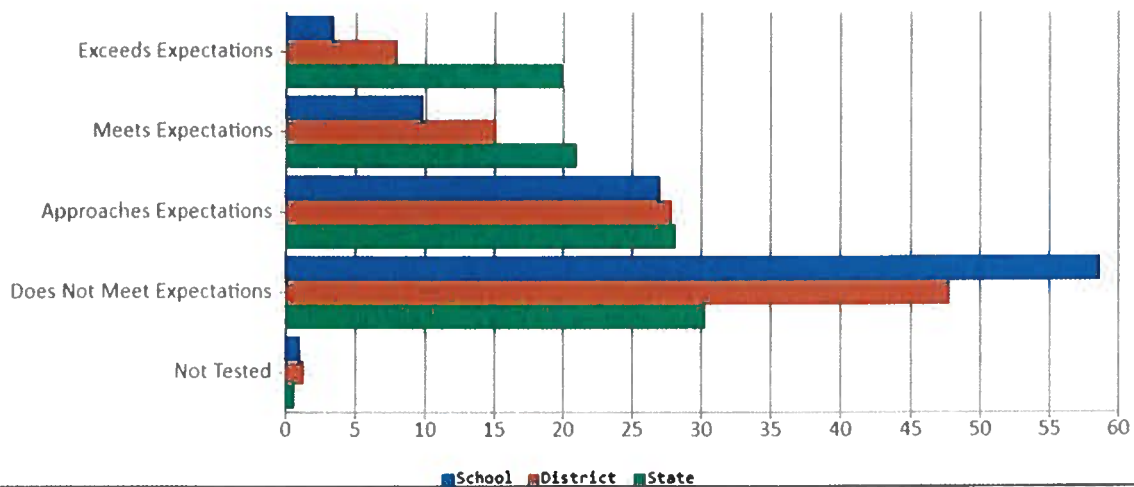
SC READY English Language Arts and Mathematics

English Language Arts (Reading and Writing)

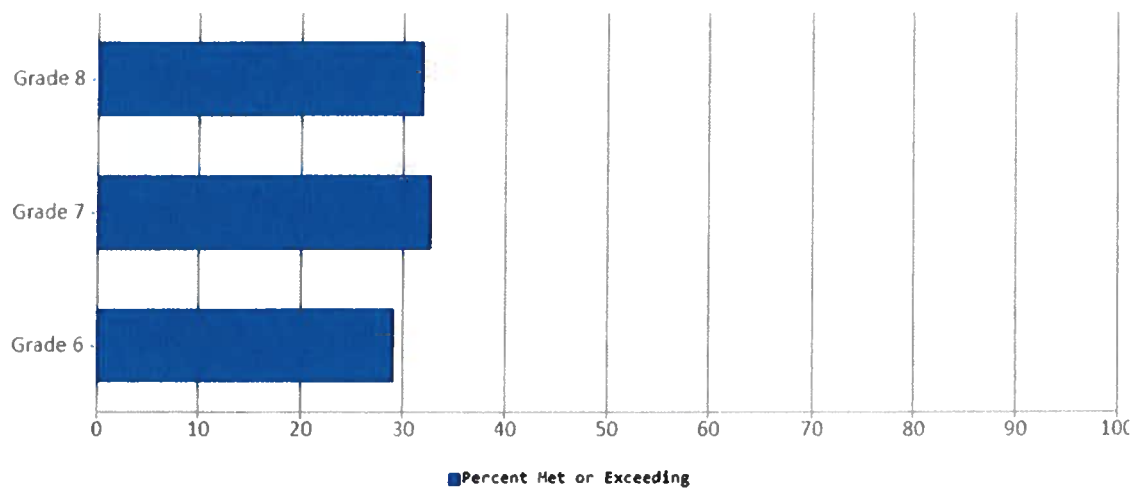


Note: Results from alternate assessments were included in the calculations where available.

Mathematics

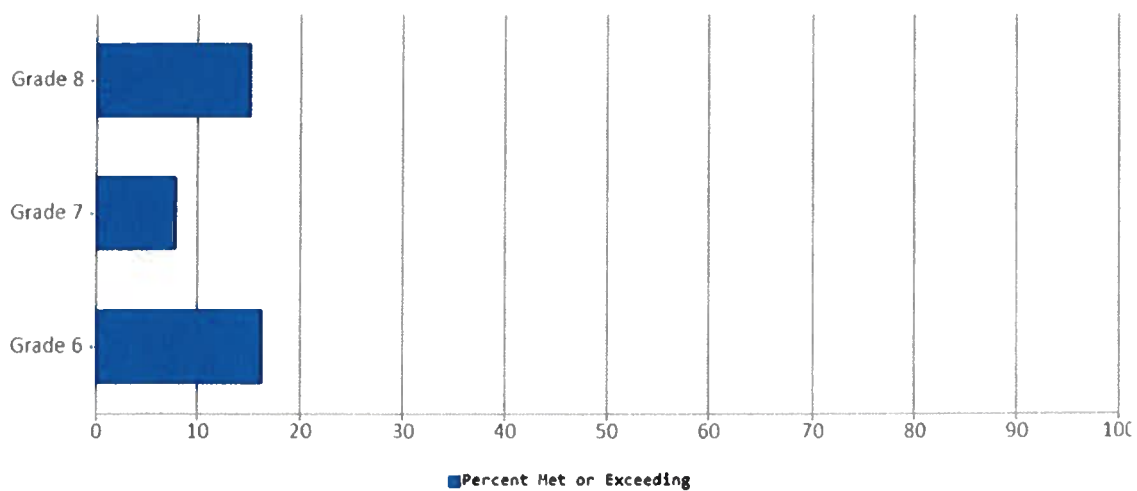


SC READY Performance by Grade Level
English Language Arts (Reading and Writing)



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

Mathematics



Date Source: SC PASS Assessment Science
Report Type: Percent Met or Exceeding
Term Tested: Spring 2023

SCPASS Science

Science - Percent Met or Exceeding

School 31.8% (56 / 176)



District 34.3% (725 / 2115)



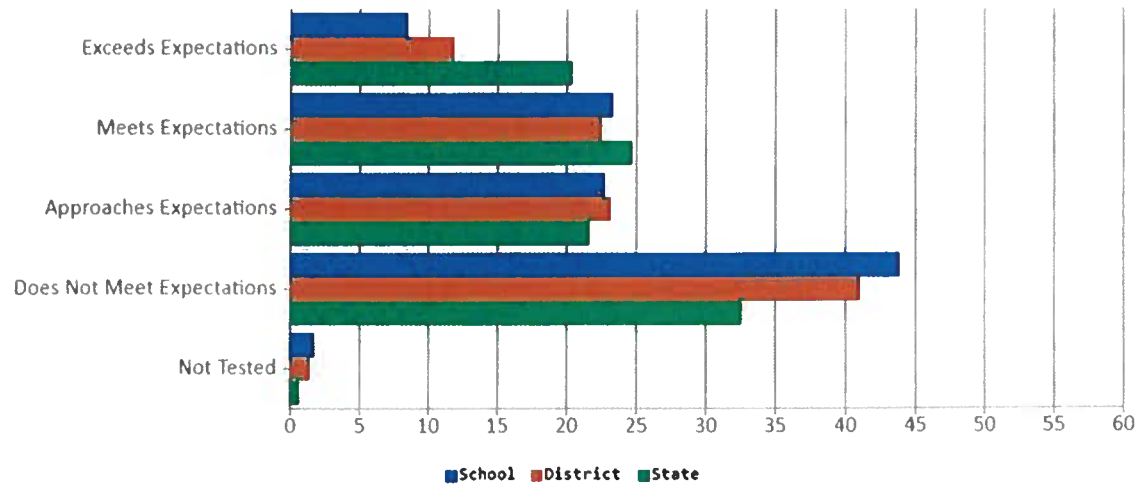
State 45.1% (50704 / 112478)



Details Student Performance across District and State

SCPASS Science

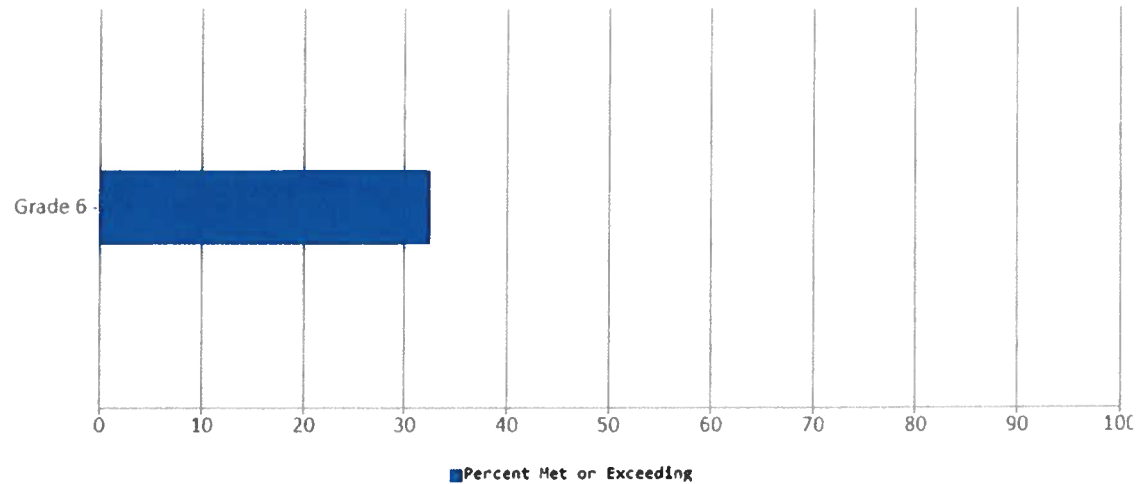
Science



School Level Details

SCPASS Performance by Grade Level

Science



Formative Assessment Data:

Date Source: NWEA MAP Growth Assessment

Report Type: Projected Proficiency Summary Report

Term Tested: Spring 2023-2024

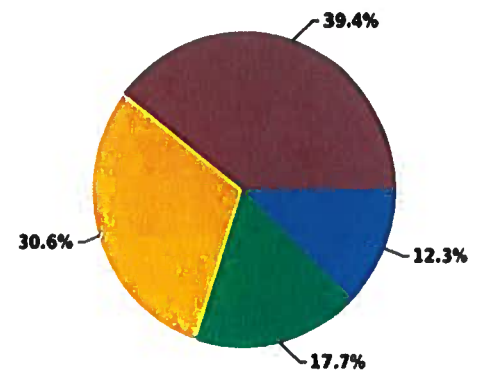
Language Arts: Reading

Bates Middle School

Projected to: South Carolina College- and Career-Ready Assessment (SC READY) taken in spring.

View Linking Study: <https://www.nwea.org/data-solutions/south-carolina>

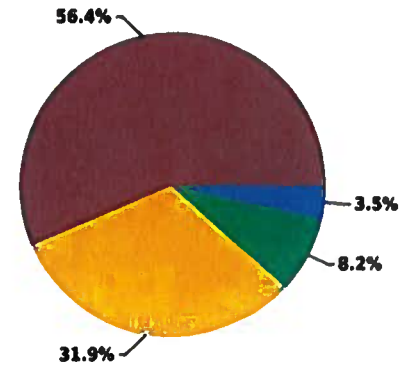
Grade	Student Count	Does Not Meet		Approaches		Meets		Exceeds	
		Count	Percent	Count	Percent	Count	Percent	Count	Percent
6	180	60	33.5%	56	31.0%	29	16.1%	15	8.4%
7	168	67	39.9%	50	29.8%	32	19.0%	19	11.3%
8	152	62	40.8%	41	27.0%	24	15.8%	25	16.4%
Total	480	189	39.4%	147	30.6%	85	17.7%	59	12.3%



Projected to: South Carolina College- and Career-Ready Assessment (SC READY) taken in spring.

View Linking Study: <https://www.masa.com/state-solutions/south-carolina>

Grade	Student Count	Does Not Meet		Approaches		Meets		Exceeds	
		Count	Percent	Count	Percent	Count	Percent	Count	Percent
6	180	99	61.9%	41	25.8%	15	9.4%	5	3.1%
7	170	93	54.7%	64	37.6%	12	7.1%	1	0.6%
8	156	82	52.6%	60	32.1%	13	8.3%	11	7.1%
Total	486	274	56.4%	165	31.9%	40	8.2%	17	3.5%



Bates Middle School Renewal Plan
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/>

Directions: In the appropriate boxes, use school data to identify areas in need of improvement. Required areas to be addressed: Student Achievement, Teacher/Administrator Quality, and School Climate.

College and Career Ready: Student Achievement, including sub-groups
<i>Early Childhood/Primary (PK-2):</i> N/A
<i>Elementary/Middle (3-8):</i> The South Carolina College-and-Career-Ready (SC READY) assessment was given to students in grades 6-8 during the Spring of 2023. Students were assessed in the subject areas of English Language Arts (Reading and Writing), and Mathematics. Bates Middle School had 30.6% of students to score meets or exceeds Expectations in English Language Arts and 13.2% of students to score meets or exceeds expectations in Mathematics. Both of these percentages are under the district averages of 36.6% in English Language Arts and 23.1% in Mathematics. Also, both of these percentages are under the state averages of 53.9% in English Language Arts and 40.9% in Mathematics. The SC Palmetto Assessment of Stat Standards (SC PASS) was also given to students in grade 6 during the Spring of 2023. Students were assessed in the subject area of Science. Bates Middle School had 31.8% of students to score meets or exceeds expectations, which was below the district average of 34.3% and the state average of 45.1%.
<i>High School (9-12):</i> N/A
High Performing Workforce: Teacher/Administrator Quality
Areas that Bates Middle School will continue to improve upon include attracting, developing, and retaining high quality faculty/staff members, supporting effective best practices for instruction and student achievement, and taking a proactive approach and focus towards cultural sensitivity and responsiveness. We will also continue to provide on-going staff development in current research and best practice.
Safe and Supportive Schools: School Climate

Bates Middle School is committed to providing a safe, nurturing, and high-quality educational environment that supports diversity and equips students for local and global success. To fulfill our mission and vision of providing and fostering a safe and supportive learning environment, it is essential that we continuously address student attendance, behavior, social/emotional learning, and a positive school climate.

There has been a decline in the number of discipline referrals from the 22-23 SY to the 23-24 SY. The majority of referrals are for minor offenses. These infractions fall in to categories 1 and 2 from the Sumter School District Code of Conduct. Bates Middle School seeks to decrease the number of discipline referrals through a variety of positive behavior interventions and supports.

We have supportive parents at Bates Middle School. We are seeking and implementing various other ways for more parents to be involved and come to volunteer in our school. Parents continue to support after school functions, awards ceremonies, fine arts concerts, sports events, etc. These types of events continue to keep the lines of communication open between home and school.

Strong Stakeholder Partnerships

Building strong stakeholder partnerships is a priority for Bates Middle School. Through collaboration, effective communication, and opportunities for engagement, we believe building relationships with our stakeholders will positively impact student achievement.

Effective and Efficient Operations

Bates Middle School will pursue the effective and efficient use of resources, personnel, and processes to support the school's goals, culture and climate, and day to day operations.

Performance Goal Area:

☒ **College and Career Readiness*** ☐ **High Performing Work Force*** ☐ **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 the end of the 2026-2027 school year, the percentage of our sixth through eighth grade students who score meets or exceeds on SC READY in English Language Arts and Mathematics, and on SC PASS in Science will increase by 5% yearly.

INTERIM PERFORMANCE GOAL: The goal is to meet the projected targets below each year.

	AVERAGE BASELINE		2022-2023	2023-2024	2024-2025	2025-26	2026-2027
DATA SOURCE(s): SC READY ELA (Grades 6-8)	2021-2022 24.3%	Projected Data	29.3%	34.3%	39.3%	44.3%	49.3%
		Actual Data	30.6%	TBD	TBD	TBD	TBD

	AVERAGE BASELINE		2022-2023	2023-2024	2024-2025	2025-26	2026-2027
DATA SOURCE(s): SC READY Math (Grades 6-8)	2021-2022 10.1%	Projected Data	15.1%	20.1%	25.1%	30.1%	35.1%
		Actual Data	13.2%	TBD	TBD	TBD	TBD

	AVERAGE BASELINE		2022-2023	2023-2024	2024-2025	2025-26	2026-2027
DATA SOURCE(s): SC PASS Science (Grade 6)	2021-2022 27.6%	Projected Data	32.6%	37.6%	42.6%	47.6%	52.6%
		Actual Data	31.8%	TBD	TBD	TBD	TBD

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ACTION PLAN FOR FOCUS AREA #1: Utilize instructional best practices, strategies, and techniques to ensure that we yield an increase in the Meets and Exceeds performance levels on the SC READY assessment in English Language Arts each year.					EVALUATION
ACTIVITY (Action Steps)	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION (Evidence)
Use research-based AVID strategies 1. such as Cornell note taking to improve instructional practices and increase the effectiveness of content delivery of SC Ready ELA standards.	2022-23 school year and onward	School AVID Coordinator AVID Elective Teachers Classroom Teachers	\$0	N/A	Student notebooks, classroom observations, and ongoing AVID professional development. continuing
School-wide AVID implementation to 2. include the distribution of binders to each student used to organize and reference ELA content.	2022-23 school year and onward	BMS AVID Site Team	\$2,000	BMS Instructional Supply Budget	Each BMS student receiving a binder and tab dividers at the start of the school year continuing
Continue to provide personalized ELA 3. learning support through software such as Edmentum, Apex, Exact Path, and IXL for students in Special Services.	2022-23 and onward	Sumter School District ELA Teachers	\$0	N/A	Documented teacher usage reports from the programs continuing
Provide data-informed professional 4. development to strengthen instructional practices in the classroom with regards to ELA SC Ready standards.	annually	Instructional Coach	\$0	N/A	PD Attendance logs and agendas continuing
Utilize professional learning communities 5. (PLCs) to build instructional and leadership capacity within the building by way of regular meetings and mentoring sessions.	ongoing throughout school year	School Admin Team Instructional Coach	\$0	N/A	PLC agendas and attendance logs continuing
Increase student engagement and	ongoing throughout school year	BMS Instructional Staff	\$0	N/A	Teacher lesson plans; Classroom observations; Software data usage logs continuing

6. learning of ELA content by integrating technology (IXL, Exact Path, etc.) that will enhance teaching and learning.					
Administer Measurement of Academic Progress (MAP) Growth Reading three times per year to all students and analyze and utilize test data to drive instructional decisions.	annually	Instructional Coach	\$0	N/A	Classroom score reports via NWEA continuing
Create and implement quarterly ELA benchmark assessments and analyze the data to drive instruction.	quarterly	Sumter School District BMS Leadership Team Classroom Teachers	\$0	N/A	Creation of grade level and content specific benchmark assessments; data walls continuing
Revise master bell schedule to provide equitable core ELA instructional time at each grade level with the inclusion of remediation/enrichment periods.	2022-2027	BMS Leadership Team	\$0	N/A	Creation of 6 period schedule with built-in enrichment period continuing
10. Implement SQ4R Literacy Strategy by providing PD sessions and incorporating the strategy across content areas	2023-2027	Instructional Coach Classroom Teachers	\$0	N/A	Training rosters/sign in sheets, lesson observations, student artifacts, PD sessions presentations continuing
11. Implementation of Velocity Education	2024-2025	Velocity Education Representatives Classroom Teachers	\$31,800	Priority Funds	Online modules, student feedback, velocity education representative feedback; teacher feedback and student data continuing

ACTION PLAN FOR FOCUS AREA #2: Utilize instructional best practices, strategies, and techniques to ensure that we yield an increase in the Meets and Exceeds performance levels on the SC READY assessment in Mathematics each year.	EVALUATION
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ACTIVITY (Action Steps)	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION (Evidence)
1. Create and implement quarterly math benchmark common assessments aligned with SC Ready Math standards and analyze data to inform instructional practices.	quarterly	Sumter School District Classroom Teachers	\$0	N/A	Creation of grade level and content specific benchmark assessments; data walls continuing
Revise master bell schedule to provide 2. equitable core instructional time at each grade level for math with the inclusion of remediation/enrichment periods.	2022-2027	BMS Leadership Team	\$0	N/A	Creation of 6 period schedule with built-in enrichment period continuing
Provide summer opportunities focused on SC 3. Ready math standards to help close identified achievement gaps in math (Jump Start - 6th, Summer School)	every summer prior to start of academic year	Sumter School District BMS Leadership Team 6 th Grade Teachers	(Sumter School District Payroll) \$1,000 (Snacks for students)	Sumter School District and BMS instructional budgets	Attendance incentives and rosters continuing
4. Identify "at-risk" students and provide interventions throughout the school year with after school tutoring.	Ongoing throughout each school year	BMS Leadership Team After School Teachers	\$0	N/A (Sumter School District Payroll for Teachers)	Student attendance rosters per grade level; After School Tutoring Schedule continuing
Increase exposure to STEM 5. curriculum and activities school-wide to increase math and science achievement.	Ongoing throughout each school year	Math & Science Teachers	\$0	N/A	Student schedules created in Power School continuing
Continue to provide personalized learning 6. math support through software such as Edmentum, Apex, Exact Path, Math Nation, and IXL for students in Special Services.	2023-24 and onward	Sumter School District Math Teachers	\$0	Sumter School District	Documented teacher usage reports from the programs continuing

Administer Measurement of Academic Progress 7. (per year to all students and analyze and utilize MAP) Growth Reading and Math three times per year to drive instructional decisions.	Annually	Instructional Coach	\$0	N/A	Classroom score reports via NWEA continuing
8. Implement SQ4R Literacy Strategy by providing PD sessions and incorporating the strategy across content areas	2023-2027 SY	BMS Administrative Team Instructional Coach Classroom Teachers	\$0	N/A	Training rosters/sign in sheets, Lesson observations, student artifacts, and PD sessions presentations continuing
9. Implementation of Velocity Education	2024-2025	Velocity Education Representatives Classroom Teachers	\$31,800	Priority Funds	Online modules, student feedback, velocity education representative feedback; teacher feedback and student data continuing

ACTION PLAN FOR FOCUS AREA #3: Utilize instructional best practices, strategies, and techniques to ensure that we yield an increase in the Meets and Exceeds performance levels on the SC PASS assessment in Science each year.					EVALUATION
ACTIVITY (Action Steps)	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION (Evidence)
Increase exposure to STEM 1. activities in preparation for 6th grade SC PASS Science.	ongoing throughout school year	Science Teachers	\$0	n/a	PowerSchool schedules continuing

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Create and implement quarterly 2. benchmark assessments for core content areas.	Quarterly	Sumter School District Science Teachers	\$0	n/a	Creation of grade level and content specific benchmark tests continuing
Revise master bell schedule to provide 3. equitable core instructional time for 6th grade science with the inclusion of remediation/enrichment periods	2022-2027 SY	BMS Leadership Team	\$0	n/a	Creation of 6 period schedule with built-in enrichment period continuing
Science teachers will utilize the AVID 4. strategies to improve instructional practices to meet the SC PASS Science goal.	2022-2027 SY	Instructional Coach AVID Site Coordinator Science Teachers	\$0	n/a	Student achievement data; AVID usage reports; observations of AVID implementation continuing
Continue to provide personalized learning 5. Science support through software such as Edmentum, Apex, Exact Path, and IXL for students.	2022-2027 SY	Sumter School District Science Teachers			Student achievement data; classroom observations; teacher feedback continuing
6. Implement SQ4R Literacy Strategy by providing PD sessions and incorporating the strategy across content areas.	2023-2027 SY	Instructional Coach Classroom Teachers	\$0	N/A	Training rosters/sign in sheets, Lesson observations, student artifacts, and PD sessions presentations continuing
7. Implementation of Velocity Education	2024-2025	Velocity Education Representatives Classroom Teachers	\$31,800	Priority Funds	Online modules, student feedback, velocity education representative feedback; teacher feedback and student data continuing

Performance Goal Area: ☐ College and Career Readiness* ☒ High Performing Work Force* ☐ Safe and Supportive Schools* ☐ Strong Stakeholder Partnerships ☐ Effective and Efficient Operations (* required)	
PERFORMANCE GOAL: <i>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.</i> SMART goal must include: WHO will do WHAT, as measured by HOW and WHEN	By the end of the 2026-2027 school year, Bates Middle School will improve teacher retention by 2% each year by establishing celebratory incentives, providing professional learning opportunities for growth, and utilizing cultural sensitivity training to enhance working relationships between adults and students.

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INTERIM PERFORMANCE GOAL: The goal is to meet the projected targets below each year.

	AVERAGE BASELINE		2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
DATA SOURCE(s): State Report Card	2021-2022 Teacher Retention 72.2%	Projected Data	74.2%	76.2%	78.2%	80.2%	82.2%
		Actual Data	77.4%	TBD	TBD	TBD	TBD

ACTION PLAN FOR FOCUS AREA #1: Bates Middle School will conduct monthly recognition of employees for their contributions to the school as a whole as well as celebrations for personal achievements.					EVALUATION
ACTIVITY (Action Steps)	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1. Creation of a visual display to showcase Employees of the Month to include personnel from the instructional staff, custodial staff, student services department, food services, building services, clerical staff, and paraprofessional staff.	Monthly	BMS Teacher Morale Committee School Improvement Council BMS Leadership Team	\$0	N/A	Bulletin board display near front Entrance Regular feature on announcements and social media platform continuing
2. Implementation of staff birthday recognition via school calendar, morning announcements, and gifting of small tokens of appreciation in conjunction with the school's Teacher Morale Committee.	Monthly	BMS Teacher Morale Committee BMS Leadership Team	\$0	N/A	School calendar, celebratory gifts, and morning announcements continuing
ACTION PLAN FOR FOCUS AREA #2: Bates Middle School will provide professional learning opportunities to enhance teacher effectiveness.					EVALUATION
ACTIVITY (Action Steps)	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1. Provide opportunities for teachers to conduct peer observations both on campus and in other schools within the district.	Ongoing throughout each school year	BMS Leadership Team Instructional Coach	\$0	n/a	Observation Schedule; observation notes; follow-up conferences continuing

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		Classroom Teachers			
2. Ongoing professional development training sessions and coaching cycles during the school day	Weekly	BMS Leadership Team Instructional Coach Classroom Teachers	\$0	N/A	Coaching cycle meeting logs; follow-up conferences; co-teaching lesson plans; student data continuing
3. District Professional Learning Opportunities	Ongoing throughout each school year	Sumter School District	\$0	N/A	UT Professional Learning Transcripts continuing

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Performance Goal Area: ☐ College and Career Readiness* ☐ High Performing WorkForce* ☒ Safe and Supportive Schools* ☐ Strong Stakeholder Partnerships ☐ Effective and Efficient Operations (* required)	
PERFORMANCE GOAL: <i>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.</i> SMART goal must include: WHO will do WHAT, as measured by HOW and WHEN.	By the end of the 2026-2027 school year, Bates Middle School will reduce the number of discipline referrals by 2% each year (not inclusive of bus referrals).

INTERIM PERFORMANCE GOAL: Meet annual targets below.

	AVERAGE BASELINE		2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
DATA SOURCE(s): -ABE Student Management System -PowerSchool Report Card Data	2021-2022 ABE Data	Projected Data	824 Referrals	807 Referrals 1,449	790 Referrals 1,419	773 Referrals 1,389	756 Referrals 1,359
	841 Referrals	Actual Data	1,479 Referrals	TBD	TBD	TBD	TBD

The projected data was modified due to the huge gap from 841 total office referrals during the 2021-2022 school year to 1, 479 total office referrals during the 2022-2023 school year. There were multiple changes in administration, beginning with the 2021-2022 school year and once again in the 2023-2024 school year.

ACTION PLAN FOR FOCUS AREA #1:	EVALUATION
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Bates Middle School will be proactive with handling discipline infractions by providing support for classroom teachers, providing timely interventions for students, monitoring student behavior, and providing incentives for positive student behavior.

ACTIVITY (Action Steps)	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1. The Leadership Team will meet with faculty/staff and students to reiterate school-wide expectations and consequences throughout the school year.	Ongoing throughout each school year	Principal Assistant Principals Instructional Coach	\$0	n/a	Code of Conduct contracts Employee handbook signatures continuing
2. Provide communication to parents related to laws, guidelines, policies and procedures for attendance, behaviors, crisis management, and socio-emotional learning.	Ongoing throughout each school year	BMS Instructional Staff and Administrators	\$0	n/a	BMS Student handbook School Website Social Media Parent Meetings continuing
3. Principal and Assistant Principals will analyze campus to determine appropriate duty posts and assign staff to monitor those areas each day.	Ongoing throughout each school year	BMS Administrative Team	\$0	n/a	BMS Duty Roster continuing
4. Teachers remain present at their classroom doors as students enter/exit during transitions.	Ongoing throughout each school year	Classroom Teachers	\$0	n/a	Administrative walk-throughs in the hall continuing

5. Administrators to be present on each hall at transition and/or have offices conveniently located on their assigned hall.	Ongoing throughout each school year	BMS Admin Team	\$0	n/a	Designated duty post Delegated office space continuing
6. Provide consistent programs across school levels that focus on SEL and Mental Health	Ongoing throughout each school year	School Counselors School Social Worker Mental Health Counselor	\$0	n/a	Student SEL Survey Guidance Office Log Mental Health Counselor Log Meetings with students continuing
7. Implement attendance intervention plans at the school and district level	Ongoing throughout each school year	Admin and Attendance Clerk	\$0	n/a	PowerSchool Attendance Reports Attendance Intervention Plans (AIPs) continuing
8. Implement an emergency management drill schedule that consists of mandated monthly drills and additional drills that are identified based on the needs of the school.	Ongoing throughout each school year	Admin Team	\$0	n/a	Calendar of scheduled drills continuing
9. Implement a tiered intervention system to address students needs and improve the school climate.	Ongoing throughout each school year	BMS Leadership Team School Counselors	\$0	n/a	Building level MTSS Plan continuing
10. Provide on-going professional development on implementing and supporting tiered interventions based on the needs of the school	ongoing throughout school year	BMS Leadership Team	\$0	n/a	PD attendance logs and agendas continuing
11. Monthly review of the safe schools checklist, school emergency plans, and district crisis management guide with the school and district level committees that include local agencies to assess	ongoing throughout school year	Admin Team	\$0	n/a	Monthly data report continuing

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compliance, implementation and update as needed.					
12. Implement a MTSS team with a defined meeting schedule to consistently review student and school data implementation and progress of the interventions and strategies to address the needs of students and the school.	ongoing throughout school year	Admin Team Guidance Dept.	\$0	n/a	Meeting attendance logs and agendas continuing

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Performance Goal Area:

☐ College and Career Readiness* ☐ High Performing Work Force* ☐ 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 the end of the 2026-2027 school year, the percentages of teachers, students, and parents that are satisfied with the learning environment at Bates Middle School will have increased by two percentage points per year.

INTERIM PERFORMANCE GOAL: Meet annual targets below.

	AVERAGE BASELINE		2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
DATA SOURCE(s): SC School Report Card Teacher, Student, and Parent Opinion Surveys	2021-2022 % Satisfied with Learning Environment Teachers -74.1% Students -82.3% Parents – 72.9%	Projected Data	Teachers – 76.1% Students – 84.3% Parents – 74.9%	Teachers – 78.1% Students – 86.3% Parents -76.9%	Teachers – 80.1% Students – 88.3% Parents -78.9%	Teachers – 82.1% Students – 90.3% Parents -80.9%	Teachers – 84.1% Students – 92.3% Parents -82.9%
		Actual Data	Teachers – 56.8% Students – 70.8% Parents – 69.2%	TBD	TBD	TBD	TBD

ACTION PLAN FOR FOCUS AREA #1:**EVALUATION**

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Create relationships with business, military, faith-based, public safety, civic, and other community partners to improve community relations.

ACTIVITY (Action Steps)	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1. Conduct partnership assessment with Bates Middle School to identify current and potential community partners by creating a Google Form to survey stakeholders	Beginning of each school year	BMS Leadership Team	\$0	n/a	Staff Survey to assess needs Community online survey continuing
2. Use our Career Specialist to recruit/match community partners with Bates Middle School	ongoing throughout school year	Career Specialist	\$0	n/a	Career Specialist monthly report and needs assessment Career Fair continuing
3. District Office Military Liaison (Shaw AFB)	ongoing throughout school year	Admin Team	\$0	n/a	Established military personnel contact continuing
4. Identity community outreach initiatives through quarterly community outreach	ongoing throughout school year	BMS Leadership Team School Counselors	\$0	n/a	Community interest surveys Parent University Workshop continuing
5. Conduct quarterly forums with military parents and dependents	ongoing throughout school year	BMS Leadership Team School Counselors	\$0	n/a	Parent University Workshop continuing
6. Ensure Bates Middle School has a strong social media presence to showcase school achievements	ongoing throughout school year	BMS Media Specialist Admin Team Instructional Coach Career Specialist	\$0	n/a	Events and announcements posted on BMS Facebook page continuing

7. Ensure a smooth transition for military families through orientations and student ambassadors	ongoing throughout school year	Admin Team Guidance Dept.	\$0	n/a	Campus Tours Parent University Workshop continuing
8. Submit SSD Shining Star Spotlights to the district office	ongoing throughout school year	Admin Team Media Specialist	\$0	n/a	Correspondence via email continuing
ACTION PLAN FOR FOCUS AREA #2: Increase the number of student work-based learning experiences by 5% each year.					EVALUATION
ACTIVITY (Action Steps)	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1. Work with industries and businesses to identify structured field studies and job shadowing opportunities	ongoing throughout school year	Career Specialist	\$5,000	Career Specialist Budget	Compiled spreadsheet of partnership opportunities continuing
2. Utilize the Career Specialist or designated person to partner with the Chamber of Commerce Education Committee to provide Career Forums and classroom speakers for middle and high school students.	ongoing throughout school year	Career Specialist	\$1,000	Career Specialist Budget	Calendar of guest speakers each month continuing
3. Utilize the Career Specialist or designated person to partner with Sumter Economic Development and South Carolina Department of Commerce to expose students to careers through initiatives such as Manufacturing Technology Expo, Graduate to Greatness, eSTEAM Festival, Emerging Leaders, etc.	ongoing throughout school year	Career Specialist	\$3,000	Career Specialist Budget	Student attendance logs continuing

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4. Participate in an Explorer program for businesses and industries to highlight all of the career fields within an organization to students	ongoing throughout school year	Career Specialist	\$2,000	Career Specialist Budget	Program completion data continuing
5. Identify career exploration opportunities geared specifically to the middle school level	ongoing throughout school year	Career Specialist	\$0	n/a	Monthly calendar of career events continuing

ACTION PLAN FOR FOCUS AREA #3: Improve methods of communication to build trust and collaboration among all stakeholders.					EVALUATION
ACTIVITY (Action Steps)	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1. Conduct SWOT analysis to develop a Bates Middle School Communication Plan	annually	BMS Leadership Team	\$0	n/a	Completion of SWOT analysis continuing
2. Ensure school staff responds to emails and telephone calls within two school working days	ongoing throughout school year	Admin Team	\$0	n/a	CC admin on emails Parent Contact log continuing
3. Increase and improve social media presence for Bates Middle School social media platforms (website, Facebook etc.) to support communication with all stakeholders regarding the programs, services, and news of Sumter School District	ongoing throughout school year	Admin Team Media Specialist	\$0	n/a	BMS Facebook page postings continuing
4. Utilize SSD Blackboard robo call system to share	ongoing throughout school year	Admin Team	\$0	n/a	Scripted Blackboard format for announcements and notifications continuing

information regarding Bates Middle School					Data reports continuing
5. Leverage high visibility events as a method to share information	ongoing throughout school year	Admin Team	\$0	n/a	Informational displays at athletic events continuing Brochure distribution in car pick up line continuing

Performance Goal Area: ☐ College and Career Readiness* ☐ High Performing WorkForce* ☐ Safe and Supportive Schools* ☐ Strong Stakeholder Partnerships ☒ Effective and Efficient Operations (* required)	
PERFORMANCE GOAL: <i>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.</i> SMART goal must include: WHO will do WHAT, as measured by HOW and WHEN.	Bates Middle School will increase/maintain building level facility management and operations by ensuring protocols are met, technology resources are available to staff/students, and funds are allocated appropriately for instructional purposes/programs to 10% by the end of the 2026-2027 school year.

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INTERIM PERFORMANCE GOAL: Meet annual targets below.

	AVERAGE BASELINE		2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
DATA SOURCE(s): 1.School Report Card: Classroom Environment 2.School Report Card: Classroom Environment 3.School Report Card Survey: Financial Data	1.% of Classrooms with wireless access 100% 2.% of students served by 1:1 learning 100% 3.% of expenditures on instruction 62.9%	1.Projected Data	100%	100%	100%	100%	100%
		1.Actual Data		TBD	TBD	TBD	TBD
			100%				
		2.Projected Data	100%	100%	100%	100%	100%
		2.Actual Data	100%	TBD	TBD	TBD	TBD
		3.Projected Data	64.9%	66.9%	68.9%	70.9%	72.9%
		3.Actual Data	60.6%	TBD	TBD	TBD	TBD

Dates Middle School will continue to foster an technology-rich instructional environment to improve academic achievement by increasing technology usage by 5% each year as well as make internet access equitable to families in need.					EVALUATION
ACTIVITY (Action Steps)	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1. Conduct school-wide inventory checks of student issued devices at the beginning, middle, and end of each school year and create a system to ensure that students will receive their previously issued Chromebook from year to year.	ongoing throughout school year	Media Specialist	\$0	n/a	Chromebook inventory spreadsheet continuing
2. Conduct an equipment check of outdated teacher and student desktops, promethean boards, and other technology devices to identify repair and replacement needs.	ongoing throughout school year	Media Specialist	\$0	n/a	Teacher equipment Inventory spreadsheet EOY Checkout form continuing

continuing

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ACTION PLAN FOR FOCUS AREA #2: Ensure that the BMS campus receives the necessary structural, security, and operational upgrades needed to operate safely and efficiently.					EVALUATION
ACTIVITY (Action Steps)	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
Identify structural damages that 1. need to be repaired/replaced within and around campus buildings.	ongoing throughout school year	Admin Team BMS Building Services	 \$0	 n/a	Campus repair log Work orders EOY Teacher Check out list continuing
2.Create a facilities report to supply to district officials to indicate problem areas within building structures and grounds maintenance.	ongoing throughout school year	Admin Team BMS Building Services	 \$0	 n/a	 Monthly facilities report and updates continuing
3. Upgrade walkway area behind 6th grade hall to include a covering for students in wheelchairs as they utilize the ramp that is currently exposed to weather elements.	2024-2025 SY	Admin Team SSD Building Services	 ???	Sumter School District	 Completion of project continuing
4. Improve campus access and security by enclosing exposed entries onto and within Bates Middle School's campus.	2024-2027	Admin Team SSD Building Services	 ???	Sumter School District	 Completion of project continuing

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Schools will complete and upload the appropriate Exemplary Literacy Classroom Reflection Tool on the SCDE Read to Succeed Web page at <https://ed.sc.gov/instruction/early-learning-and-literacy/read-to-succeed1/reading-plan-s-state-district-and-school/>.

Refer to the *Directions for Completing District and School Reading Plans* for additional information on the SCDE Read to Succeed Web page at <https://ed.sc.gov/instruction/early-learning-and-literacy/read-to-succeed1/reading-plan-s-state-district-and-school/>.

For further Read to Succeed questions, please contact the Office of Early Learning and Literacy at 803-734-2577.

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