

# Hollis Academy

*Caring for children today...Creating leaders for tomorrow*



## School Portfolio

Hollis Academy  
Mrs. Sofia Tsambounieris, Principal

Greenville County Schools  
Dr. W. Burke Roster, Superintendent

**Scope of Action Plan: 2018-19 through 2022-23**

SCHOOL RENEWAL PLAN COVER PAGE

**SCHOOL NAME: Hollis Academy**

**SCHOOL RENEWAL PLAN FOR YEARS 2018-19 through 2022-2023 (five years)**

**SCHOOL RENEWAL ANNUAL UPDATE FOR 2021-2022 (one year)**


**Required Signature Page**

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

**Assurances for the School Renewal Plans**

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


**SUPERINTENDENT**

Dr. W. Burke Royster		April 13, 2021
PRINTED NAME	SIGNATURE	DATE

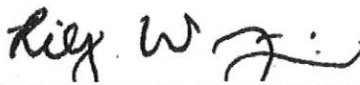
**PRINCIPAL**

Mrs. Sofia Tsambounieris		April 13, 2021
PRINTED NAME	SIGNATURE	DATE

**CHAIRPERSON, BOARD OF TRUSTEES**

Mrs. Lynda Leventis-Wells		April 13, 2021
PRINTED NAME	SIGNATURE	DATE

**CHAIRPERSON, SCHOOL IMPROVEMENT COUNCIL**

Ms. Riley Winningham		April 13, 2021
PRINTED NAME	SIGNATURE	DATE

**SCHOOL READ TO SUCCEED LITERACY LEADERSHIP TEAM LEAD**

Mrs. Michelle Balthazrr		April 13, 2021
PRINTED NAME	SIGNATURE	DATE

SCHOOL'S ADDRESS: 200 Goodrich Street, Greenville, SC 29611

SCHOOL'S TELEPHONE: (864) 355-4800

PRINCIPAL'S E-MAIL ADDRESS: [stsambounieris@greenville.k12.sc.us](mailto:stsambounieris@greenville.k12.sc.us)

## STAKEHOLDER INVOLVEMENT FOR SCHOOL RENEWEL

### **POSITION**

### **NAME**

- |   |                      |
|---|----------------------|
| 1. Principal  | Sofia Tsambounieris. |
| 2. Teacher  | Kelli Jo Lowe        |
| 3. Parent/Guardian  | Matt Miller          |
| 4. Community Member                                       | Beth Simmons         |
| 5. Paraprofessional                                       | Maria Soriano        |
| 6. School Improvement Council Member                      | Riley Winningham     |
| 7. Read to Succeed Reading Coach                          | Michelle Balthazrr   |
| 8. School Read to Succeed Literacy Leadership Team Lead   | Michelle Balthazrr   |
| 9. School Read to Succeed Literacy Leadership Team Member | Allison Fritz        |

Read to Succeed Literacy Leadership Team	
Position	Name
Principal	Sofia Tsambounieris
Assistant Principal	Damon Officer
Instructional Coach	Allison Fritz
Instructional Coach	Hope Chapman
Title 1 Academic Specialist	Brandi Massey
Literacy Coach	Michelle Balthazrr

<b>Early Childhood Development and Academic Assistance Act (Act 135) Assurances</b> (S.C. Code Ann §59-139-10 <i>et seq.</i> (Supp. 2004))	
<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> N/A	<b>Academic Assistance, PreK–3</b> 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).
<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> N/A	<b>Academic Assistance, Grades 4–12</b> 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).
<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> N/A	<b>Parent Involvement</b> The school encourages and assists parents in becoming more involved in their children’s education. Some examples of parental 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.
<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> N/A	<b>Staff Development</b> 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.
<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> N/A	<b>Technology</b> The school integrates technology into professional development, curriculum development, and classroom instruction to improve teaching and learning.
<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> N/A	<b>Innovation</b> The school uses innovation funds for innovative activities to improve student learning and accelerate the performance of all students.
<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> N/A	<b>Collaboration</b> 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).
<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> N/A	<b>Developmental Screening</b> 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.

<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> N/A	<p><b>Half-Day Child Development</b></p> <p>The school provides half-day child development programs for <b>four-year-olds</b> (some districts fund full-day programs). The programs usually function at primary and elementary schools. However, they may be housed at locations with other grade levels or completely separate from schools.</p>
<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> N/A	<p><b>Developmentally Appropriate Curriculum for PreK–3</b></p> <p>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.</p>
<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> N/A	<p><b>Parenting and Family Literacy</b></p> <p>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 how to be 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 is generally most appropriate for parents of children at the primary and elementary school levels and below as well as for secondary school students who are parents. Family Literacy program goals are to strengthen parental involvement in the learning process of preschool children ages birth through five years; to promote school readiness of preschool children; to offer parents special opportunities to improve their literacy skills and education; to provide parents a chance to recover from dropping out of school; and to identify potential developmental delays in preschool children by offering developmental screening.</p>
<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> N/A	<p><b>Recruitment</b></p> <p>The district makes special and intensive efforts to <b>recruit</b> and <b>give priority</b> 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 not limited to, the following personal or family situation(s): parent without a high school graduation or equivalency, 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.</p>
<input checked="" type="radio"/> Yes <input type="radio"/> No <input type="radio"/> N/A	<p><b>Coordination of Act 135 Initiatives with Other Federal, State, and District Programs</b></p> <p>The district 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.</p>

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# Introduction

Hollis Academy's School Portfolio was developed to document the progress our school has made while working continuously to improve all areas of achievement, instruction, learning environment, and parent/community involvement. In addition it provides us an opportunity to evaluate the school's strengths and weaknesses in order to develop goals and strategies for growth. All stakeholders have a voice in the strategic planning process through SIC, PTA, Title 1 Planning Meetings, Parent, teacher, and student surveys, and faculty senate. Grade level teams and support teachers meet on a weekly basis to discuss the needs of students and develop strategies to reach their academic success. The School Improvement Council (SIC), in conjunction with the Title I planning committee, develops and reviews the Title I plan yearly. The committees consist of teachers, administration, support staff, parents, and community partners. The collaborative conversations in all of these meetings provide all stakeholders with input in our strategic plan which is updated yearly.

## Executive Summary

### Student Achievement Summary

#### SC Ready

##### ELA

- In ELA, 39% of all students scored Meets or Exceeds expectations which was a 4% increase over the year before.
- The percentage of students scoring Exceeds increased by 2%.
- The percentage of students scoring Meets or Exceeds increased in all subgroups.
- The Hispanic subgroup made the largest gain by increasing the percentage of students scoring Meets or Exceeds from 35% to 41%.
- 50% of 4<sup>th</sup> graders scored Meets or Exceeds.

## **Math**

- In Math, 51% of all students scored Meets or Exceeds expectations which was a 5% increase over the year before.
- The percentage of students scoring Exceeds increased by 6%.
- All subgroups maintained or increased the percentage of students scoring Meets or Exceeds.
- The African American subgroup made the largest gain by increasing the percentage of students scoring Meets or Exceeds from 36% to 43%.
- 58% of 3<sup>rd</sup> graders and 57% of 4<sup>th</sup> graders scored Meets or Exceeds.

## **SCPASS Science**

- In Science, 56% of students scored Meets or Exceeds expectations. This was an 8% increase over the year before.
- The percentage of students scoring Exceeds increased by 10%.
- 64% of Hispanic and 63% of LEP students scored Meets or Exceeds.

## **Teacher and Administrator Quality Summary**

- 100% of our staff is certified and highly qualified in the appropriate certification area.
- The percent of teachers with advanced degrees is 50%.
- The percent of teachers on continuing contract is 71.4%.
- The percent of inexperienced teachers teaching core classes is down from 63.6% to 30.6%.
- Recruiting and retaining qualified, diverse teachers is a focus.
- Professional development is planned using data and input from teachers.

## **School Climate Summary**

- 100% of teachers, 94% of students, and 91% of parents reported feeling safe during the school day on the School Report Card Survey.
- 90% of students described their teacher as caring on the Cognia Survey.
- The student attendance rate remains at 95%.



## **Significant Challenges:**

- High Poverty Index: 94%
- Closing the achievement gap between students with disabilities and students without disabilities in ELA and Math
- Low percentage of Kindergarten students entering school with literacy and math readiness skills according to KRA
- Large class sizes at Kindergarten
- Increase in percentage of students who do not speak English as their primary language
- Parent engagement and involvement
- Student tardiness
- Transient student population
- Students learning virtually
- Students in need of RTI
- Meeting the diverse needs of our students with social and emotional concerns with only 1 school counselor

## **Awards, Results, and Accomplishments**

- |  |  |
|--|--|
| • “Good” Overall rating on 2018-19 SC Report Card          | • Mentor Program                       |
| • “Good” Overall rating on 2017-18 SC Report Card          | • Fresh Fruit and Vegetable Program    |
| • SC Palmetto Silver Award for General Performance         | • Donors Choose Grant Recipients       |
| • SC Palmetto Silver Award for Closing the Achievement Gap | • State PTA Reflection Contest Winners |
|  | • PEP Literacy Grant Recipient         |
|  | • 5 National Board Certified Teachers  |

# School Profile

## School Community

Hollis Academy is a Title I school located in the Judson Mill Community in Greenville, South Carolina. It is one of fifty one elementary schools in Greenville County Schools. We serve students in K4 through fifth grade. The school day begins at 8:00 am and students are dismissed at 2:30 pm.

The history of Hollis Academy began with the establishment of the Parker School District by Mr. Laurence Peter Hollis. Mr. Hollis was instrumental as the superintendent of the school district, where he served from 1923-1951. After the Parker School District consolidated with the School District of Greenville County, Mr. Hollis continued to support public education and community involvement. Hollis Academy is named for Mr. L.P. Hollis and is proud to continue his tradition of excellence in education.

L.P. Hollis opened its doors in 1955. For the first thirty years, the school served both elementary and junior high school students. It was a community school as there were no buses, and almost all of the students who attended lived in the local communities. In 1986, Hollis began to serve only elementary school students. Ten years later, Hollis Elementary became a magnet school, offering students a rigorous scholastic curriculum on a modified year-round school calendar, and the name was changed to Hollis Academy. The new Hollis Academy building opened in 2002 and is capable of accommodating 1,000 students with 35 regular classrooms for kindergarten through fifth grade. In August of 2008, Hollis Academy returned to the traditional school calendar and began to offer single gender classes.

Our school motto is ***“Caring for children today...Creating leaders for tomorrow.”*** An exemplary faculty and staff provides a safe, nurturing learning environment, supported by parents and the larger community. The mission of Hollis Academy is to support students socially, emotionally, and academically by establishing an engaging environment where students are inspired to create, collaborate, and commit themselves to a lifetime of learning.

## **School Leaders**

### **Principal**

Mrs. Tsambounieris is the new principal at Hollis Academy, and we are very excited to welcome her to the Hollis family. Prior to coming to Hollis, she was a principal at Paul Dunbar School and Oliver H. Perry School in Cleveland, Ohio for 10 years. She was also an assistant principal 4 years prior to becoming a principal. She has taught 2nd and 4th grades, and has also taught middle school math. This is her 22nd year as an educator. Mrs. Tsambounieris graduated from Cleveland State University with a Bachelor's of Science in K-8 Education. She also attended Cambridge College in Boston, Massachusetts where she received her Master's in School Administration and her Ed.S. in School Leadership. As principal at Hollis Academy, Mrs. Tsambounieris's role is to be the instructional leader of the school and also manage the day to day operations. She looks forward to working with teachers to guide curriculum planning, support instruction and student engagement, and to provide leadership and support as she works with the community and parents. Most importantly, Mrs. Tsambounieris is eager to get to know the students at Hollis Academy and help them reach their fullest potential!

### **Assistant Principal**

Mr. Officer has 24 total years of experience in Education. His prior experience includes 3 years as an Elementary Principal and 9 years as an Assistant Principal. He has served in Greenville County at Taylors Elementary School and Tanglewood Middle School as an administrator. Mr. Officer has also served as a 4th grade teacher for 12 years in Greenville County. He taught at various schools in Greenville County including Cone, Greenview, Bells Crossing, Baker's Chapel and Grove Elementary Schools. Mr. Officer graduated from SC State University with a Masters of Art in Elementary Education and also attended Clemson University where he received his Certification in School Leadership and Supervision. Mr. Officer's role as Assistant Principal at Hollis Academy is to support the Principal with the school's instructional program and to maintain day to day operations of the school. Mr.

Officer will also work directly with teachers to improve instruction, provide leadership and support, and work with parents and community organizations in order to create a welcoming and positive school environment for all stakeholders.

## **Our Facility**

Features of the building include a science lab, computer lab, classrooms for art and music instruction, a multi-purpose room designed for a variety of physical education activities, a reading resource room with leveled readers, and a state-of-the-art media center which includes a media production room. The cafeteria has a stage and seats 370 people for meals and 510 people for assemblies. A smaller dining room seats 25 people and can be used for special luncheons.

The main entrance creates a hub with a security door yielding restricted access to the main office suite and multi-purpose room. This system provides all-day protection and a sense of security for all teachers and staff, students, and visiting parents. The office suite accommodates the principal, a secretary, an attendance clerk, a mailroom, nurse facilities, book storage, and supply space, as well as an area for teachers to work. The facility also has separate bus and car drop-off areas, and designated group parking that includes privileged parking for our Teacher of the Year, Staff Member of the Month. Our grounds have an outdoor walking track and multiple playground areas.

All of our classrooms are self-contained. Eight kindergarten classrooms surround the covered kindergarten play area in a wing by itself. First and second grade classrooms are located on the first floor and all third, fourth and fifth grade classrooms are located on the second floor and are accessible by an elevator. All classrooms are equipped with Promethean Boards, wireless internet and laptops, Chromebooks, and document cameras.

## **Parent Involvement**

One of the most important factors in school improvement is strengthening parent involvement in the education of our students. Parental involvement is encouraged through PTA membership/PTA meetings, quarterly parent meetings, Parenting Partners Workshops, Hands on Hollis, surveys, Title 1 Planning committee, and the School Improvement Council (SIC). The Title I Facilitator and parent involvement coordinator plan workshops for parents to assist their children and promote success. Parents are notified of and invited to participate in school events through the school marquee located at the front of the building, a monthly newsletter, the school website, the school Facebook page, phone messages, teacher websites and teacher class newsletters. Parent Involvement meetings are planned based on the fall survey results. Parent meetings often include topics such as Internet Safety, learning English, supporting your student at home within different academic domains, homework help, parenting classes, and resources within our community. Parents are also invited and encouraged to attend Meet the Teacher Night, Chorus Performances, Award's Day each quarter, Curriculum Nights, and our Spring Carnival. Hands on Hollis is a program developed to match parent volunteers with teachers and staff within the building that need a parent volunteer. As a result of these parental involvement opportunities, Hollis remains a Red Carpet School, which welcomes parents into our school. The Red Carpet School Award is presented by the State Department of Education to recognize schools with outstanding family-friendly environments. Our red carpet is proudly displayed on the brick wall in the lobby.

## **School Improvement Council**

The School Improvement Council is composed of administration, parents, teachers, and community representatives. The team's purpose is to work closely with the leadership at Hollis to promote student success.

## **Title I**

The purpose of Title I is to enable schools to provide opportunities for children served to acquire the knowledge and skills contained in the challenging state content standards and to meet the challenging state performance standards developed for all children. This purpose is accomplished by such efforts as providing an enriched and accelerated educational program, promoting school wide reform through school wide programs or through additional services that increase the amount and quality of instructional time, significantly upgrading the quality of instruction by providing staff in participating schools with substantial opportunities for professional development, and affording parents meaningful opportunities to participate in the education of their children at home and at school.

## **Partnerships**

Partnerships continue to play an essential role in our school as they support students socially, emotionally, and academically in order to raise academic achievement and meet school goals.

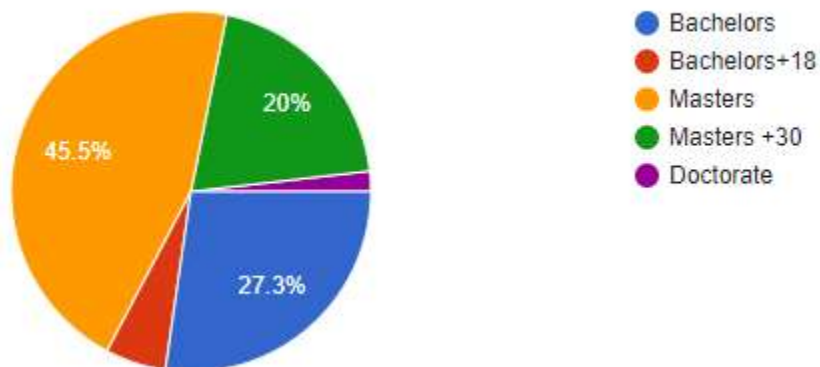
- First Presbyterian Church provides room parents and volunteers for each classroom. They also provide backpacks of food for students in need each week.
- Greenville Multicultural provides summer camp for students where they work on academics and social/emotional skills.
- Frazee Center provides a school based coordinator responsible for recruiting, training, and organizing mentors who meet with assigned students weekly. Mentors assist students with building positive relationships with adults and help student grow socially.
- Kroc Center and YMCA Judson provide afterschool care for students while assisting with academics.
- Greenville Mental Health provides a full time counselor to assist with students' emotional needs.

- Kiwanis Club Terrific Kids encourages positive characteristics of students and provides rewards quarterly.
- Public Education Partners supports literacy by providing free books for students to read over the summer.

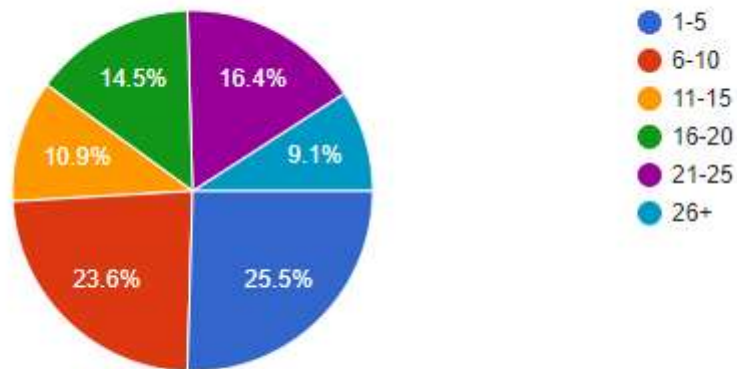
## School Personnel Data

Hollis Academy is committed to having a high quality instructional team at all levels that is certified and highly qualified as defined by NCLB. Our faculty holds various degrees and years of experience. During the 2020-2021 school year, 67% of our teachers had advanced degrees and 5 teachers were Nationally Board Certified. Almost 50% of our staff has 10 or less years of teaching experience. Nine of our teachers are teaching virtually this year.

### Staff Education Levels



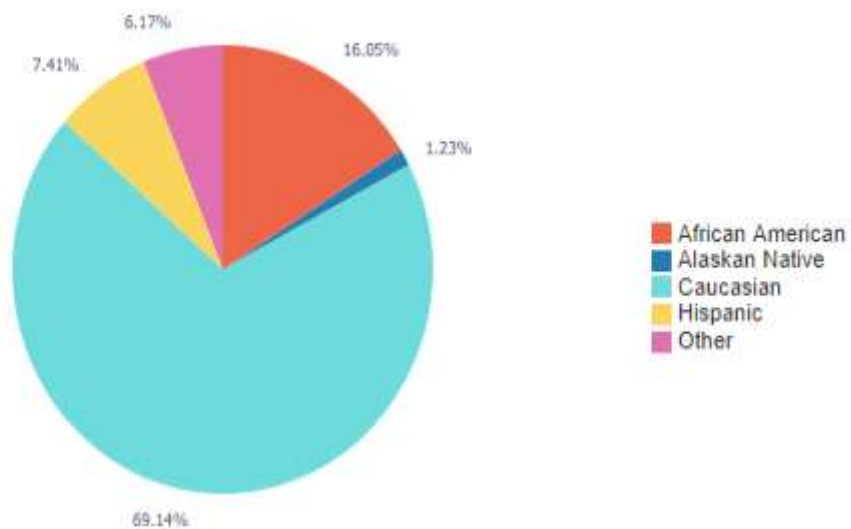
## Staff Years of Experience



## Staff Ethnicity and Gender

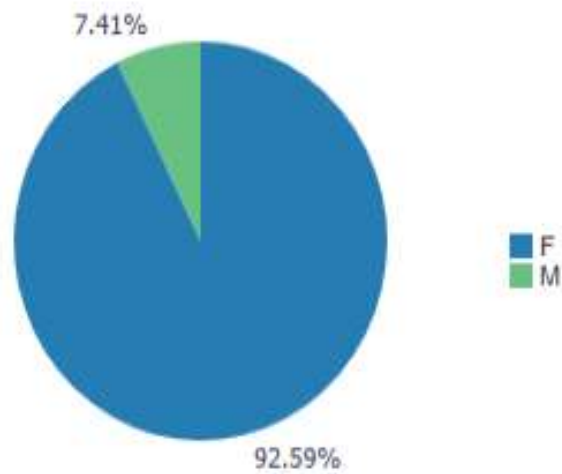
Our staff consists of 16.05% African American, 69.1% Caucasian, 7.4% Hispanic, 1.23% Alaskan Native, and 6.1% from other races.

Staff by Ethnicity





## Staff by Gender



## Student Population

During the 2020-21 school year, we had 466 In-Person students and 149 Virtual students for a total 615 enrolled at Hollis.

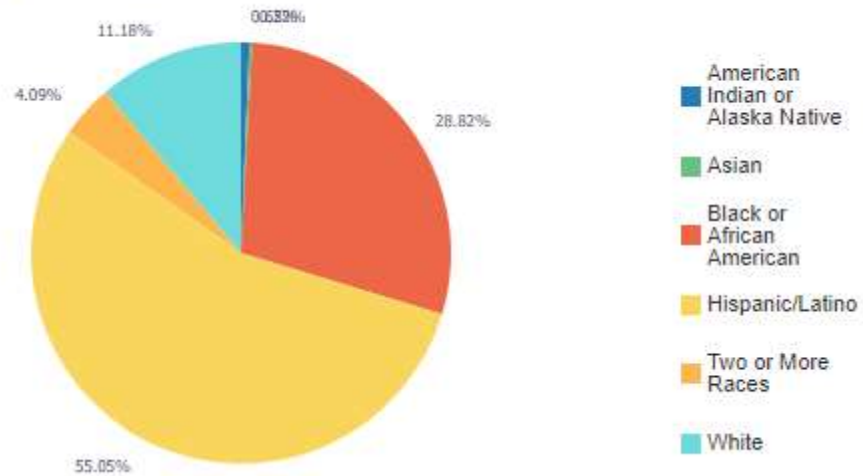
### Student Totals by Grade

Year	Grade	In-Person Students	Virtual Students	All Students
2020 - 2021	K4	20	0	20
	K5	57	16	73
	01	72	19	91
	02	85	26	111
	03	72	27	99
	04	81	37	118
	05	79	24	103
2020 - 2021 Total		466	149	615

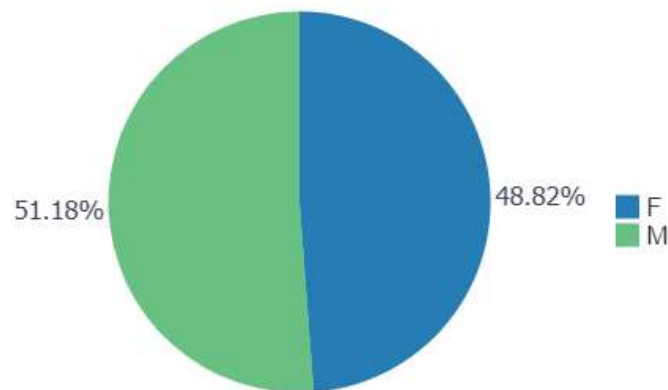
## Student Ethnicity and Gender

Current enrollment figures show the following ethnic distribution of students: 28% African American, 11% Caucasian, 55% Hispanic, 0.06% American Indian or Alaska Native, and 4.09% from two or more races.

Students by Ethnicity



Students by Gender



## ELL Students

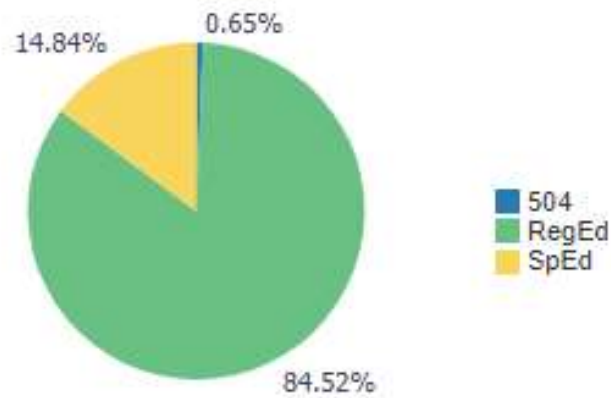
In Person ELL Enrollment: 224

Virtual ELL Enrollment: 45

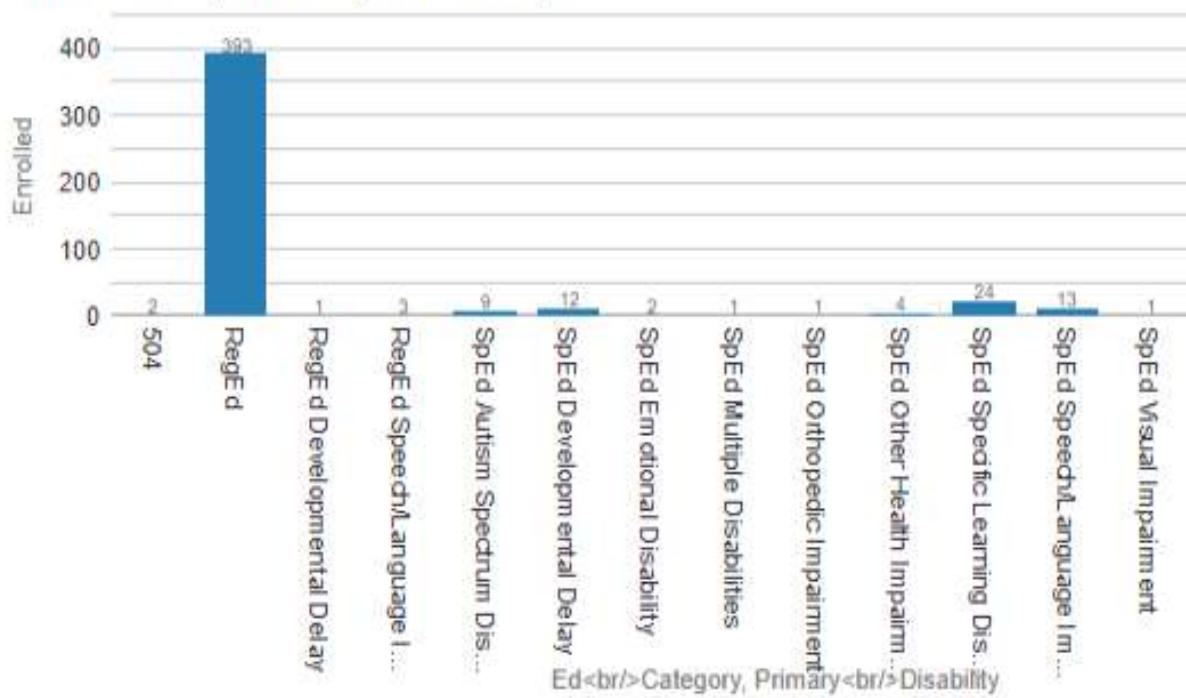
Total ELL Enrollment: 269

Grade:	Number of students:	W-APT or ACCESS LEVEL							1st year monitor/Exited	2nd year monitor	3rd year monitor	4th Year monitor
		1.0-1.9	2.0-2.9	3.0-3.9	4.0-4.9	5.0-5.9	6		P1	P2	P3	P4
K4:	13											
K5:	24 / 7	11 / 3							8 / 4			
1st:	41 / 8	19 / 3	6 / 1	4 / 1	2					9 / 2		
2nd:	36 / 7	7	8 / 0	18 / 5	1	2					4 / 1	
3rd:	34 / 8	4	7 / 1	20	5 / 3	1					1	1 / 2
4th:	46 / 9	6 / 1	6	21 / 4	8 / 3	0	0		1	1	2	1
5th:	43 / 6	1	4	0 / 1	16 / 4	5 / 2	2		10 / 2			
Total K-5 to 1st:	65 / 15	30 / 6										
2nd and 3rd:	70 / 15	11	14 / 2	38 / 6	6 / 3	3					4 / 2	1 / 2
4th and 5th:	89 / 15	7 / 1	10	21 / 5	24 / 5	5 / 2	2		10 / 2	1	2	1
Grand total:	224 / 45 = 269											

## Students by Education Status



## Students by Primary Disability



## **Academic Programs**

Hollis Academy is helping all students develop world class skills and life and career characteristics of the Profile of the Graduate by providing an engaging learning environment where students feel welcomed and are eager to learn. As such, our school goals focus on academic achievement, professional development, technology integration, social and emotional learning, school climate, and community relations. Specific strategies are developed to support the attainment of each goal. Many hours are provided to enhance teaching skills through professional development that focuses on research-based best practices to improve teaching skills, knowledge, and instructional delivery.

Our students have access to a well-balanced, strategically planned curriculum based on best practices, instruction guided by ongoing assessments, and a faculty and staff knowledgeable in current instructional methodologies. We focus on a researched-based core curriculum aligned with State Standards and District Curriculum Maps.

### **ELA**

Balanced Literacy is a framework designed to help all students learn to read and write effectively. The program stands firmly on the premise that all students can learn to read and write through pervasive and consistent implementation of best practices across grade levels and content areas and incorporates the research based theories of Vygotsky, Fountas and Pinnell, Gallagher, Calkins, Clay and others. The model fosters gradual release of responsibility to the student as they receive instruction needed to meet grade level expectations in reading and writing, while allowing students to work at a level that is appropriate for individual growth and achievement. Balanced Literacy classrooms focus on different types of reading experiences: read-aloud, shared reading, guided reading, reading conferences, and independent reading. The types of writing experiences include shared writing, interactive writing, guided writing, writing conferences and independent writing. Additionally, students are engaged in language and word study. Listening and speaking are also emphasized in this integrated language approach. At Hollis, we use Lucy Calkins' Reading and Writing Units of Study to support GCS Framework for

Literacy Instruction. We also use Jan Richardson's The Next Step Forward in Guided Reading and Literacy Footprints for small group instruction.

## **Math**

The mathematics program for Greenville County reflects the SC College- and Career-Ready Standards for Mathematics. It provides a well-balanced and rigorous mathematics curriculum for all students. Students have opportunities to become proficient in basic skills, develop conceptual understanding and become adept problem solvers. The seven standards for mathematical processes are consistent in grades K-5. These process standards are combined with content standards at each grade that endeavor to balance procedure and understanding.

The Big Ideas Math Program is used in all grade levels to support the curriculum. Math in Practice is also used as a grade by grade resource for strategies and support for teaching.

In addition, teachers engage students in Number Talks by Sherry Parrish for 10-15 minutes each day. This is a short, ongoing daily routine that provides students with meaningful ongoing practice with computation. Number Talks is a powerful tool for helping students develop computational fluency because the expectation is that they will use number relationships and the structures of numbers to add, subtract, multiply and divide.

## **Science**

The Macmillan McGraw-Hill series is used in all grades. In addition, District science kits are provided for a more hands-on approach to science with inquiry based lessons in physical science, earth science, and life science.

In Kindergarten through 2nd Grade, the standards and performance indicators for the science and engineering practices and core science content emphasize students making observations and explanations about phenomena they can directly explore and investigate. Student experiences are structured as they begin to learn the features of a scientific investigation and engage in the practices of science and engineering.

In 3<sup>rd</sup> Grade through 5<sup>th</sup> Grade, the standards and performance indicators for the science and engineering practices and core science content emphasize students

becoming more sophisticated in describing, representing or explaining concepts or ideas. Students use their experiences from structured investigations in Kindergarten through 2<sup>nd</sup> Grade to begin planning their own investigations to answer scientific questions.

## **Social Studies**

Teachers utilize the South Carolina standards, state support documents, and district curriculum guides to drive instruction. In 2019, the SC College and Career Ready Standards were adopted. Social Studies in Kindergarten focuses on the community around us. The focus in the first grade is life in SC. In grade two, students learn about life in the US. World Geography is the focus of third-grade Social Studies. The Social Studies standards in grades four focus on the United States and SC Studies Part 1 while 5<sup>th</sup> grade studies the United States and SC Studies Part 2.

## **Technology Integration**

Technology integration is an important aspect of the elementary curriculum at Hollis. Both teachers and students utilize technology on a daily basis. Our school is equipped with a computer lab and 1-1 Chromebooks in every classroom K4 through fifth grade which function through our wireless platform to ensure full technology integration in every classroom. Classrooms contain Promethean interactive white boards and document cameras to maximize our students' level of engagement during instruction.

## **Enrichment**

### **Music**

All kindergarten through fifth grade students attend music class. In class they learn fundamental, sequential skills. Students apply their skills and demonstrate comprehension by engaging in hands-on activities that involve creating music, performing music, listening/responding to music and connecting music to other subjects, life events, and cultures. Emphasis is placed on developing music literacy among elementary students so they can eventually read music at sight.

**Classroom Music teaches:**

- An appreciation of music of varying styles and cultures
- Playing instruments
- Movement
- Music reading skills
- Music terminology and concepts
- Higher level thinking skills

**Art**

Students in Kindergarten through Fifth Grade attend weekly art classes, taught by certified visual art teachers. Art engages students in hands on creation, exposure, and response to visual art and artistic expression. Aligned with SC Visual Art Standards, the elementary visual arts program allows our youngest students to become more aware of the role of the arts in the world around them. Our students develop a foundational understanding of a variety of art forms and techniques, including painting, drawing, printmaking, weaving, 3-dimensional construction, design, ceramics/clay and more. Students are introduced to art history through the study of a variety of artworks and experience different cultures through the study of those cultures' visual art forms. In art, students begin to build and develop a vital relationship to the arts. Through their experiences, they learn to express their own creativity, communicate in their own, unique way, expand visual perception, and develop skills needed for future success.

**Physical Education**

Students learn to develop and maintain a healthy level of fitness, find personal enjoyment in life-long physical activity, and interact positively with others in sports and activities.

The CATCH (Coordinated Approach To Child Health) curriculum is used in Kindergarten through 5th grade. The primary goal of CATCH's Physical Education component is to increase the amount of moderate-to-vigorous activity (MVPA) children engage in during their PE time. CATCH PE encourages at least 50% MVPA



during PE time. CATCH also encourage students to receive 60 minutes of physical activity every day.

In grades K-2, CATCH introduces students to a variety of essential movement concepts and fundamental skill themes. Lessons are fun and help children acquire the fundamental competencies that are the foundation for more complex skill mastery.

CATCH in grades 3-5 expands the range of skill themes and physical fitness activities by challenging students to learn in more complex movement environments. Lesson structure maximizes skill practice and opportunities to learn, so that students increasingly become competent in many movement forms and achieve mastery in others.

## **Student Support**

### **Response to Intervention (RTI)**

RTI is a method of academic intervention to provide early, systematic assistance to children who are having difficulty learning to read. RTI seeks to prevent academic failure through early intervention, frequent progress monitoring, and increasingly intensive research-based instructional interventions. Reading tools and strategies are taught so children can become independent and successful readers on or above grade level. A school-wide screening using Fastbridge is done three times a year to qualify students for the program. We use Leveled Literacy Intervention (LLI) as a resource for intervention instruction.

### **Learning Labs**

We have 2 lab teachers that use Imagine Learning to support students in literacy and math. Imagine Language & Literacy is an adaptive learning program that accelerates reading and language proficiency for students in grades PreK–5. Imagine Math Facts teaches students math facts through a series of engaging activities on multiplication, division, addition, and subtraction. Imagine Math PreK-2 is a supplemental program that teaches concepts through visuals, songs,

and vocabulary. Imagine Math 3+ builds problem-solving skills and conceptual understanding.

### **On Track**

The On Track team is made of members of the administrative team as well as guidance counselors, interventionists, psychologist, teachers, and the school's social worker. The team meets to discuss students who teachers or staff members are concerned about when it comes to attendance, behavior or academics. After discussing current interventions, someone on the team becomes the child's advocate and ensures that progress is being made or the student is referred for additional services or evaluation.

### **Character Education**

Our school counselor offers a comprehensible developmental program to all students focusing on character education and life skills. Our school also has a full time Mental Health Counselor as well as a Social Worker to serve our students and families. Throughout the school year, these core components will be delivered based upon the needs of the students and teachers at Hollis Academy.

Individual Counseling Sessions: Individual counseling is available to all students during designated "counsel" times on the counselor's schedule. Individual counseling sessions may be responsive or preventative. Solution-Focused Brief Therapy will be used to help students set their own goals for counseling.

Group Counseling: Groups will form throughout the year based on the needs of the teachers and students. The counselor will identify students, send out e-mails to identify students, and use needs assessments (both teacher and student) to identify students for groups. Small group counseling will take place once a week.

Classroom Counseling: Classroom counseling will be delivered to each class on a rotating week schedule for grades K-5. Topics have been generated based on student/parent/teacher needs assessments and the Second Step curriculum.

Mindfulness Education: Hollis Academy will teach students mindfulness techniques to help them to be able to help themselves in times of stress, anger, and frustration. Students will be rewarded for using these calm down techniques weekly.

## **ESOL (English Speakers of Other Languages)**

Hollis has three ESOL teachers who help students grow in their language acquisition through small group lessons and inclusion in the regular education classroom. This program has been vital in sustaining the progress and achievements of our ESOL students.

## **PBIS**

Our administration, faculty, and staff follow a positive and constructive approach to discipline and work toward maintaining this positive learning climate. Classroom rules are regularly discussed and student discipline is the responsibility of all staff members. Our primary goal is to develop positive social behavior. Students have many opportunities for recognition of good behavior, including Terrific Kids award assemblies. Hollis Academy implements the school-wide behavior incentive program called the Positive Behavior Intervention System (PBIS). Our purpose is to make positive behavior so inviting and rewarding that all students will want to participate.

## **Hollis Academy Code of Conduct**

- 1) I am responsible for myself, my actions, and my choices.
- 2) I always come prepared to learn.
- 3) I will respect everyone in our school with my speech and actions.
- 4) I will follow directions politely the first time they are given.
- 5) I will keep my hands, feet, and all objects to myself

## Hollis PBIS Matrix

	Responsible	Respectful	Ready
<b>Bathrooms</b>	<ul style="list-style-type: none"> <li>Keep the mirror, sink, toilet, and floor clean</li> </ul>	<ul style="list-style-type: none"> <li>Allow others privacy</li> </ul>	<ul style="list-style-type: none"> <li>Use the bathroom only when necessary</li> </ul>
<b>Hallway/ Stairwell</b>	<ul style="list-style-type: none"> <li>Walk quietly on the right side</li> <li>Take one step at a time</li> <li>Walk with one hand on rail in the stairwell.</li> </ul>	<ul style="list-style-type: none"> <li>Speak only when given permission</li> <li>Greet others silently with a wave</li> <li>Keep hands, feet, and all objects to yourself</li> </ul>	<ul style="list-style-type: none"> <li>Walk facing forward</li> <li>Walk/stand in the 2<sup>nd</sup> tile from the wall</li> </ul>
<b>Cafeteria</b>	<ul style="list-style-type: none"> <li>Walk in a line</li> <li>Clean up after yourself (Place trays in the service window) (Pick up garbage and clean up spills)</li> <li>Stand quietly behind your seat at lunch until directed by the teacher to sit down</li> </ul>	<ul style="list-style-type: none"> <li>Greet &amp; thank the staff</li> <li>Silent during breakfast</li> <li>Use inside voice during lunch</li> <li>Keep your hands, feet and all objects to yourself</li> </ul>	<ul style="list-style-type: none"> <li>Give lunch order</li> <li>Get milk and utensils</li> <li>Follow exiting procedures given by the teacher</li> <li>Remain silent in the lunch line</li> </ul>
<b>Bus</b>	<ul style="list-style-type: none"> <li>Board &amp; exit safely</li> <li>Sit where told</li> <li>Walk in front of the bus (When Exiting)</li> </ul>	<ul style="list-style-type: none"> <li>Greet bus driver</li> <li>Use inside voice</li> <li>Keep hands, feet, and all objects to yourself</li> </ul>	<ul style="list-style-type: none"> <li>Keep aisle clear</li> <li>Remain seated at all times</li> <li>Be prepared to board and exit the bus at the appropriate time</li> </ul>
<b>Arrival Area</b>	<ul style="list-style-type: none"> <li>Enter at the appropriate door</li> <li>Walk directly to your holding area after breakfast</li> </ul>	<ul style="list-style-type: none"> <li>Greet others silently with a wave</li> <li>Follow directions of safety patrols and teachers</li> </ul>	<ul style="list-style-type: none"> <li>Arrive between 7:15 &amp; 7:55</li> <li>Arrive before 7:40 to eat breakfast</li> </ul>
<b>Playground</b>	<ul style="list-style-type: none"> <li>Use playground equipment as it was intended</li> <li>Bring in all items taken outside</li> </ul>	<ul style="list-style-type: none"> <li>Take turns &amp; include everyone</li> <li>Keeps hands, feet and all objects to yourself</li> </ul>	<ul style="list-style-type: none"> <li>When whistle blows stop, look &amp; listen to your teacher</li> <li>Stay focused &amp; participate in organized activities</li> <li>Line up when the teacher signals</li> </ul>
<b>Dismissal Area</b>	<ul style="list-style-type: none"> <li>Gather all needed items from the classroom before go to holding area</li> <li>Walk directly to your holding area</li> <li>Sit silently in your holding area</li> <li>Exit through the appropriate door</li> </ul>	<ul style="list-style-type: none"> <li>Follow directions of safety patrols and teachers</li> </ul>	<ul style="list-style-type: none"> <li>Come when your name or class is called the first time</li> </ul>

# Mission, Vision, and Beliefs

**Vision:** Students engaged, inspired, and empowered for educational success.

## **We believe...**

- Students achieve best in a safe and inviting environment where they are engaged in learning.
- Students must have highly competent and caring teachers, principals, and support staff.
- Students must have equitable and high-quality educational opportunities that evolve and change to reflect the world around them.
- A successful educational culture empowers students to communicate and collaborate effectively, solve problems competently, think critically and creatively, and act responsibly.
- A successful educational culture develops students who are empathetic, respectful, resilient, and act with integrity.
- Embracing diversity and inclusion leads to mutual respect and breaks down barriers.
- Education is the shared responsibility of students, home, school, business, and community.
- Curriculum and instruction must meet the needs of all students and prepare each student for success.
- Early reading and mathematical thinking are the foundations for educational success.
- Our educational organization prepares students to value learning and contribute to society, which has a lasting positive impact on our communities.

## **Our Mission**

We support students socially, emotionally, and academically by establishing an engaging environment where students are inspired to create, collaborate, and commit themselves to a lifetime of learning.

# Data Analysis and Needs Assessment

## SC School Report Card



## SC Ready 2018-2019 Data

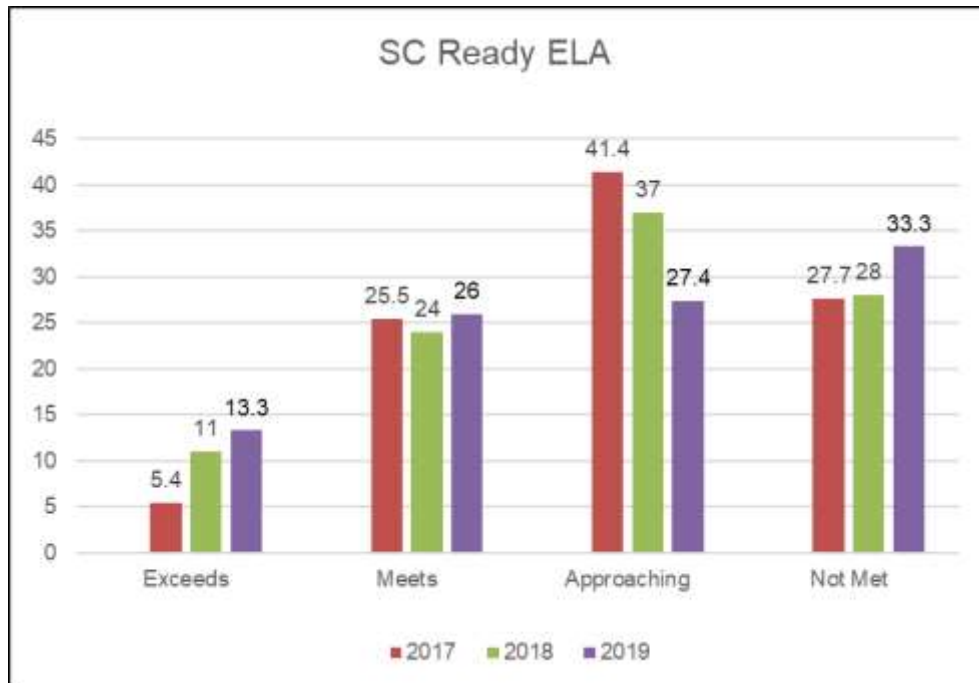
The South Carolina College- and Career-Ready Assessments (SC READY) is a state assessment that includes tests in English Language Arts (ELA) and mathematics administered to students in grades 3–5. Four performance levels were established to reflect the continuum of knowledge and skills exhibited by students on SC READY ELA and mathematics tests.

**Exceeds Expectations** – The student exceeds expectations as defined by the grade-level content standards.

**Meets Expectations** – The student meets expectations as defined by the grade-level content standards.

**Approaches Expectations** – The student approaches expectations as defined by the grade-level content standards.

**Does Not Meet Expectations** – The student does not meet expectations as defined by the grade-level content standards



2019- 39% of all students scored Meets or Exceeds Expectation  
 2018- 35% of all students scored Meets or Exceeds Expectation  
 2017- 30.9% of all students scored Meets or Exceeds Expectation

#### **English Language Arts 2019 by Grade Level and Performance Level**

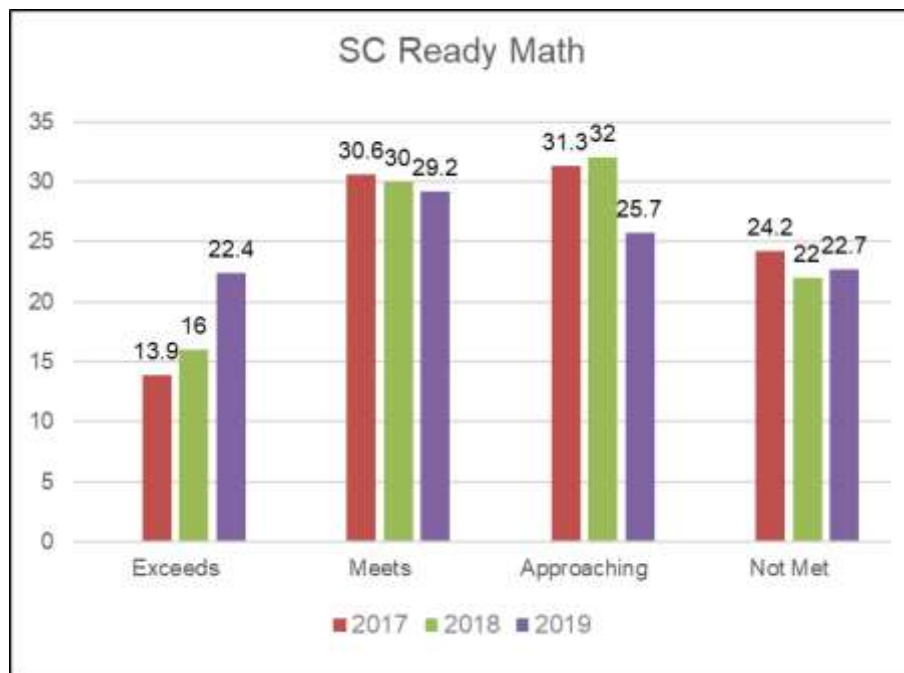
Grade	Does Not Meet Expectations	Approaches Expectations	Meets Expectations	Exceeds Expectations
3	34.7	33.3	19.5	12.7
4	35.7	17.1	29.5	17.8
5	39.5	30.3	24.4	5.9

#### **English Language Arts 2018 by Grade Level and Performance Level**

Grade	Does Not Meet Expectations	Approaches Expectations	Meets Expectations	Exceeds Expectations
3	28.2	37.4	21.4	13.0
4	32.5	30	23.3	14.2
5	22	44.9	28.8	4.2

#### **English Language Arts 2017 by Grade Level and Performance Level**

Grade	Does Not Meet Expectations	Approaches Expectations	Meets Expectations	Exceeds Expectations
3	27.7	38.6	29.7	4.0
4	23.5	41.2	28.4	5.9
5	33.3	45.3	14.7	6.7



2019- 51% of all students scored Meets or Exceeds Expectation  
 2018- 46% of all students scored Meets or Exceeds Expectation  
 2017- 44.5% of all students scored Meets or Exceeds Expectation

#### Mathematics 2019 by Grade Level and Performance Level

Grade	Does Not Meet Expectations	Approaches Expectations	Meets Expectations	Exceeds Expectations
3	20.3	25.4	33.1	21.2
4	22.5	22.5	29.5	25.6
5	31.1	31.1	21.8	16

#### Mathematics 2018 by Grade Level and Performance Level

Grade	Does Not Meet Expectations	Approaches Expectations	Meets Expectations	Exceeds Expectations
3	16.8	31.3	34.4	17.6
4	26.7	28.3	29.2	15.8
5	22.9	35.6	27.1	14.4

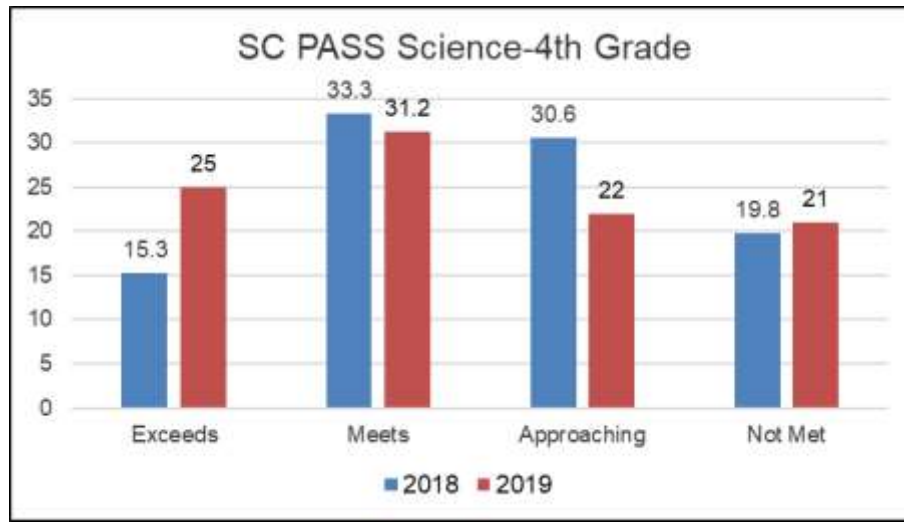
#### Mathematics 2017 by Grade Level and Performance Level

Grade	Does Not Meet Expectations	Approaches Expectations	Meets Expectations	Exceeds Expectations
3	21.6	22.5	41.2	14.7
4	18.3	38.4	29.8	13.5
5	36	33.4	17.3	13.3

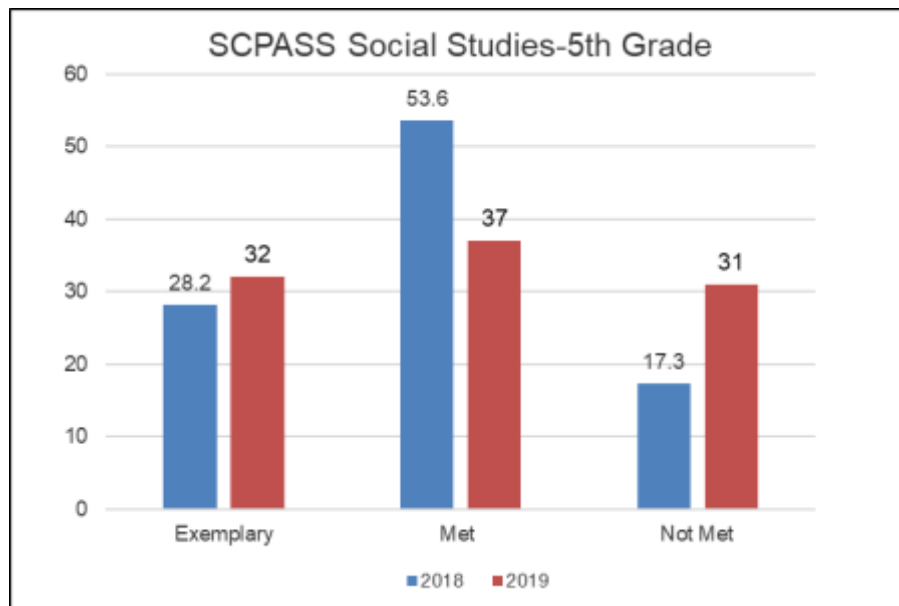


## SCPASS 2018-2019 Data

Beginning in 2018, 4<sup>th</sup> grade students take SCPASS Science and 5<sup>th</sup> grade students take SCPASS Social Studies.



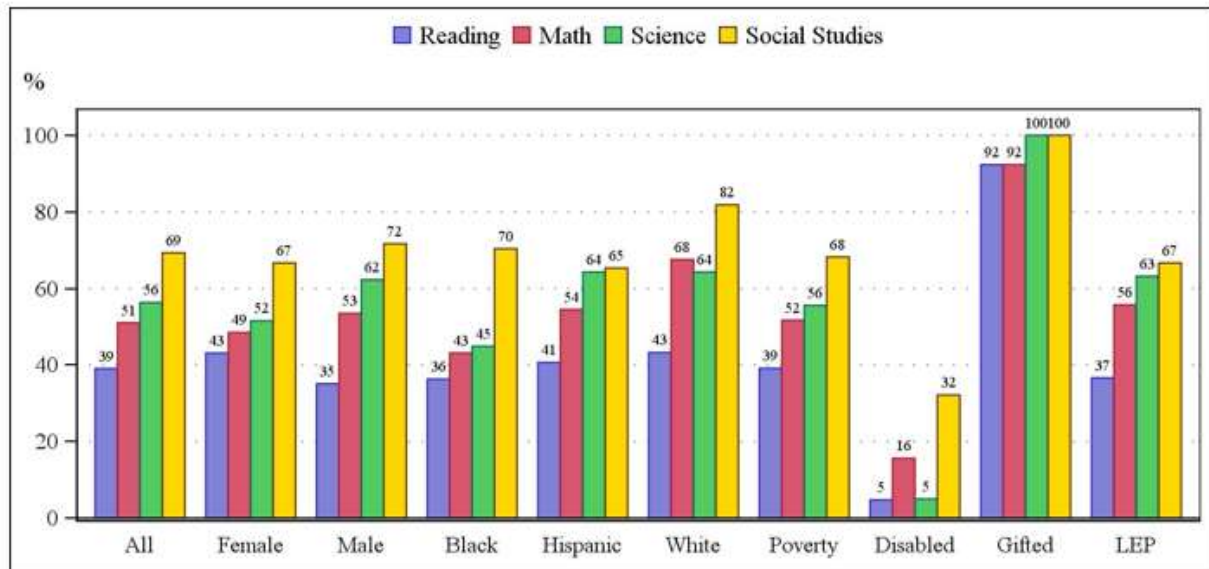
2019- 56% of 4<sup>th</sup> graders scored Meets or Exceeds Expectation  
2018- 48.6% of 4<sup>th</sup> graders scored Meets or Exceeds Expectation



2019- 69% of 5<sup>th</sup> grade students scored Met or Exemplary  
2018- 82% of 5<sup>th</sup> grade students scored Met or Exemplary

## All Students and Subgroups Meeting Expectation and Above on State Assessments (2019)

	Reading	Math	Science	Social Studies
<b>All</b>				
All Students	39% (132 of 338)	51% (173 of 339)	56% (67 of 119)	69% (79 of 114)
<b>Gender</b>				
Female	43% (72 of 167)	49% (81 of 167)	52% (34 of 66)	67% (36 of 54)
Male	35% (60 of 171)	53% (92 of 172)	62% (33 of 53)	72% (43 of 60)
<b>Subgroup</b>				
Black	36% (53 of 146)	43% (63 of 146)	45% (22 of 49)	70% (38 of 54)
Hispanic	41% (63 of 155)	54% (85 of 156)	64% (36 of 56)	65% (32 of 49)
White	43% (16 of 37)	68% (25 of 37)	64% (9 of 14)	82% (9 of 11)
Poverty	39% (126 of 322)	52% (167 of 323)	56% (65 of 117)	68% (73 of 107)
Disabled	5% (3 of 63)	16% (10 of 64)	5% (1 of 20)	32% (9 of 28)
Gifted	92% (12 of 13)	92% (12 of 13)	100% (6 of 6)	100% (4 of 4)
LEP	37% (48 of 131)	56% (73 of 131)	63% (24 of 38)	67% (30 of 45)



## Teacher and Administrator Quality

School Staff Source: SC School Report Cards	2017-18	2018-19	2019-20
Teachers with Advanced Degrees	47.3%	40%	50%
Teachers Returning from Previous Year	80.9%	82.7%	91.3%
Continuing Contract Teachers	65.5%	69.1%	71.4%

Hollis Academy is committed to having a high quality instructional team that is certified and highly qualified as defined by NCLB. In order to improve student achievement, our school and district adheres to the following guidelines concerning teachers and administrators:

- Hire highly qualified personnel
- Provide mentors for first year teachers
- Provide on-going professional development opportunities
- Evaluate personnel according to state and district guidelines

All teachers must obtain 24 hours or more of professional development yearly with a minimum of 12 hours offered at the school level. Professional development days are provided to assist teachers in achieving their personal professional growth plan and to enhance delivery of instruction.

Professional development opportunities are provided for teachers and staff on the effective implementation of district instructional initiatives through faculty meetings, grade level meetings, book studies and Professional Learning Community dialogues. These opportunities address student and teacher needs and are research-based. Teachers are encouraged to attend Summer Institute as well as the Upstate Technology Conference.

Professional Development Calendar  
Hollis Academy  
2020-2021

Date	Title	Audience	Points
6/15/20-7/31/20	<a href="#">Next Step Forward in Guided Reading</a> Optional Summer Book Study	Optional	8
8/11/20	<a href="#">eLearning Expectations and Planning PD 3-5</a> <a href="#">eLearning Expectations and Planning PD K-2</a>	All Staff	2
9/16/20	<a href="#">Strategies and Ideas for Supporting ESOL Students</a>	All Staff	1
9/25/20	<a href="#">Data Driven Decisions for the Middle of Reading Workshop Part 1</a>	All Staff	1
9/30/20	<a href="#">Kindergarten Planning Day: Data Drive Decisions</a>	K5 Teachers, Jurkowski	0
10/5/20	<a href="#">2nd Grade Planning Day: Data Drive Decisions</a>	2nd grade, RTI	0
10/6/20	<a href="#">3rd Grade Planning Day: Data Drive Decisions</a>	3rd Grade, Balthazrr, Childers, Musachio	0
10/7/20	<a href="#">4th Grade Planning Day: Data Drive Decisions</a>	4th Grade	0
10/9/20	<a href="#">1st Grade Planning Day: Data Drive Decisions</a>	1st Grade	0
10/14/20	5th Grade Planning Day: Data Drive Decisions	5th Grade	0
10/14/20	<a href="#">Reading Conferences PD #1</a>	All Staff	1
10/16/20	<a href="#">Data Driven Decisions for the Middle of Reading Workshop Part 1 with Jenn Russo</a>	2nd 3rd Grade	1
11/11/20	<a href="#">SEL PD-This is Your Brain on Stress</a>	All Staff	1
11/16/20	Collecting and Interpreting Reading Data	3rd, 4th, 5th grade	1
12/8/20	<a href="#">Increasing Student Achievement in 2nd Grade</a>	2nd Grade Teachers	0
12/8/20	Reading/Writing Unit Planning with Assessment in Mind	3rd, 4th, 5th Grade teachers	2
12/11/20	Imagine Learning	K-5 Teachers	3
1/11/21	<a href="#">Data Driven Decisions for the Middle of Reading Workshop Part 2 with Jenn Russo</a>	2nd, 3rd Grade	1
1/20/21	Choice PD <ul style="list-style-type: none"> <li>• <a href="#">Determining Targeted Instruction</a></li> <li>• SEL</li> <li>• Using Writing Sentence Frames to help ELL Students</li> <li>• Implementing Reading Conferences with Serravallo's Comprehension Kit</li> </ul>	All Staff	1

2/8/21	Data Driven Reading Strategies to Move 3rd Graders Forward	3rd Grade	1
3/17/21	ELL Instructional Practices	All Staff	2
3/22/21	Data Driven Decisions for the Middle of Reading Workshop Part 3	2nd, 3rd	1
4/21/21	UDL Practices	All Staff	2
5/19/21	Co Teaching Practices	All Staff	2

## School Climate

School climate is recognized as a significant factor related to student achievement. Teachers, fifth grade students, and fifth grade parents are surveyed annually as part of the overall effort to provide valid, reliable, and comprehensive information regarding the school environment.

Source: SC School Report Cards and Cognia Survey	Teachers	Students	Parents
Percent Satisfied with the Learning Environment	84	95	94
Percent Satisfied with Social and Physical Environment	92	95	94
Percent Satisfied with home School Relations	73	91	90
Percent Who Feel Safe During the School Day	100	94	93
Percent of Students Who Describe Their Teacher as Caring		92	

### [2019-2020 SC SDE Report Card Link](#)

#### **Impact of COVID-19:**

On March 27, 2020, the U.S. Department of Education approved the SC Department of Education's request to waive statewide assessment, accountability, and reporting requirements of in the Elementary and Secondary Education Act (ESEA) for the 2019-2020 school year due to widespread school closures related to COVID-19.

For spring 2020, South Carolina did not administer any of the following assessment programs:

- SC READY (English language arts and mathematics in grades 3–8);
- SCPASS (science in grades 4 and 6);
- Prekindergarten assessments – 4-year-old kindergarten (Phonological Awareness
- Literacy Screening (PALS Pre-K™), Individual Growth and Development Indicators
- (myIGDIs™), and Teaching Strategies® GOLD); and

**Performance Goal Area:** ☒ Student Achievement\* ☐ Teacher/Administrator Quality\* ☐ School Climate (Parent Involvement, Safe and Healthy Schools, etc.)\* (\* required) ☐ District Priority

*Gifted and Talented Requires* ☐ Gifted and Talented: Academic ☐ Gifted and Talented: Artistic ☐ Gifted and Talented: Social and Emotional *1 Academic Goal and 1 Additional Goal* ☐ Gifted and Talented: Other

**PERFORMANCE GOAL: 1** The percentage of students scoring Meets Expectations and Exceeds Expectations on SC READY ELA will increase from 30% in 2016-17 to 43.2% in 2022-23.

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

**INTERIM PERFORMANCE GOAL:** The percentage of students scoring Meets Expectations and Exceeds Expectations on SC READY ELA will increase by 2.2% annually.

DATA SOURCE(s):	AVERAGE BASELINE	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
SC READY ELA SDE website and School Report Card	30% Meets Expectations and Exceeds Expectations (2016-17)	School Projected Elementary 32.2	34.4	36.6	38.8	41	43.2
		School Actual Elementary 35	39	waiver			
SC READY ELA SDE website and School Report Card	49% Meets Expectations and Exceeds Expectations (2016-17)	District Projected Elementary 52	52	55	58	61	64
		District Actual Elementary 52	58	waiver			

<b>ACTION PLAN FOR STRATEGY #1:</b> Increase rigor and expectations in both instruction and assessment in all content areas to improve student achievement.					<b>EVALUATION</b>
<b>ACTIVITY</b>	<b>TIMELINE</b> (Start and End Dates)	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>
1. Provide professional learning opportunities to support teachers' development of learning targets and strategies that promote rigor	2019-2023	Academic Specialists School Principals Instructional Coaches Literacy Specialist	\$0	NA	Evidence of learning targets tied to standards as observed in classroom walkthroughs and Instructional Rounds
2. Use the GCSD Instructional Protocol to guide instructional planning and delivery.	2018-2023	Academic Specialists School Principals Instructional Coaches Literacy Specialist	\$0	NA	Collaborative planning, lesson plans, classroom observations.
3. Expand the use of Mastery Connect to monitor student performance at higher Depth of Knowledge (DOK) levels.	2019-2023	Assoc. Supt. for Academics School Principals Instructional Coaches Literacy Specialist Teachers	\$0	NA	Mastery Connect Reports
4. Use formative assessments to inform planning and instruction for the purpose of increasing DOK.	2019-2023	School Principals Instructional Coaches Literacy Specialist Teachers	\$0	NA	Mastery Connect/TE21
5. Use formative assessments to inform remediation and enrichment for the purpose of increasing DOK.	2019-2023	School Principals Instructional Coaches Literacy Specialist Teachers	\$0	NA	Mastery Connect/TE21
6. Use the Literacy Framework for planning and organizing instruction	2018-2023	School Principals ICs/Literacy Spec. Teachers	\$0	NA	Classroom schedules And lesson plans

**Performance Goal Area:** ☒ Student Achievement\* ☐ Teacher/Administrator Quality\* ☐ School Climate (Parent Involvement, Safe and Healthy Schools, etc.)\* (\* *required*) ☐ District Priority

*Gifted and Talented Requires* ☐ Gifted and Talented: Academic ☐ Gifted and Talented: Artistic ☐ Gifted and Talented: Social and Emotional *1 Academic Goal and 1 Additional Goal* ☐ Gifted and Talented: Other

**PERFORMANCE GOAL: 2** The percentage of students scoring Meets Expectations and Exceeds Expectations on SC READY Math will increase from 44% in 2016-17 to 52.4% in 2022-23.

**INTERIM PERFORMANCE GOAL:** The percentage of students scoring Meets Expectations and Exceeds Expectations on SC READY Math will increase by 1.4% annually.

DATA SOURCE(s):	AVERAGE BASELINE	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
SC READY Math SDE website and School Report Card	44% Meets Expectations and Exceeds Expectations (2016-17)	School Projected Elementary 45.4	46.8	48.2	49.6	51	52.4
		School Actual Elementary 47	51	waiver			
SC READY Math SDE website and School Report Card	54% Meets Expectations and Exceeds Expectations (2016-17)	District Projected Elementary 57	62	64	66	68	69
		District Actual Elementary 60	63	waiver			



<b>ACTION PLAN FOR STRATEGY #1:</b> Provide consistent targeted core mathematics instruction to meet identified student needs.					<b>EVALUATION</b>
<b>ACTIVITY</b>	<b>TIMELINE</b> (Start and End Dates)	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>
1. Implement tasks that promote reasoning and problem solving	2018-2023	Academic Specialists School Principals Instructional Coaches Teachers	\$0	NA	Observations of problem solving and reasoning
2. Enhance student understanding of mathematical concepts through intentional and authentic use of content vocabulary	2018-2023	Academic Specialists School Principals Instructional Coaches Teachers	\$0	NA	Observations, lesson plans, professional development, classroom evidence of content vocabulary instruction
3. Use the GCSD Instructional Protocol to guide instructional planning and delivery	2018-2023	Academic Specialists School Principals Instructional Coaches Teachers	\$0	NA	Evidence of collaborative planning, classroom observations, specific feedback given to teachers for instructional improvement
4. Provide professional learning opportunities to build content knowledge and pedagogy	2018-2023	Academic Specialists School Principals Instructional Coaches Teachers	\$0	NA	Evidence of unit and lesson planning, collaborative dialogue, increase the use of MasteryConnect for assessment alignment
5. Incorporate real-world problem solving and critical thinking opportunities into daily instruction and assessment	2018-2023	Academic Specialists School Principals Instructional Coaches Teachers	\$0	NA	Evidence of students independently persevering through problem solving. Effective and strategic use of mathematical tools.

**Performance Goal Area:** ☒ Student Achievement\* ☐ Teacher/Administrator Quality\* ☐ School Climate (Parent Involvement, Safe and Healthy Schools, etc.)\* (\* *required*) ☐ District Priority

*Gifted and Talented Requires* ☐ Gifted and Talented: Academic ☐ Gifted and Talented: Artistic ☐ Gifted and Talented: Social and Emotional *1 Academic Goal and 1 Additional Goal* ☐ Gifted and Talented: Other

**PERFORMANCE GOAL: 3** The percentage of students scoring Meets Expectations and Exceeds Expectations on SCPASS Science will meet or exceed the state and federal accountability standard annually from 2018-19 through 2022-23.

**INTERIM PERFORMANCE GOAL:** The percentage of students scoring Meets Expectations and Exceeds Expectations on SCPASS Science will increase by 1.5% annually.

DATA SOURCE(s):	AVERAGE BASELINE	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
SCPASS Science SDE website and School Report Card	Baseline established in 2017-18 Grade 4 only	<b>School Projected Elementary</b>	<b>49.5</b>	<b>51</b>	<b>52.5</b>	<b>54</b>	<b>55.5</b>
		<b>School Actual Elementary 48</b>	<b>56</b>	<b>waiver</b>			
SCPASS Science SDE website and School Report Card	Baseline established in 2017-18 Grade 4 only	<b>District Projected Elementary</b>	<b>63</b>	<b>66</b>	<b>69</b>	<b>72</b>	<b>75</b>
		<b>District Actual Elementary 60</b>	<b>64</b>	<b>waiver</b>			

<b>ACTION PLAN FOR STRATEGY #1:</b> Provide consistent targeted core Science instruction to meet identified student needs.					<b>EVALUATION</b>
<b>ACTIVITY</b>	<b>TIMELINE</b> (Start and End Dates)	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>
1.Enhance student understanding of Science concepts through intentional and authentic use of content vocabulary	2018-2023	Academic Specialists School Principals Instructional Coaches Teachers	\$0	NA	Observations, lesson plans, classroom evidence of content vocabulary instruction
2. Use District science kits for inquiry lessons and hands on science activities.	2018-2023	School Principals Instructional Coaches Teachers	\$0	NA	Observations, lesson plans, classroom evidence of content vocabulary instruction
3. Use formative assessments to inform instruction at a rigorous level	2018-2023	School Principals Instructional Coaches Teachers	\$0	NA	MasteryConnect Teacher Observation Data
4. Use the district curriculum maps and resources for pacing and planning instruction	2018-2023	School Principals Instructional Coaches Teachers	\$0	NA	Lesson Plans

**Performance Goal Area:** ☒ Student Achievement\* ☐ Teacher/Administrator Quality\* ☐ School Climate (Parent Involvement, Safe and Healthy Schools, etc.)\* (\* required) ☐ District Priority

*Gifted and Talented Requires* ☐ Gifted and Talented: Academic ☐ Gifted and Talented: Artistic ☐ Gifted and Talented: Social and Emotional *1 Academic Goal and 1 Additional Goal* ☐ Gifted and Talented: Other

**PERFORMANCE GOAL: 4** Annually increase learning outcomes for traditionally underperforming student demographic groups across the performance goals as measured by gap data for standardized tests in English Language Arts and Math (Hispanic – Hispanic/Latino, AA - Black/African-American, SWD - Disabled, LEP - Limited English Proficient, SIP - Students in Poverty).

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

DATA SOURCE(s):	AVERAGE BASELINE 2016-17	2017-18	2018–19	2019–20	2020–21	2021–22	2022–23
SC READY ELA SC SDE Website	<u>33%</u> Meets Expectations and Exceeds Expectations  Annual Increase = 2.0	School Projected Hispanic 35	37	39	41	43	45
SC READY ELA SC SDE Website		School Actual Hispanic 35	41	waiver			
SC READY ELA SC SDE Website	33% Meets Expectations and Exceeds Expectations	District Projected Hispanic 36	36	39	42	45	48
SC READY ELA SC SDE Website		District Actual Hispanic 34	40	waiver			

SC READY ELA SC SDE Website	<u>24</u> % Meets Expectations and Exceeds Expectations  Annual Increase = 2.5	<b>School Projected AA 26.5</b>	<b>29</b>	<b>31.5</b>	<b>34</b>	<b>36.5</b>	<b>39</b>
SC READY ELA SC SDE Website		<b>School Actual AA 34</b>	<b>36</b>	<b>waiver</b>			
SC READY ELA SC SDE Website	22% Meets Expectations and Exceeds Expectations	<b>District Projected AA 25</b>	<b>25</b>	<b>28</b>	<b>31</b>	<b>34</b>	<b>37</b>
SC READY ELA SC SDE Website		<b>District Actual AA 25</b>	<b>31</b>	<b>waiver</b>			
SC READY ELA SC SDE Website	<u>5</u> % Meets Expectations and Exceeds Expectations  Annual Increase = 3.6	<b>School Projected SWD 8.6</b>	<b>12.2</b>	<b>15.8</b>	<b>19.4</b>	<b>23</b>	<b>26.6</b>
SC READY ELA SC SDE Website		<b>School Actual SWD 3</b>	<b>5</b>	<b>waiver</b>			
SC READY ELA SC SDE Website	11% Meets Expectations and Exceeds Expectations	<b>District Projected SWD 14</b>	<b>14</b>	<b>17</b>	<b>20</b>	<b>23</b>	<b>26</b>
SC READY ELA SC SDE Website		<b>District Actual SWD 12</b>	<b>21</b>	<b>waiver</b>			

SC READY ELA SC SDE Website	19% Meets Expectations and Exceeds Expectations  Annual Increase = 2.8	<b>School Projected LEP 21.8</b>	<b>24.6</b>	<b>27.4</b>	<b>30.2</b>	<b>33</b>	<b>35.8</b>
SC READY ELA SC SDE Website		<b>School Actual LEP 32</b>	<b>37</b>	<b>waiver</b>			
SC READY ELA SC SDE Website	32% Meets Expectations and Exceeds Expectations	<b>District Projected LEP  35</b>	<b>35</b>	<b>38</b>	<b>41</b>	<b>44</b>	<b>47</b>
SC READY ELA SC SDE Website		<b>District Actual LEP 33</b>	<b>44</b>	<b>waiver</b>			
SC READY ELA SC SDE Website	Baseline established in 2017-18	<b>School Projected SIP 35</b>	<b>35</b>	<b>37</b>	<b>39</b>	<b>41</b>	<b>43</b>
SC READY ELA SC SDE Website		<b>School Actual SIP 35</b>	<b>39</b>	<b>waiver</b>			
SC READY ELA SC SDE Website	Baseline established in 2017-18	<b>District Projected SIP 38</b>	<b>38</b>	<b>41</b>	<b>44</b>	<b>47</b>	<b>50</b>
SC READY ELA SC SDE Website		<b>District Actual SIP 33</b>	<b>45</b>	<b>waiver</b>			

SC READY Math SC SDE Website	46% Meets Expectations and Exceeds Expectations  Annual Increase = 1.3	<b>School Projected Hispanic 47.3</b>	<b>48.6</b>	<b>49.9</b>	<b>51.2</b>	<b>52.5</b>	<b>53.8</b>
SC READY Math SC SDE Website		<b>School Actual Hispanic  54</b>	<b>54</b>	<b>waiver</b>			
SC READY Math SC SDE Website	36% Meets Expectations and Exceeds Expectations	<b>District Projected Hispanic 39</b>	<b>39</b>	<b>42</b>	<b>45</b>	<b>48</b>	<b>51</b>
SC READY Math SC SDE Website		<b>District Hispanic Actual 42</b>	<b>43</b>	<b>waiver</b>			
SC READY Math SC SDE Website	33% Meets Expectations and Exceeds Expectations  Annual Increase =2.0	<b>School Projected AA 35</b>	<b>37</b>	<b>39</b>	<b>41</b>	<b>43</b>	<b>45</b>
SC READY Math SC SDE Website		<b>School Actual AA 36</b>	<b>43</b>	<b>waiver</b>			
SC READY Math SC SDE Website	24% Meets Expectations and Exceeds Expectations	<b>District Projected AA 27</b>	<b>27</b>	<b>30</b>	<b>33</b>	<b>36</b>	<b>39</b>
SC READY Math SC SDE Website		<b>District Actual AA 28</b>	<b>30</b>	<b>waiver</b>			

SC READY Math SC SDE Website	10% Meets Expectations and Exceeds Expectations  Annual Increase = 3.3	<b>School Projected SWD 13.3</b>	<b>16.6</b>	<b>19.9</b>	<b>23.2</b>	<b>26.5</b>	<b>29.8</b>
SC READY Math SC SDE Website		<b>School Actual SWD 13</b>	<b>16</b>	<b>waiver</b>			
SC READY Math SC SDE Website	15% Meets Expectations and Exceeds Expectations	<b>District Projected SWD 18</b>	<b>18</b>	<b>21</b>	<b>24</b>	<b>27</b>	<b>30</b>
SC READY Math SC SDE Website		<b>District Actual SWD 16</b>	<b>20</b>	<b>waiver</b>			
SC READY Math SC SDE Website	40% Meets Expectations and Exceeds Expectations  Annual Increase = 1.6	<b>School Projected LEP 41.6</b>	<b>43.2</b>	<b>44.8</b>	<b>46.4</b>	<b>48</b>	<b>49.6</b>
SC READY Math SC SDE Website		<b>School Actual LEP 52</b>	<b>56</b>	<b>waiver</b>			
SC READY Math SC SDE Website	37% Meets Expectations and Exceeds Expectations	<b>District Projected LEP 40</b>	<b>40</b>	<b>43</b>	<b>46</b>	<b>49</b>	<b>52</b>
SC READY Math SC SDE Website		<b>District Actual LEP 42</b>	<b>46</b>	<b>waiver</b>			



SC READY Math SC SDE Website	Baseline established in 2017-18	<b>School Projected SIP 46</b>	<b>46</b>	<b>47</b>	<b>48</b>	<b>49</b>	<b>50</b>
SC READY Math SC SDE Website		<b>School Actual SIP 46</b>	<b>52</b>	<b>waiver</b>			
SC READY Math SC SDE Website	33% Meets Expectations and Exceeds Expectations	<b>District Projected SIP 36</b>	<b>36</b>	<b>39</b>	<b>42</b>	<b>45</b>	<b>48</b>
SC READY Math SC SDE Website		<b>District Actual SIP 38</b>	<b>43</b>	<b>waiver</b>			

<b>ACTION PLAN FOR STRATEGY #1:</b> Increase the effectiveness of data-based core instruction					<b>EVALUATION</b>
<b>ACTIVITY</b>	<b>TIMELINE</b> (Start and End Dates)	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>
1. Implement Professional Learning Communities with data driven reflective conversations to improve teaching practice	2018-2023	Principals ICs Literacy Specialist Teachers	\$0	NA	Strong implementation of professional learning communities as evidenced by observations, lesson plans and Instructional Rounds
2. Provide strategy and content support for teachers	2018-2023	Academic Specs. Principals ICs Literacy Specialist Spec. Ed.	\$0	NA	District and school-based professional development offerings that provide best practice strategies and content to teachers
3. Participate in professional learning opportunities for instructional strategies for diverse learners	2018-2023	Assoc. Supt. for Academics Academic Specs. Assist. Supt. for SPED Coord. Of ELL	\$0	NA	Evidence of strategies for diverse learners being used in classrooms as indicated by classroom observations and Instructional Rounds

<b>ACTION PLAN FOR STRATEGY #2:</b> Improve use of Multi-Tiered Systems of Support (MTSS) in our school.					<b>EVALUATION</b>
<b>ACTIVITY</b>	<b>TIMELINE</b> (Start and End Dates)	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>
1. Implement OnTrack to evaluate and monitor attendance, behavior, and course grades for individual students in order to provide needed support.	2020-2023	Assoc. Supt. for Academics Assist. Supts. for School Leadership Coordinator of MTSS School Admin	\$0	NA	Evidence of EWRS intervention logs and regular team meetings by the school-based EWRS team
2. Utilize GCSource data to identify school-wide trends and determine strategies to increase student performance among student groups.	2018-2020	Assoc. Supt. for Academics Assist. Supts. for School Leadership School Admin ICs	\$0	\$0	Evidence of EWRS intervention logs and regular team meetings by the school-based EWRS team

**Performance Goal Area:** ☒ Student Achievement\* ☐ Teacher/Administrator Quality\* ☐ School Climate (Parent Involvement, Safe and Healthy Schools, etc.)\* (\* required) ☐ District Priority

*Gifted and Talented Requires* ☐ Gifted and Talented: Academic ☐ Gifted and Talented: Artistic ☐ Gifted and Talented: Social and Emotional *1 Academic Goal and 1 Additional Goal* ☐ Gifted and Talented: Other

**PERFORMANCE GOAL: 5** Annually increase the percentage of K-5 students reading on grade level as defined by Fountas and Pinnell, Fastbridge, MAP, and other measures.

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

DATA SOURCE(s):	AVERAGE BASELINE	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Fountas and Pinnell (K-5)	<b>Criterion Reference Measure</b>	<b>School Projected</b>		K-5 58% or above	K-5 59% or above	K-5 60% or above	K-5 61% or above
	<b>Meets and Exceeds</b>	<b>School Actual</b>	K-5 57%	<i>Data point not available due to state-wide school closures on March 17, 2020 - COVID-19 pandemic.</i>			
Fastbridge (K and 1)	<b>Norm Reference Measure</b>	<b>School Projected</b>		5K-52% or above 1 <sup>st</sup> -30% or above	5K-53% or above 1 <sup>st</sup> -32% or above	5K-54% or above 1 <sup>st</sup> -35% or above	5K-55% or above 1 <sup>st</sup> -37% or above
	K5 Criteria 41 or more sounds/minute (40 <sup>th</sup> percentile) Grade 1 criteria 71 or more	<b>School Actual</b>	5K-51% 1 <sup>st</sup> -28%	<i>Data point not available due to state-wide school closures on March 17, 2020 - COVID-19 pandemic.</i>			

MAP Winter Reading	% students with Winter Reading RIT at or above criteria for scoring Meets Expectations or Exceeds Expectations on SC READY ELA	<b>School Projected</b>		<b>Grade 2 – 20% or above Grade 5 – 23% or above</b>	<b>Grade 2 – 23% or above Grade 5 – 25% or above</b>	<b>Grade 2 – 26% or above Grade 5 – 27% or above</b>	<b>Grade 2 – 29% or above Grade 5 – 29% or above</b>
SC MAP Linking Study- Feb. 2017	2nd grade criteria RIT = 190 64 <sup>th</sup> percentile 5th grade criteria RIT = 217 68th percentile	<b>School Actual</b>	Grade 2 – 15% Grade 5 – 19%	Grade 2 – 18% Grade 5 – 21%	Grade 2 – 11% <i>5<sup>th</sup> grade data point not available - School Board decision to waive 5<sup>th</sup> grade testing due to Act 142 testing requirements.</i>		
Fountas and Pinnell (K-5)	Criterion Reference Measure	<b>District Projected</b>		K-5 71% or above	K-5 73% or above	K-5 75% or above	K-5 77% or above
		<b>District Actual</b>	K-5 69%	<i>Data point not available due to state- wide school closures on March 17, 2020 - COVID-19 pandemic</i>			
Fastbridge (K-1)	<b>Norm Reference Measure</b>	<b>District Projected</b>		5K-52% or above 1 <sup>st</sup> -57% or above	5K-54% or above 1 <sup>st</sup> -59% or above	5K-56% or above 1 <sup>st</sup> -61% or above	5K-58% or above 1 <sup>st</sup> -63% or above
	K5 Criteria 41 or more sounds/minute (40 <sup>th</sup> percentile) Grade 1 criteria 71 or more	<b>District Actual</b>	5K-50% 1 <sup>st</sup> -55%	<i>Data point not available due to state- wide school closures on March 17, 2020 - COVID-19 pandemic.</i>			
MAP Winter Reading	% students with Winter Reading RIT at or above criteria for scoring Meets Expectations or Exceeds Expectations on SC READY ELA	<b>District Projected</b>		<b>Grade 2 – 36% or above Grade 5 – 32% or above</b>	<b>Grade 2 – 36% or above Grade 5 – 32% or above</b>	<b>Grade 2 – 36% or above Grade 5 – 32% or above</b>	<b>Grade 2 – 36% or above Grade 5 – 32% or above</b>
SC MAP Linking Study- Feb. 2017	<b>2018</b> 2nd grade criteria RIT = 190 5th grade criteria RIT = 217 <b>2020</b> 2 <sup>nd</sup> - RIT 188	<b>District Actual</b>	Grade 2 – 38% Grade 5 – 39%	Grade 2 – 38% Grade 5 – 41%	<b>Grade 2 – 37%</b> <i>5<sup>th</sup> grade data point not available - School Board decision to waive 5<sup>th</sup> grade testing</i>		

<b>ACTION PLAN FOR STRATEGY #1: Provide targeted core reading instruction to meet student needs (Balanced Literacy Framework).</b>					<b>EVALUATION</b>
<b>ACTIVITY</b>	<b>TIMELINE</b> (Start and End Dates)	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>
1. R43-205 Greenville County Schools requests a waiver to increase the number of students served in each 4K class from 20 to 23. The current state maximum class size is 20 students. By adding three students to each class, we can increase the number of at-risk students served by 15% without any additional funding (the equivalent of adding 11 classrooms) or requirement for facilities. Adding this very small number of students will not impact program quality or instructional implementation.	2020-21	Director of Early Intervention and Student Support			Waiver
2. Implement Balanced Literacy with fidelity.	2018-2023	School Principals ICs Literacy Specialist Teachers Academic Spec.	\$0	NA	Observations, lesson plans. Increased percentage of students at grade level on F&P.

<b>ACTION PLAN FOR STRATEGY #1: Provide targeted core reading instruction to meet student needs (Balanced Literacy Framework).</b>					<b>EVALUATION</b>
<b>ACTIVITY</b>	<b>TIMELINE</b> (Start and End Dates)	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>
3. Use the district framework for explicit and consistent instruction in language and word study (phonics and phonological awareness)	2018-2023	School Principals ICs Literacy Specialist Teachers	\$0	NA	Observations, lesson plans.  Increased percentage of students scoring in the 60% and above in all categories on the FastBridge Assessments
4. Provide intentional support for consistently scheduled, sustained independent reading	2018-2023	School Principals ICs Literacy Specialist Teachers	\$0	NA	Classroom libraries offer a wide selection of texts that reflect students' interests and needs.
5. Scaffold student thinking through modeling, think alouds, and/or guided practice to support stamina, decision making, and understanding of content.	2018-2023	School Principal Assistant Principal ICs Literacy Specialist Teachers	\$0	NA	Evidence of teacher modeling and think alouds  Evidence of scaffolds for thinking including visuals, thought prompts, and question stems

<b>ACTION PLAN FOR STRATEGY #2:</b> Provide targeted reading interventions aligned to student needs as identified through evidence-based assessment (IE: Fountas and Pinnell and FastBridge Assessments).					<b>EVALUATION</b>
<b>ACTIVITY</b>	<b>TIMELINE</b> (Start and End Dates)	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>
1. Coach teachers in instructional best practices for Tier 2 and Tier 3 classroom interventions	2018-2023	Acad. Specs. Principals ICs Literacy Specialist	\$0	NA	Implementation of coaching events with grade level teams and reflective practices.  Evidence of Tier 2 and Tier 3 interventions within classrooms
2. Implement the MTSS framework and intervention guidelines with fidelity	2018-2023	Assoc. Supt. for Academics Assist. Supts. for School Leadership Coord. of MTSS	\$0	NA	Formative and summative assessments to inform about the focus, duration, and effectiveness of the intervention.
3. Track pull-out interventions with students to ensure fidelity of implementation	2018-2023	Assoc. Supt. for Academics Assist. Supts. for School Leadership	\$0	NA	Evidence of interventions by students including duration of intervention and specific intervention implemented
4. Participate in intensive PD for reading interventionists to ensure the implementation of best practices.	2018-2023	Interventionist	\$0	NA	Agendas of district professional development for reading interventionists.



**Performance Goal Area:** ☐ Student Achievement\* ☒ Teacher/Administrator Quality\* ☐ School Climate (Parent Involvement, Safe and Healthy Schools, etc.)\* (\* required) ☐ District Priority

*Gifted and Talented Requires* ☐ Gifted and Talented: Academic ☐ Gifted and Talented: Artistic ☐ Gifted and Talented: Social and Emotional  
*1 Academic Goal and 1 Additional Goal* ☐ Gifted and Talented: Other

**PERFORMANCE GOAL: 1** The school will have qualified, diverse teachers (gender and ethnicity) by 2023.

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

DATA SOURCE(s):	AVERAGE BASELINE	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Employment report		<b>School Projected</b>			Gender Diversity = Maintain Ethnic Diversity = Maintain	Gender Diversity = Maintain Ethnic Diversity = Maintain	Gender Diversity = Maintain Ethnic Diversity = Maintain
GCS Human Resources Department	Baseline established in 2019-20	<b>School Actual</b>		Gender Diversity = yes Ethnic Diversity = yes	Gender Diversity = yes Ethnic Diversity = yes		
Employment report		<b>District Projected</b>	Gender Diversity = 92% Ethnic Diversity = 92%	Gender Diversity = 94% Ethnic Diversity = 94%	Gender Diversity = 96% Ethnic Diversity = 96%	Gender Diversity = 98% Ethnic Diversity = 98%	Gender Diversity = 100% Ethnic Diversity = 100%
GCS Human Resources Department	Baseline established in 2017-18	<b>District Actual</b> Gender Diversity = 99% Ethnic Diversity = 90%	Gender Diversity = 96% Ethnic Diversity = 91%	Gender Diversity = 99% Ethnic Diversity = 96%	Gender Diversity = 98% Ethnic Diversity = 96 %		

<b>ACTION PLAN FOR STRATEGY #1: Recruit and retain high quality, diverse teachers.</b>					<b>EVALUATION</b>
<b>ACTIVITY</b>	<b>TIMELINE</b>	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>
1. Participate in the district's Shining Stars recruitment Fair.	2018-2023	School Principal IC Teacher Representative	\$0	District	Shining Stars Schedule
2. Partner with local high schools and universities to support coursework for teacher cadets, practicum students, and student teachers.	2018-2023	School Principal Teachers Local schools and Universities	\$0	NA	Documentation of collaboration between faculty professors, classroom teachers, and students
3. Provide differentiated Professional Learning opportunities based on student data and Instructional Rounds.	2018-2023	School Principal Assistant Principal ICs Literacy Specialist Teacher Leaders	\$0	NA	Professional Learning Opportunities Calendar  Observations
4. Provide protected common planning time for grade level collaboration within PLCs.	2018-2023	School Principal	\$0	NA	School Schedule
5. Provide celebrations and recognition of teachers' successes to ensure staff morale remains high and teachers feel appreciated for their hard work.	2018-2023	School Principal Assistant Principal ICs Literacy Specialist	\$0	NA	Survey Results
6. Utilize Faculty Senate as a forum for teachers and administration to celebrate school wide successes, review data, and discuss areas for growth.	2018-2023	School Principals ICs Literacy Specialist Grade Level Chairs	\$0	NA	Faculty Senate Minutes

**Performance Goal Area:** ☐ Student Achievement\* ☐ Teacher/Administrator Quality\* ☒ School Climate (Parent Involvement, Safe and Healthy Schools, etc.)\* (\* *required*) ☐ District Priority

*Gifted and Talented Requires* ☐ Gifted and Talented: Academic ☐ Gifted and Talented: Artistic ☐ Gifted and Talented: Social and Emotional *1 Academic Goal and 1 Additional Goal* ☐ Gifted and Talented: Other

**PERFORMANCE GOAL: 1** Achieve and maintain a rate of 90% among parents, students, and teachers who agree or strongly agree that they feel safe during the school day on the South Carolina Department of Education Survey.

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

DATA SOURCE(s):	AVERAGE BASELINE 2016-17	2017-18	2018–19	2019–20	2020–21	2021–22	2022–23
SDE School Report Card Survey	94.9%	School Projected Students	≥ 90	≥ 90	≥ 90	≥ 90	≥ 90
		School Actual Students 91	94.7	waiver			
SDE School Report Card Survey	100%	School Projected Teachers	≥ 90	≥ 90	≥ 90	≥ 90	≥ 90
		School Actual Teachers 94.5	100	waiver			

SDE School Report Card Survey	87%	School Projected Parents	$\geq 90$	$\geq 90$	$\geq 90$	$\geq 90$	$\geq 90$
		School Actual Parents 87	91.2	waiver			
SDE School Report Card Survey	92%	District Projected Students	$\geq 90$	$\geq 90$	$\geq 90$	$\geq 90$	$\geq 90$
		District Actual Students 86	89	waiver			
SDE School Report Card Survey	98%	District Projected Teachers	$\geq 90$	$\geq 90$	$\geq 90$	$\geq 90$	$\geq 90$
		District Actual Teachers 97	97	waiver			
SDE School Report Card Survey	91%	District Projected Parents	$\geq 90$	$\geq 90$	$\geq 90$	$\geq 90$	$\geq 90$
		District Actual Parents 88	89	waiver			

<b>ACTION PLAN FOR STRATEGY #1: Ensure school safety and enhance lines of communication between the school and stakeholders regarding existing safety measures.</b>					<b>EVALUATION</b>
<b>ACTIVITY</b>	<b>TIMELINE</b> (Start and End Dates)	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>
1.Communicate clearly and effectively with all stakeholders that school-wide emergency response plans are in place and regular drills take place.	2018-2023	All Staff	\$0	NA	Newsletters, Social Media Posts, SIC and PTA Agendas
2.Take a proactive approach by periodically pushing out information about the safety measures that we take at school	2018-2023	All Staff	\$0	NA	Newsletters, Social Media Posts, SIC and PTA Agendas
3. Follow School Safety Plan with Officer walk-throughs, locked doors, Visitor Sign-In, and “Ignore the Door.”	2018-2023	All Staff	\$0	NA	Resource officers Computer Log of Visitors
4. Continue use of the Level I and Level II background checks.	2018-2023	Front Office Staff	\$0	NA	Volunteer checks completed
5. Install security cameras and monitor safety in key areas throughout the school.	2018-2023	District	\$0	NA	Camera Installation

**Performance Goal Area:** ☐ Student Achievement\* ☐ Teacher/Administrator Quality\* ☒ School Climate (Parent Involvement, Safe and Healthy Schools, etc.)\* (\* *required*) ☐ District Priority

*Gifted and Talented Requires* ☐ Gifted and Talented: Academic ☐ Gifted and Talented: Artistic ☐ Gifted and Talented: Social and Emotional *1 Academic Goal and 1 Additional Goal* ☐ Gifted and Talented: Other

**PERFORMANCE GOAL: 2** The school will proactively address student behavior so the percentage of students recommended for expulsion each year is maintained at less than 1% of the total student population.

**PERFORMANCE GOAL: 3** The school will continue to contribute to a safe school environment and positively impact student behavior as indicated by an annual expulsion rate of less than .07 %.

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

Percent Recommended for Expulsion

DATA SOURCE(s):	AVERAGE BASELINE	2017-18	2018–19	2019–20	2020–21	2021–22	2022–23
	(2016-17) 0.0	<b>School Projected</b>	≤1.0	≤1.0	≤1.0	≤1.0	≤1.0
GCS Expulsion Report		<b>School Actual</b> 0.0	0	0			
	(2016-17) <b>0.7</b>	<b>District Projected</b>	≤1.0	≤1.0	≤1.0	≤1.0	≤1.0
GCS Expulsion Report		<b>District Actual</b> <b>0.8</b>	1.5	0.9			

Annual Expulsion Rate

<b>DATA SOURCE(s):</b>	<b>AVERAGE BASELINE</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
	(2016-17) 0.0	<b>School Projected</b>	$\leq .07$	$\leq .07$	$\leq .07$	$\leq .07$	$\leq .07$
GCS Expulsion Report		<b>School Actual</b> 0.0	0	0			
	(2016-17) .04	<b>District Projected</b>	$\leq .07$	$\leq .07$	$\leq .07$	$\leq .07$	$\leq .07$
GCS Expulsion Report		<b>District Actual</b> .04	.10	.03			

**Performance Goal Area:** ☐ Student Achievement\* ☐ Teacher/Administrator Quality\* ☒ School Climate (Parent Involvement, Safe and Healthy Schools, etc.)\* (\* *required*) ☐ District Priority

*Gifted and Talented Requires* ☐ Gifted and Talented: Academic ☐ Gifted and Talented: Artistic ☐ Gifted and Talented: Social and Emotional

*1 Academic Goal and 1 Additional Goal* ☐ Gifted and Talented: Other

**PERFORMANCE GOAL: 4** The school will demonstrate a caring environment as indicated by an increase in the percent of elementary students who describe their teacher as caring on the Cognia Culture and Climate Survey.

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

DATA SOURCE(s):	AVERAGE BASELINE	2017-18	2018–19	2019–20	2020–21	2021–22	2022–23
Cognia Culture & Climate Student Survey	Baseline established in 2017-18	School Projected	90	90	90	90	90
		School Actual 90	88	90	Data point not available due to state-wide school closures on March 17, 2020 - COVID-19 pandemic		
Cognia Culture & Climate Student Survey	Baseline established in 2017-18	District Projected	90	90	90	90	90
		District Actual 89	90	92	Data point not available due to state-wide school closures on March 17, 2020 - COVID-19 pandemic		



<b>ACTION PLAN FOR STRATEGY #1: Empower all adults (teachers, custodians, bus drivers, resource officers, administrators etc.) to establish a positive rapport with students.</b>					<b>EVALUATION</b>
<b>ACTIVITY</b>	<b>TIMELINE</b> (Start and End Dates)	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>
1. Expand mentoring program for students	2018-2023	Dir of Guidance School team School counselors	TBD	Local	Students assigned to an adult at the school.
2. Enhance professional development to increase staff awareness and understanding of community being served	2018-2023	School team Dir. of Leadership and Staff Dep.	TBD	Local	Information on community Bus ride to communities Visit to community
3. Establish protocols among all adults to communicate positively with students (Capturing Kids Heart, RAMP, PBIS, Leader In Me)	2018-2023	School team	\$0	NA	Documentation of communicating protocol to staff
4. Provide opportunities for support staff to be inclusive in school culture.	2018-2023	School team/PTA	\$0	NA	Support staff included in decision making and support of students

**Performance Goal Area:** ☐ Student Achievement\* ☐ Teacher/Administrator Quality\* ☒ School Climate (Parent Involvement, Safe and Healthy Schools, etc.)\* (\* *required*) ☐ District Priority

*Gifted and Talented Requires* ☐ Gifted and Talented: Academic ☐ Gifted and Talented: Artistic ☐ Gifted and Talented: Social and Emotional

*1 Academic Goal and 1 Additional Goal* ☐ Gifted and Talented: Other

**PERFORMANCE GOAL: 5** Achieve and maintain a student attendance rate of 95% or higher.

**INTERIM PERFORMANCE GOAL:** Maintain an annual student attendance rate of 95% or higher.

DATA SOURCE(s):	AVERAGE BASELINE	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
180 <sup>th</sup> Day Attendance Report	(2016-17) 96%	School Projected 95	95	95	95	95	95
		School Actual 95	95	95			
	(2016-17) 95%	District Projected 95	95	95	95	95	95
		District Actual 95	95	96			

<b>ACTION PLAN FOR STRATEGY #1: Develop system to respond to attendance trends</b>					<b>EVALUATION</b>
<b>ACTIVITY</b>	<b>TIMELINE</b> (Start and End Dates)	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>
1. Consistently monitor attendance trends	2018-2023	Attendance Clerk Admin team Social Worker	\$0	NA	Attendance reports Review of attendance policies
2. Establish protocol for personal (via email, phone calls) contact to absent students	2018-2023	Admin team Teacher Attendance Clerk	\$0	NA	Documented contacts
3. Use data from GC Source, teacher/staff, and parent referrals to identify at-risk students	2018-2023	OnTrack Coordinator Social Worker Attendance Clerk Admin team	\$0	NA	Students are identified and appropriate supports are assigned
4. Use the Intervention Connection System to assign and monitor interventions for truant and chronically absent students.	2018-2023	OnTrack Coordinator Social Worker Attendance Clerk Admin team	\$0	NA	Intervention Connection System reports for truant and chronically absent students.

<b>ACTION PLAN FOR STRATEGY #2: Implement and maintain a proactive attendance program</b>					<b>EVALUATION</b>
<b>ACTIVITY</b>	<b>TIMELINE</b> (Start and End Dates)	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>
1. Promote attendance with students and parents as an important component of school success	2018-2023	School team	\$0	NA	Teacher/school direct contact with parents.
2. Improve school-level interventions related to attendance	2018-2023	School Social Worker Attendance Team	TBD	General Fund	Parental participation in interventions
3. Continue to increase hands-on, real world learning experiences to enhance student engagement	2018-23	School Principals School Faculty	\$0	NA	More real-world learning

<b>ACTION PLAN FOR STRATEGY #3:</b> Identify underlying causes of behavior and provide appropriate support.					<b>EVALUATION</b>
<b>ACTIVITY</b>	<b>TIMELINE</b> (Start and End Dates)	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>
1. Increase staff awareness and understanding of the community served by the school	2018-2023	School team	TBD	TBD	Visit to community
2. Use data from GC Source, teacher/staff, and parent referrals to identify at-risk students to provide additional support	2018-2023	School team	TBD	TBD	Staff aware of student areas of concern
3. Develop “welcome packet” and student ambassadors program to guide students who enter a new school mid-year	2018-2023	Principals Asst. Supts. for School Leadership	\$0	NA	Every school has welcome information and procedure

<b>ACTION PLAN FOR STRATEGY #4:</b> Identify consequences other than suspension for inappropriate behavior that is not a danger to others.					<b>EVALUATION</b>
<b>ACTIVITY</b>	<b>TIMELINE</b> (Start and End Dates)	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>
1. Create school task force to develop alternatives to suspensions	2018-2023	Exec. Dir. of Student Services School team PTA/SIC	\$0	NA	Alternatives to suspensions are developed and communicated.
2. Cross train school personnel to support alternatives	2018-2023	School Team	TBD	TBD	Non-traditional personnel are assisting with discipline (i.e. social worker, mental health counselor, behavior interventionist)

**Performance Goal Area:** ☐ Student Achievement\* ☐ Teacher/Administrator Quality\* ☒ School Climate (Parent Involvement, Safe and Healthy Schools, etc.)\* (\* required) ☐ District Priority

*Gifted and Talented Requires* ☐ Gifted and Talented: Academic ☐ Gifted and Talented: Artistic ☐ Gifted and Talented: Social and Emotional  
*1 Academic Goal and 1 Additional Goal* ☐ Gifted and Talented: Other

**PERFORMANCE GOAL: 6** The school will create and sustain an environment that supports mental and social/emotional health, as indicated by an annual decrease in the percent of elementary students who, on the Cognia Climate and Culture Survey, report feeling afraid, lonely, or angry while they are at school.

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

DATA SOURCE(s):	AVERAGE BASELINE	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Cognia Climate & Culture Student Survey	Baseline established in 2017-18	<b>School Projected</b>	Afraid ≤5 Lonely ≤12 Angry ≤11	Afraid ≤5 Lonely ≤12 Angry ≤11	Afraid ≤5 Lonely ≤12 Angry ≤10	Afraid ≤5 Lonely ≤11 Angry ≤10	Afraid ≤5 Lonely ≤10 Angry ≤9
		<b>School Actual</b> Afraid – 5% Lonely – 13% Angry – 12%	Afraid -4% Lonely -8% Angry -10%	Data point not available due to state-wide school closures on March 17, 2020 - COVID-19 pandemic	Afraid ≤ Lonely ≤ Angry ≤	Afraid ≤ Lonely ≤ Angry ≤	Afraid ≤ Lonely ≤ Angry ≤
Cognia Climate & Culture Student Survey	Baseline established in 2017-18	<b>District Projected</b>	Afraid ≤ 5 Lonely ≤ 9 Angry ≤ 7	Afraid ≤ 5 Lonely ≤ 9 Angry ≤ 7	Afraid ≤ 5 Lonely ≤ 8 Angry ≤ 6	Afraid ≤ 5 Lonely ≤ 8 Angry ≤ 6	Afraid ≤ 5 Lonely ≤ 7 Angry ≤ 5
		<b>District Actual</b> Afraid – 5% Lonely – 10% Angry – 8%	Afraid – 5% Lonely – 10% Angry – 8%	Data point not available due to state-wide school closures on March 17, 2020 - COVID-19 pandemic	Afraid ≤ Lonely ≤ Angry ≤	Afraid ≤ Lonely ≤ Angry ≤	Afraid ≤ Lonely ≤ Angry ≤

<b>ACTION PLAN FOR STRATEGY #1: Improve understanding of students' social-emotional needs.</b>					<b>EVALUATION</b>
<b>ACTIVITY</b>	<b>TIMELINE</b> (Start and End Dates)	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>
1. Collect data surrounding social-emotional needs through student surveys	State to provide	Dir. of Accountability	\$0	NA	Survey data collected and analyzed
2. Implement the OnTrack process in all schools in the district, utilizing EWRS data and social-emotional survey results to match interventions to school-wide and student needs	2018-2023	Dir. of Accountability	\$0	NA	All schools using OnTrack process
3. Implement relationship-building programs/strategies in schools (e.g., PBIS, Capturing Kids' Hearts, Compassionate Schools, Love and Logic)	2018-2023	Dir. of Guidance Principals	TBD	TBD	Programs implemented with fidelity
3. Utilize a menu of support resources provided to all guidance counselors and social workers	2018-2023	Dir. of Guidance Guidance Counselors Social Worker	\$0	NA	Support Menu



<b>ACTION PLAN FOR STRATEGY #2:</b> Increase connectivity to health and wellness services.					<b>EVALUATION</b>
<b>ACTIVITY</b>	<b>TIMELINE</b> (Start and End Dates)	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>
1. Participate in an annual community resource fair for school counselors and social workers	2018-2023	Dir. of Guidance Counselor and Social Worker	TBD	TBD	Fair takes place
2. Provide an annual community resource fair at the school level for staff and parents	2018-2023	School Teams	TBD	Local	Fair takes place
3. Increase opportunities for physical activity throughout the school day to include learning through movement and active brain breaks.	TBD	Assoc. Supt. for Academics School Principals Teachers	\$0	NA	More activity in school day

<b>ACTION PLAN FOR STRATEGY #3:</b> Reduce incidents of bullying through awareness training and promotion of healthy relationships.					<b>EVALUATION</b>
<b>ACTIVITY</b>	<b>TIMELINE</b> (Start and End Dates)	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>
1. Train staff and students on the anonymous reporting process	2018-2023	Principals	\$0	NA	Students and staff aware and able to report
2. Educate students on appropriate vs. inappropriate behaviors and the impact of their choices	2018-2023	School Teams Communications Dept.	\$0	NA	Discipline consequences highlighted in materials for distribution
3. Provide a character education program that addresses bullying behaviors	2018-2023	Principals Counselor	TBD	TBD	Appropriate programs utilized by school
4. Explain district bullying policy and give examples to parents at PTA meeting during first quarter of the school year	2018-2023	Principals School Teams	TBD	TBD	Consequences discussed systematically
5. Seek opportunities to develop empathy among students	2018-23	Principals	TBD	Local	School initiatives to end social isolation and build empathy

<b>ACTION PLAN FOR STRATEGY #4:</b> Develop and foster social and emotional skills in students to develop the whole child.					<b>EVALUATION</b>
<b>ACTIVITY</b>	<b>TIMELINE</b> (Start and End Dates)	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>
1. Implement a strong social/emotional component into existing school character education plans	2019-2023	Assoc. Supt. for Academics Dir. of School Counseling Counselor	TBD	TBD	Increased percentage of student scoring higher on the Social/Emotional portion of the WIN Learning Test
2. Provide professional learning for classroom teachers on best practice strategies for building social/emotional skills in students.	2019-2023	Assoc. Supt. for Academics Academic Specialists Counselor	\$0	NA	Evidence of strategies being used in classrooms during observations

<b>ACTION PLAN FOR STRATEGY #5:</b> Establish a classroom environment that promotes social, emotional and intellectual well-being					<b>EVALUATION</b>
<b>ACTIVITY</b>	<b>TIMELINE</b> (Start and End Dates)	<b>PERSON RESPONSIBLE</b>	<b>ESTIMATED COST</b>	<b>FUNDING SOURCE</b>	<b>INDICATORS OF IMPLEMENTATION</b>
1. Build a positive learning community supportive of all students	2018-2023	Assoc. Supt. for Academics Asst. Supts. for School Leadership Academic Specialists School Principals ICs Literacy Specialist Teachers Counselor	\$0	NA	Evidence of: <ul style="list-style-type: none"> <li>• classroom conversations and reflections to support problem solving occur across the school day.</li> <li>• classroom conversations and reflections occur across the components of the GCS Literacy Framework.</li> <li>• established classroom norms, expectations, and procedures.</li> <li>• students exercising autonomy and respect for peers and adults.</li> </ul>