

Skyland Elementary Strategic Plan

Scope of Action Plan (2018-19 through 2022-23)

Accredited Since 1957

2020 Calendar Year



Mrs. Leah Stafford, Principal
Greenville County Schools
Dr. W. Burke Royster, Superintendent

SCHOOL RENEWAL PLAN COVER PAGE

SCHOOL NAME: Skyland Elementary

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

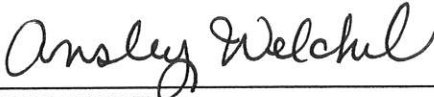
PRINCIPAL

Leah Stafford		1/21/21
PRINTED NAME	SIGNATURE	DATE

CHAIRPERSON, BOARD OF TRUSTEES

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

CHAIRPERSON, SCHOOL IMPROVEMENT COUNCIL

Ansley Welchel		1/22/21
PRINTED NAME	SIGNATURE	DATE

SCHOOL READ TO SUCCEED LITERACY LEADERSHIP TEAM LEAD

Katelin Holliday		1/21/21
PRINTED NAME	SIGNATURE	DATE

SCHOOL ADDRESS: 4221 Hwy 14 N Greer, SC 29651

SCHOOL TELEPHONE: (864) 355-7200

PRINCIPAL E-MAIL ADDRESS: lstafford@greenville.k12.sc.us

Stakeholder Involvement for School Renewal

<u>Position</u>	<u>Name</u>
1. Principal:	Mrs. Leah Stafford
2. Teacher:	Mrs. Katie Spearman
3. Parent/Guardian:	Mrs. Heather Roddy
4. Community Member:	
5. Paraprofessional:	Mrs. Anna Lindley
6. School Improvement Council Member:	Mrs. Ansley Welchel
7. Read to Succeed Reading Coach:	Mrs. Katelin Holliday
8. School Read To Succeed Literacy Leadership Team Lead:	Mrs. Cindy Grice
9. School Read To Succeed Literacy Leadership Team Member:	Mrs. Angie Lewis

OTHERS (May include school board members, district or school administrators, students, PTO members, agency representatives, university partners, Head Start representatives, First Step representatives, etc.)

** Must include the School Literacy Leadership Team for Read to Succeed

<u>Position</u>	<u>Name</u>
Assistant Principal	Mr. Mase Garrett
Instructional Coach	Mrs. Kenna Brannon
Media Specialist	Mrs. Christy Sanford
PTA President	Mrs. Heather Roddy

Early Childhood Development and Academic Assistance Act (Act 135) Assurances

(S.C. Code Ann §59-139-10 *et seq.* (Supp. 2004))

<input checked="" type="radio"/>	Yes	Academic Assistance, PreK–3
<input type="radio"/>	No	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 type="radio"/>	N/A	
<input checked="" type="radio"/>	Yes	Academic Assistance, Grades 4–12
<input type="radio"/>	No	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 type="radio"/>	N/A	
<input checked="" type="radio"/>	Yes	Parent Involvement
<input type="radio"/>	No	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 type="radio"/>	N/A	
<input checked="" type="radio"/>	Yes	Staff Development
<input type="radio"/>	No	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 type="radio"/>	N/A	
<input checked="" type="radio"/>	Yes	Technology
<input type="radio"/>	No	The school integrates technology into professional development, curriculum development, and classroom instruction to improve teaching and learning.
<input type="radio"/>	N/A	
<input checked="" type="radio"/>	Yes	Innovation
<input type="radio"/>	No	The school uses innovation funds for innovative activities to improve student learning and accelerate the performance of all students.
<input type="radio"/>	N/A	
<input checked="" type="radio"/>	Yes	Collaboration
<input type="radio"/>	No	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 type="radio"/>	N/A	
<input checked="" type="radio"/>	Yes	Developmental Screening
<input type="radio"/>	No	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 type="radio"/>	N/A	
<input checked="" type="radio"/>	Yes	Half-Day Child Development
<input type="radio"/>	No	The school provides half-day child development programs for four-year-olds (some districts fund full-day programs). The programs usually function at primary and elementary schools. However, they may be housed at locations with other grade levels or completely separate from schools.

<input type="radio"/>	N/A	
<input checked="" type="radio"/>	Yes	Developmentally Appropriate Curriculum for PreK-3
	No	The school ensures that the scope and sequence of the curriculum for PreK-3 are appropriate for the maturation levels of students. Instructional practices accommodate individual differences in maturation level and take into account the student's social and cultural context.
	N/A	
<input checked="" type="radio"/>	Yes	Parenting and Family Literacy
	No	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.
	N/A	
<input checked="" type="radio"/>	Yes	Recruitment
	No	The district makes special and intensive efforts to recruit and give priority to serving those parents or guardians of children, ages birth through five years, who are considered at-risk of school failure. "At-risk children are defined as those whose school readiness is jeopardized by any of, but 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.
	N/A	
<input checked="" type="radio"/>	Yes	Coordination of Act 135 Initiatives with Other Federal, State, and District Programs
	No	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.
	N/A	

General Table of Contents

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Introduction

Skyland Elementary School's Strategic Plan was developed to document the changes and progress our school has made while working to continuously improve everything we do. This plan provides our staff with an ongoing means for self-assessment, communication, continuous improvement, and accountability. Our plan is revisited annually to update and revise based on student performance data.

This strategic plan is a living document that describes Skyland Elementary School and includes actual evidence of our work. It describes who we are, our vision for the school, goals, plans, progress, and achievements in the context of client demographics and needs, and school partnerships. The strategic plan also describes how we build and utilize our overall school plan for the purpose of increasing student learning – our ultimate outcome. The last section, Continuous Improvement and Evaluation, summarizes and evaluates Action Plan. This overview details the progress and changes we have been able to accomplish within each Goal area and throughout our school during this time. It also shows how all of the parts fit together to make our school a positive place for our students.

The Administrative and Curriculum Committees have looked at the data disaggregated from the 2018-19 test scores. From this, summaries were formed and next steps developed. This information was presented to the Skyland faculty and staff for review and recommendations. Final drafts were then presented to the Instructional Leadership Committee, Faculty Council, the School Improvement Council, and the PTA Board for input.

Skyland uses the consensus model for decision-making. Every grade level has a chairperson who dispenses information and facilitates communication within the grade level. During the school year, the faculty meets as needed with grade level professional learning communities as well as vertical subject area teams. These teams strengthen communication and understanding between classroom teachers, related arts teachers, and support staff. This type of setting has enabled our faculty to see the “big picture” and has helped everyone to understand and value each person's unique role/position within the school. Faculty and staff members, students, parents and community members have input in the decision-making process.

School-wide committees help Skyland to stay focused on our mission and offer a way to communicate throughout the process of evaluation for continuous student improvement. Our school committees play an integral role in the development of the strategic plan. They include: The Instructional Leadership Committee, Faculty Council, Technology Committee, Literacy Committee, Social/Arts Integration Committee, Student and Family Engagement Committee, Student Council, Beta Club, Skyland Singers, Classics Club, Drama Club and SETV.

Executive Summary

Skyland's leadership and curriculum committees conduct annual analyses of the following three areas in order to assess our current state and determine our future needs. These areas include: student achievement, teacher and administrator quality and the school climate.

Needs

In the area of student achievement, the team identified trends over time and developed future goals based on an analysis of 2018-19 SC Ready and PASS data. Skyland students continue to make steady improvement on district and state assessments. This analysis indicated the following needs:

- Achievement goals in reading and math for grades 3-5
- More differentiated instruction to address varied student needs

The team surveyed the faculty and administration to determine professional growth needs. The following needs are based on that survey information and relate to the area of teacher and administrator quality.

- More professional development regarding technology
- More focused and strategic use of professional learning communities

Skyland has continued to maintain a high attendance percentage (96% or higher) over the past five years. However, the team decided that an emphasis needed to be placed on this area in order to maintain this high percentage. Therefore, the team identified the following school climate related need:

- Implement programs to encourage and reward perfect attendance

Findings

The following performance goals for the 2018-19 school year were developed based on the needs assessment and are outlined in the school action plan.

Goal Area: Raise the academic challenge and performance of each student. (District Ed. Plan –Goal 1).

- **Performance Goal 1:** Meet or exceed the standard in ELA as measured by the SC Ready. Baseline is 65% from 2017-18 data results.
- **Performance Goal 3:** Meet or exceed the standard in Math as measured by the SC Ready. Baseline is 69% from 2017-18 data results.
- **Goal Area: Ensure quality personnel in all positions. (District Ed. Plan- Goal 2)**

- **Performance Goal 1:** The amount of time teachers and administrators are engaged in professional development activities will meet or exceed the district minimum requirement of twelve hours at the school level from 2016-17 to 2022-23.

Goal Area: Provide a school environment supportive of learning. (District Ed. Plan-Goal 3).

- **Performance Goal 1:** The student attendance percentage will meet or exceed 96% or better from 2016-17 to 2022-23.

Challenges

Economic concerns have increased the need to use resources creatively in order to address school needs. At Skyland, we have utilized creative scheduling to continue our RTI program and to allow time in the day for teachers to participate in professional learning communities. We have also added Support Facilitators, paid for out of local funds, to support students and teachers in the classroom. The school PTA has offered teacher grants to provide resources and has supported the school by purchasing student chromebooks and iPads.

Awards & Achievements

In the last years, Skyland has received numerous awards and recognition as noted below:

- Recipient of the National Blue Ribbon School of Excellence Award 2017-18
- Palmetto Gold or Silver 2004, 2005, 2008-2017
- SCEO Closing the Achievement Gap 2005, 2009, 2010, 2013-2017

School Profile

Founded in 1957, our school moved to its current facility in 1998. We are located on 21 acres in a beautiful pastoral setting nestled in the foothills of the Blue Ridge Mountains. Currently we serve approximately 570 students from four-year-old kindergarten through fifth grade which is down from over 750 last school year due to the virtual school option.. As families move to our area from other parts of the United States, we have seen an increase in the numbers of subdivisions being built in our attendance area. While this is a new trend, it has added a dimension of regional diversity to our school population. New industries in our region partially account for this change, as does the desire of parents to raise their children in a more rural, close-knit community setting. Our community demonstrates a unique socio- economic make-up. Many parents work second and third shift blue-collar jobs with incomes in the lower and middle socio-economic range. Yet, only 38% of our students take advantage of the free or reduced breakfast or lunch program. This interesting dynamic can be attributed to their cultural, mountain pride that will not allow for what they deem as charity. We are noticing an increase in the number of families from the middle to upper-middle socio-economic range with the influx of new families. Many of these families have one stay-at-home parent who actively volunteers in our school. Even with these changes in population, we continue to be a true community school with local citizens desiring this school to remain true to its historical foundation as it continues to serve many generations of families within this community.

COMMUNITY INVOLVMENT

Being a true community school, we thrive on the contributions of our numerous parent/community volunteers and partners. Each class has at least one parent serving as a liaison between home and school. Many volunteers serve as chairmen for specific school wide committees such as volunteerism, fundraising, Fall Carnival, or landscaping, just to name a few. Our volunteers are truly an extension of our team. They have a centrally located office/workroom from which they work to further support the mission of our school. Having their own space has shown that we value their support and input, thus strengthening our school/community partnership. By serving on our PTA Board or School Improvement Council, parents actively participate in improving our school. During monthly meetings, our PTA Board makes important decisions regarding finances and school wide programs. Every decision is thoughtfully analyzed to determine its effect on our overall goal of meeting the educational, emotional, social and physical needs of each student. The PTA has given thousands of dollars to allow classroom teachers to explore new strategies that will enhance their classroom instruction. They have been instrumental in funding library books, technology, and landscape improvements. Their most recent project has been the purchase of iPads and chromebooks to expand the personalized learning initiative in grades K-2. Our SIC members act as representatives for our parent/community stakeholders and

collaborate regularly with the administration to make decisions that positively impact our student body and community. They are an integral part of creating our written improvement plan and monitoring progress toward established goals. They provide suggestions, voice concerns and work side-by-side with faculty and staff to achieve school wide improvement. Our community partnerships are quite diverse. Local restaurants donate coupons and certificates to be used for incentives and awards, and local businesses and financial institutions have provided funding for various school wide projects such as author visits, artists in residence and additional educational resources. Our partnerships with area universities allow us to help prepare the next generation of educators and give us additional support in the classroom. Working with neighboring churches and Veterans' organizations has led to one of our most successful community activities- our Veteran's Day Celebration and luncheon.

Safety, Cleanliness, and Adequacy of School Facilities

Skyland Elementary School and the district are both committed to having a safe and clean environment for learning. At the site level, there is an emergency preparedness plan that is updated annually. All staff members receive yearly training that reinforces our Safety Plan. They each have an emergency manual to use in the event of an emergency. Procedures are in place for a variety of situations that include unwanted intruder; tornado or other types of severe weather; fire; earthquake; hazardous material emergency; terrorist and bomb threat. Emergency drills are practiced regularly in the event a true emergency situation occurs. Our school community is kept informed of the various safety procedures we follow through our monthly school newsletter.

Planning for various potential emergencies is done in coordination with regional agencies, the district, and individual school plans stressing safety for the students first. At least one coordinated drill is held regionally in which the district participates.

Specific safety concerns regarding buildings and grounds at the school site are handled by the maintenance department if they cannot be remedied by site custodians assigned to Skyland. Our professional staff of five full-time custodians performs basic cleaning operations in all rooms and throughout the building every day.

Other aspects of the school/district safety program include:

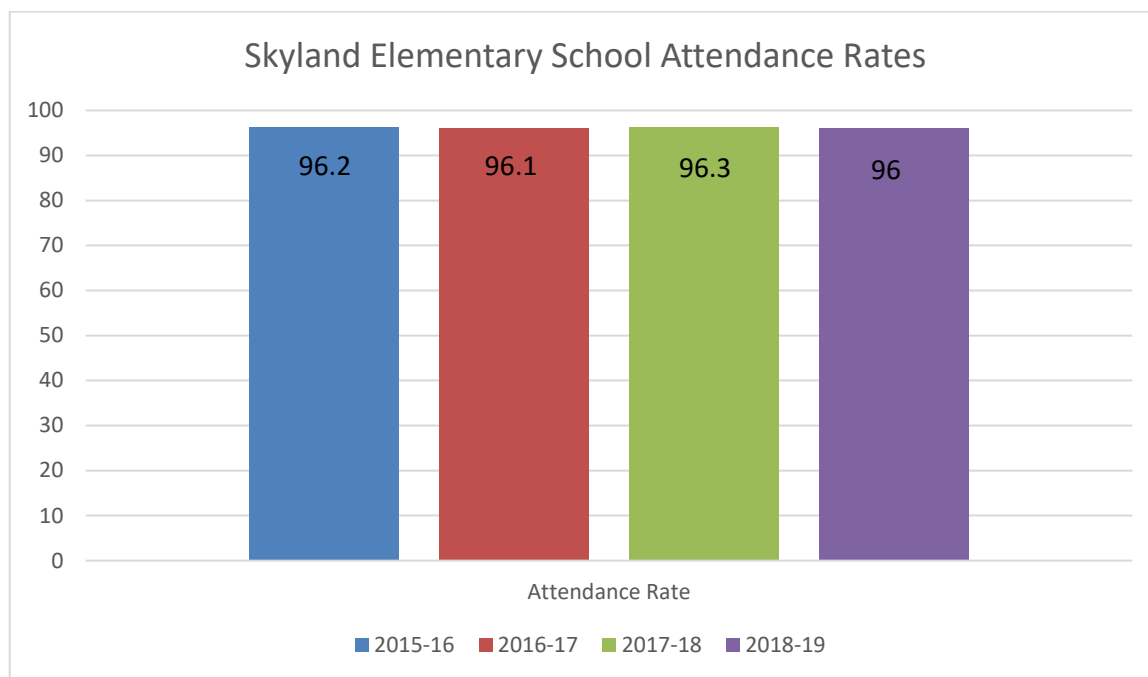
- District safety committee
- Bus evacuation drills
- Fire safety inspections
- Campus supervision

Demographics 2020-21

Ethnicity	# of students	% of student population
Asian	0	0%
Black or African American	26 14/12	4%
Hispanic/Latino	39 20/19	6%
American Indian or Alaska Native	2 0/2	<1%
Two or More Races	29 15/14	4%
Native Hawaiian or Other Pacific Islander	1 1	<1%
White	571 316/255	%

	Speech	Resource	PIP	Gifted & Talented	ESOL
K5	8%		29%		5%
1st	12%	9%	53%		4%
2nd	8%	7%	50%		5%
3rd	7%	6%	57%	24%	9%
4th	10%	13%	54%	14%	9%
5th	7%	11%	49%	31%	9%
Total %	9%	9%	49%	24%	7%

Skyland Elementary serves special needs students through several placements. Students may be served as Speech/Language Disabled, Learning Disabled, Autistic, Other Health Impaired, and Orthopedic Disabled. Some students are served through the inclusion model while others receive pullouts, based on the students' IEPs. Identified students also receive speech/language services in a pullout program. Additional services such as Orthopedic Therapy are provided by district specialists. Some children qualify for more than one service.



Student attendance rates have been consistent with the rate of similar schools in the state and district. Currently, our students have 96% attendance rate.

Gifted and Talented Students

The number of students who qualify for gifted and talented services has varied over the past years at Skyland. The gifted and talented students at Skyland Elementary are served through the district Challenge program, which is a weekly pullout enrichment program. Currently, 61 students in grades 3-5 are served.

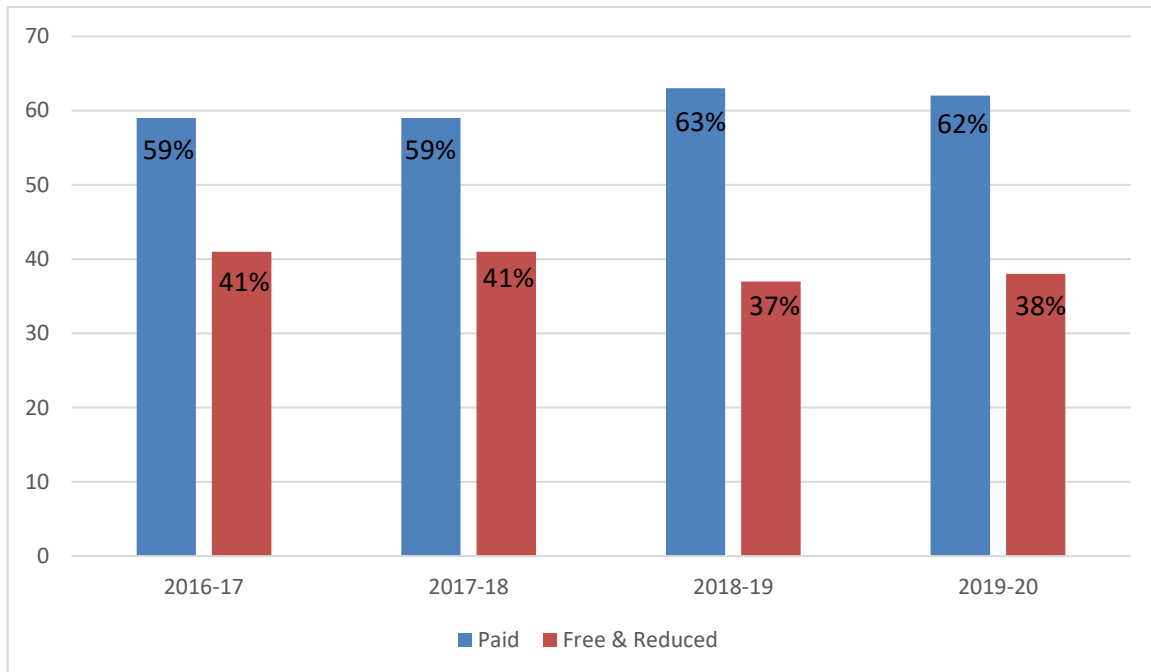
Number of Gifted and Talented Students

	2016	2017	2018	2019	2020
Grade 3	15	15	19	14	24
Grade 4	24	18	26	21	11
Grade 5	34	24	18	26	28
Total	73	57	63	61	63

Free and Reduced Lunch Profiles

The percentage of students in each category has changed little over the past four years, with a 1% increase in the number of our students who take advantage of free or reduced lunch from 37% in 2018 to 38% in 2019-20.

Skyland Elementary Student Lunch Status



Skyland Elementary School Staff

The Skyland Elementary Staff includes: 29 classroom teachers, seven assistants, three full-time related arts teachers and three part-time, one part-time Literacy Specialist and three part-time RTI teachers. We have one Media Specialist and one Media Clerk. We have one full-time and one part-time resource teacher, one full-time self-contained teacher and one full-time speech therapist who also serve our students. We have additional part-time faculty members in the following areas: Challenge (G&T) and ESOL. Our support staff includes one Instructional Coach and one full time Guidance Counselor. We lost five classroom teachers to teach virtual school.

All of our teachers are highly qualified in the area in which they teach, with 51.2% having earned advanced degrees. Teacher attendance is at 94.7%. We have a balance of veteran and beginning teachers who possess talents in many areas outside the educational arena. We have a number of teachers who are IDEA trained, certified in CPR and licensed as first aid responders.

Additional personnel include the school principal, the assistant principal, one full time secretary, one part-time secretary, one attendance clerk, nine paraprofessionals, a full time nurse, one plant engineer, four full time custodians, and a full staff of food service workers. Several bus drivers also provide services to students.

Other support personnel available to assist in meeting the needs of Skyland students include support facilitators, a computer lab manager, the district psychologist, and computer hardware technician.

Administration

Leah Stafford is in her first year as principal of Skyland Elementary School. She graduated from the University of Michigan's School of Education in 2006, followed by Master's Degrees in Curriculum and Instruction in Reading from Grand Canyon University and Elementary Administration and Supervision from South Wesleyan University. As a former elementary school teacher in grades kindergarten, second, and fourth, she believes her role as an administrator is to help teachers bring an element of fun back to the classroom. She served as the assistant principal at Simpsonville Elementary from 2016-2019 and the Administrative Assistant at Chandler Creek Elementary from 2014-2016. In 2014, she was selected as a top ten teacher of the year in Greenville County Schools and in 2015 was featured in Upstate Parent Magazine as "Ten Educators who make a Difference." She was also selected to participate in Harvard University New and Aspiring Leaders Program in 2016. She has presented numerous professional developments at the school and district levels, including presenting at International Society for Technology in Education (ISTE) conference in San Antonio, TX and Chicago, IL. In 2019, she was awarded the SCASA Assistant Principal of the Year Award for the state of South Carolina.

Mase Garrett, our assistant principal, formerly worked at Fork Shoals Elementary where he was a classroom teacher. He graduated from The Citadel and attended both Converse College and Furman University. This is Mr. Garrett's fourth year as assistant principal at Skyland.

Learning Climate

Skyland Elementary School provides a disciplined, but stimulating, learning climate for students. The climate for learning at Skyland is enhanced by involved parents. Parents are encouraged to become involved in school committees and councils, to help with homework, and to encourage and honor their children's success. Student discipline is the responsibility of all Skyland staff members.

A major goal is to provide a positive climate for learning in order to assure student achievement, enhance self-esteem, and develop positive social behavior. To reach this goal, Skyland offers many opportunities for student participation and recognition. Skyland students are held to high expectations. Every child and adult is expected to do his or her individual part to make our school a better place. A school wide system is in place that encourages classes to receive compliments for demonstrating self-reliance. Some examples of behaviors that merit compliments are: monitoring their own behavior, showing extra effort, and taking pride in the school environment. Once a class reaches their compliment goal, it participates in its own unique celebration. Students are involved in developing classroom management plans that promote self-discipline and use natural consequences. Character education is held in high regard as we strive to mold students into model citizens.

Our classrooms are arranged on grade level halls to encourage cooperation and collaboration among teachers in each grade level. Each hall has a workroom that provides space for team meetings and allows for storage and easy sharing of materials. Close proximity and shared common areas encourage teachers to share strategies and ideas to increase instructional effectiveness.

Skyland curriculum continues to be reviewed on a regular basis. Academic standards have been developed in alignment with state academic standards and local needs. Strategies and approaches are regularly revised based on data generated during the year through benchmark and diagnostic assessments.

Student Support Services

Students at Skyland receive the benefit of a full-time and a part-time counselor who meets with children in small groups or on an individual basis. In addition, the counselors promote character education through their visits to the classroom for bimonthly guidance lessons. We also have a part-time mental health counselor through Greer Mental Health. Support facilitators are also paid for through local funds to provide additional classroom support.

Students participate in a variety of extracurricular activities through school enhancement teams such as: Safety Patrol, Student Council, Chorus, Skyland Express, Skyland Sprinters, History Club, Girls with Sole, Boys on the Run, Classics Club and Skyrobics Teams.

Major Features

Our total school environment is designed to allow all children to flourish and our curriculum matches this philosophy. Based on the South Carolina State Standards, the overall curriculum is rigorous yet child-centered due to our willingness to incorporate a variety of techniques and strategies to reach every learning style. We utilize research-based strategies such as learning targets, student collaboration and differentiation to increase student mastery. Another unique feature of our curriculum is the integration of the arts through the IDEA program. In addition, our district's Curriculum Connection portal provides teachers with a plethora of units, lessons, activities and website links to further enhance all curricular areas.

- *IXL* computer program for students in grades 3-5
- *MobyMax* computer program for students in K4-5
- *RAZ-Kids* (web-based reading program) for K-2
- Summer reading challenges
- Annual Literacy Week celebrations
- *Lexia* computer program for limited English proficiency students
- Response to Intervention program for “at risk” K5-3rd grade students
- *Voyager(K5)* and *LLI* (Gr. 1-3) reading intervention programs
- *Fountas and Pinnell* balanced literacy program
- *SMART arts* (IDEA) arts integration
- Professional Learning Communities
- Inclusion Model
- Discovery Education

Mission, Vision, Beliefs

We envision a school that provides an atmosphere incorporating a partnership of parents, teachers, and community working together to encourage students to achieve their maximum potential.
We envision a school that will produce a well-rounded student with high academic standards.
We envision a school with a safe environment where students feel secure.

Our Purpose

The purpose of Skyland Elementary School is to create a world-class learning environment for students, parents, and teachers.

Skyland Elementary Mission

The mission of Skyland Elementary School is to develop responsible, productive, lifelong learners by providing a safe environment and a variety of educational learning experiences which enable students to grow academically, creatively, and socially while respecting individual differences.

Skyland Core Values

- Safety
- Family
- Engagement
- Cooperation
- Growth
- Grit
- Passion
- Responsibility

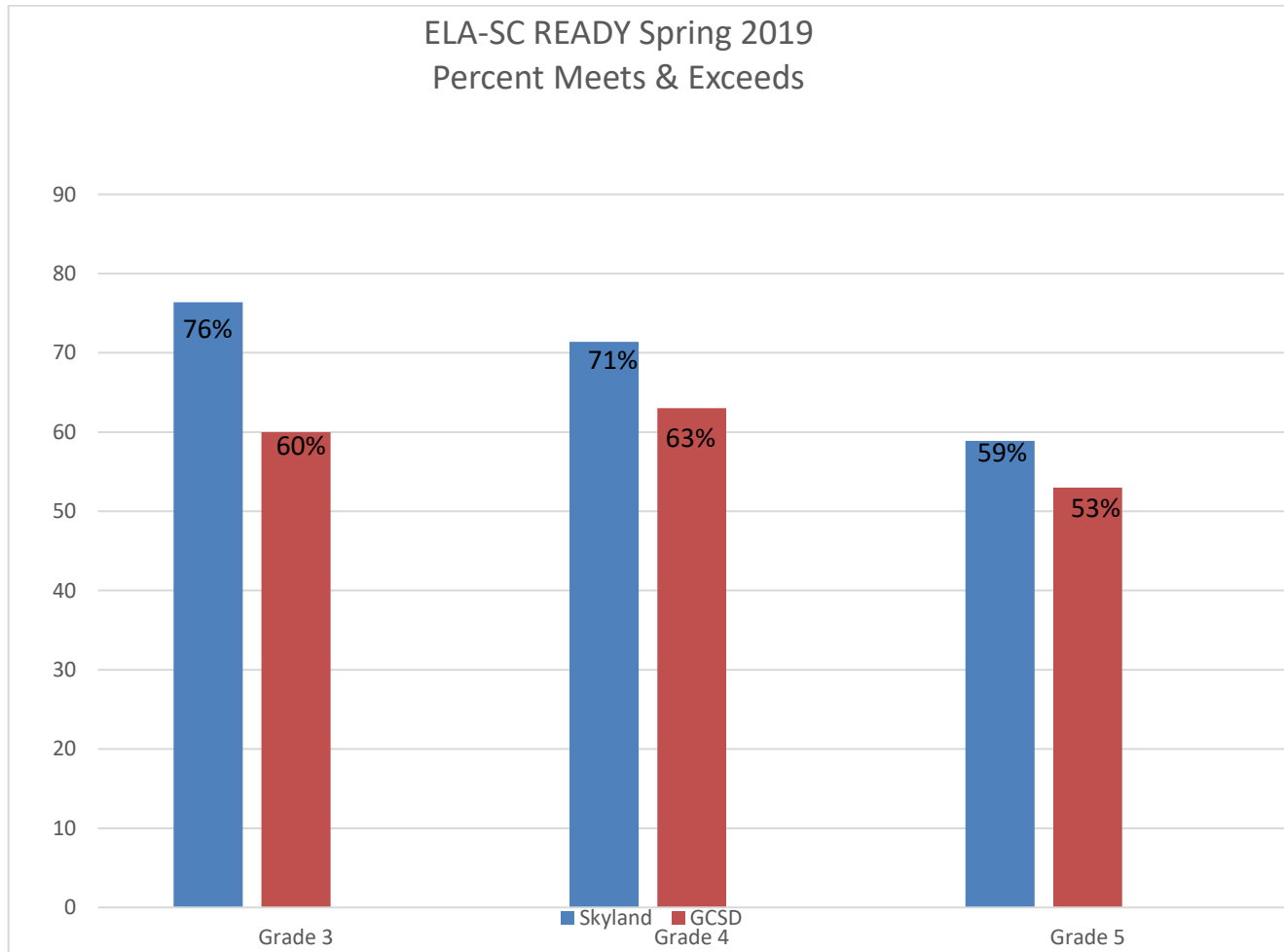
Skyland Elementary Beliefs

- We believe student learning is the chief priority of the school.
- We believe all students can learn.
- We believe students need to not only demonstrate their understanding of essential knowledge and skills, but also need to be actively involved in solving problems and producing quality work.
- We believe students learn at different rates and learn best when they are actively engaged in the learning process.
- We believe the commitment to continuous improvement is imperative if our school is going to enable students to become confident, self-directed, lifelong learners.
- We believe education is the shared responsibility of the home, school, and community.
- We believe school should provide a safe physical, social, and emotional environment in order to promote learning.
- We believe our school must function as a learning organization and promote opportunities for all those who have a stake in the success of the learning community.
- We believe everyone should be treated with dignity and respect.

- We believe cultural diversity aids in a better understanding of our society.
- We believe challenging expectations increase individual student's performance.
- We believe the integration of technology prepares students for the future.
- We believe that a holistic approach to nutrition and fitness aids students in developing healthy lifestyles.
- We believe arts integration aids students in academic achievement and creativity.

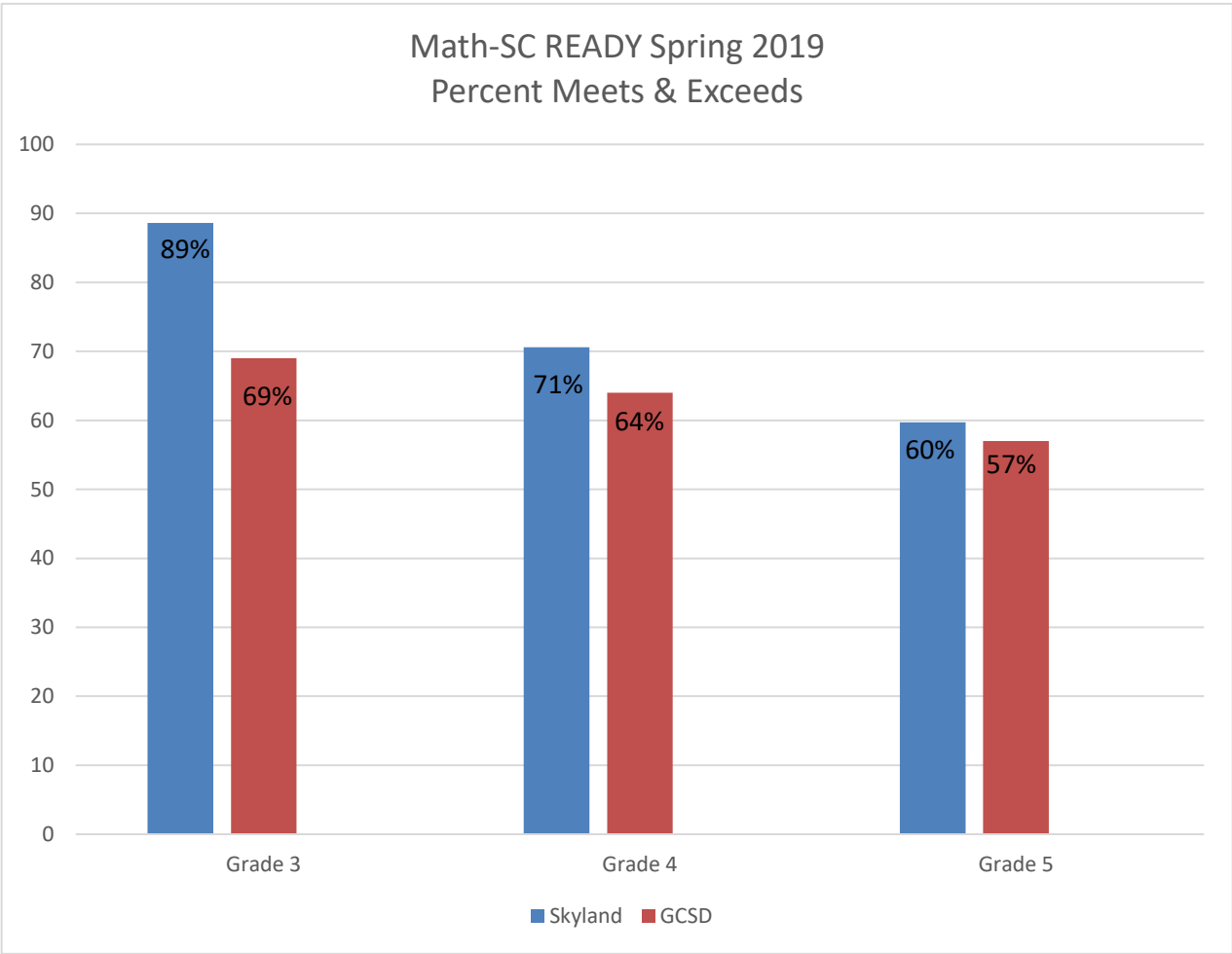
Data Analysis & Needs Assessment:

Skyland SC Ready Spring 2019: ELA Grades 3-5 Percent of Students Meeting Standard



Skyland SC Ready Spring 2019: Math Grades 3-5

Percent of Students Meeting Standard



Skyland SC Ready ELA Comparisons
Percent of Skyland Students Meeting Standard

ELA	2016	2017	2018	2019
3rd	69.5	62.1	74.1	76.4
4th	69.8	59.4	61.7	71.4
5th	45.4	62.1	51.1	58.9

Skyland SC Ready Math Comparisons
Percent of Skyland Students Meeting Standard

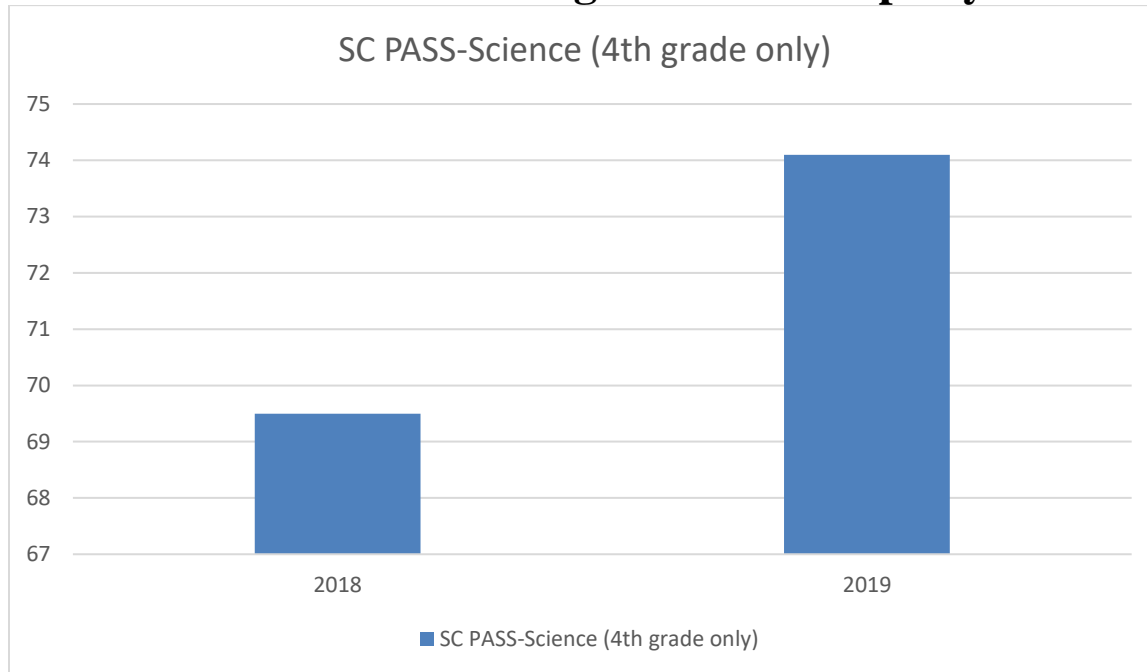
Math	2016	2017	2018	2019
3rd	80.9	72.8	76.8	88.6
4th	74.5	75.2	64.1	70.6
5th	56.7	63.1	59.5	59.7

Skyland SC Ready Comparison: Grades 3-5
Percent of Skyland Students Meeting Standard

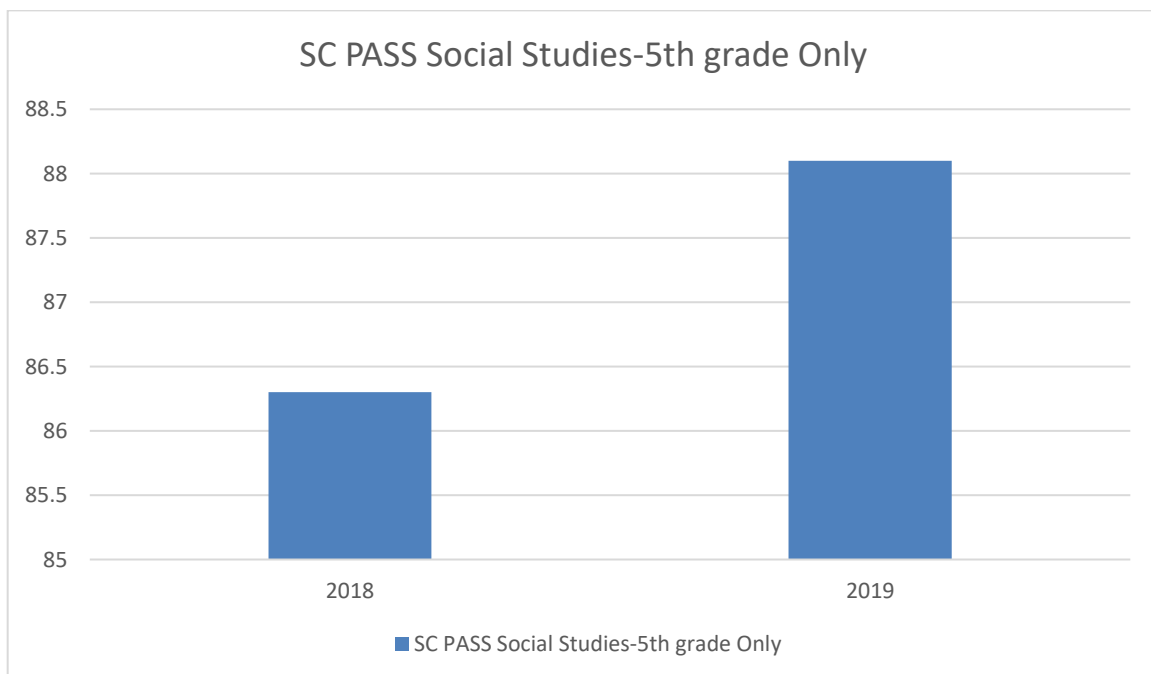
	2016	2017	2018	2019
ELA	63	61	62	68
Math	72	71	66	72

Palmetto Assessment of State Standards 2018 & 2019

Percent scoring Met or Exemplary



Skyland Elementary 4th grade students grew from 69.5% met or above in Spring 2018 to 74.1% met or above in Spring 2019 in the area of Science on SC PASS.



Skyland Elementary 5th grade students grew from 86.3% met or above in Spring 2018 to 88.1% met or above in Spring 2019 in the area of Social Studies on SC PASS.

Teacher and Administrator Quality

Skyland Professional Development Plan: 2020-2021

Action	Who Led	Who participates	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May
Data & Goal Setting <ul style="list-style-type: none"> ➤ Winter MAP data ➤ SC Ready data ➤ SC PASS data ➤ MC/TE21 data ➤ F&P benchmarks 	Administration Instructional Coach	Teachers		X	X			X			X	
Characteristics of and Strategies for Working With Special Needs Students <ul style="list-style-type: none"> ➤ Speech Therapy ➤ OnTrack ➤ Resource, Inclusion, Mainstreaming 	Speech, Inclusion,/Resource, Gifted & Talented, ESOL Teachers	Teachers	X	X	X	X	X	X	X	X	X	
Professional Learning Communities <ul style="list-style-type: none"> ➤ Learning Targets ➤ Effective Instructional Strategies ➤ Assessment ➤ Curriculum Connections ➤ Balanced Literacy ➤ Testing Procedures (ITBS, MAP, SC Ready, PASS) 	Administration Instructional Coach	Teachers	X	X	X	X		X	X	X	X	

Professional Growth In-services (Teachers will have the opportunity to rotate through a variety of training sessions based on their goal areas and specific instructional needs. Sessions ideas may include: <ul style="list-style-type: none"> ➤ Closing the Gap/Best Practices ➤ Differentiation ➤ IDEA/Arts Integration Strategies ➤ SEL ➤ Technology 	Administration Instructional Coach Teachers Invited Speakers	Teachers			X			X	X	X		
Balanced Literacy <ul style="list-style-type: none"> ➤ Fountas & Pinnell training and implementation 	Literacy Specialist & Instructional Coach	Teachers	X	X			X	X	X	X		
Technology Development <ul style="list-style-type: none"> ➤ Promethean Board ➤ Web Page ➤ Integrating Technology ➤ PowerTeacher ➤ Chromebooks 	Technology Committee Invited Speakers	Teachers		X		X		X	X	X		

School Climate Survey Results (%) 2015-2019

<i>Teachers</i>	2015	2016	2017	2018	2019
Percent satisfied with learning environment.	100	100	100	100	100
Percent that report feeling safe at school.	100	100	100	100	100

<i>5th Grade Students</i>	2015	2016	2017	2018	2019
Percent satisfied with learning environment.	92	92.5	90.9	91.4	87.8
Percent that report feeling safe at school.	96.7	90.5	96	93.2	95.4

<i>5th Grade Parents</i>	2015	2016	2017	2018	2019
Percent satisfied with learning environment.	100	89.4	100	94.3	94.0
Percent that report feeling safe at school.	100	91.5	100	96.10	89.5

The tables above show high percentages of satisfaction with Skyland's learning environment from teachers, students, and parents. We hope to continue to increase the number of 5th grade parent surveys returned to help give us a more accurate view of parent satisfaction with the learning environment.

Needs Assessment

<u>OUTCOMES</u>	<u>NEXT STEPS</u>
<p>Goal Area 1: Raise the academic challenge and performance of each student. (District Ed. Plan –Goal 1).</p> <p>Performance Goal 1: Meet or exceed the standard in English, Writing, Reading and Math as measured by SC Ready.</p> <p>Interim Performance Goal: The percentage of students scoring Ready or above on the 2018-19 SC Ready will be comparable to our district’s performance.</p> <p>Results: SC Ready results were above the district’s performance in all areas. (see graphs above)</p>	<p><u>Goal 1</u></p> <ul style="list-style-type: none"> • Continue to utilize Learning Targets to guide instruction. • Continue to utilize the Response to Intervention program in K5-3rd grade. • Use MasteryConnect benchmark data to drive instruction. • Continue technology integration with the one-to-one initiative. • Utilize Discovery Ed. strategies, such as the use of learning stations, to personalize student learning. • Continue use of Computer Lab to assist with morning Math remediation. • Continue use of IXL, online version of Renaissance, First in Math and RAZ-kids • Use of GCS Curriculum Landing Page • Examine common assessments, survey information and MC benchmarks to track student progress. • Use creative scheduling to allow more time for collaborative planning. • Conduct vertical teaming sessions to review writing samples and establish grade level expectations. • Administer annual writing benchmarks and analyze results during PLC meetings. • Continue implementation of Balanced Literacy and F & P benchmarking.
<p>Goal Area 2: Ensure quality personnel in all positions. (District Ed. Plan- Goal 2)</p> <p>Performance Goal 1: The amount of time teachers and administrators are engaged in professional development activities will meet or exceed the district minimum requirement of twelve hours at the school level from 2017-18 to 2022-23.</p> <p>Interim Performance Goal: Teachers and administrators will participate in twelve or more hours of professional development at the school level during the 2018-19 school year.</p> <p>Results: Skyland teachers and administrators</p>	<ul style="list-style-type: none"> • Continue to survey faculty regarding PD needs • Continue to plan professional development that is research based and reflects best practices. • Continue to use PLCs to promote collaboration and gain feedback regarding PD • Use creative scheduling to allow more time for collaboration. • Teacher leaders will open up their classrooms for peer observations. • Offer a greater variety of in-services

exceeded the minimum of 12 hours of on-site professional development during the 2018-19 school year, therefore the Interim Performance Goal was achieved.	
<p>Goal Area 3: Provide a school environment supportive of learning. (District Ed. Plan-Goal 3).</p> <p>Performance Goal 1: The student attendance percentage will meet or exceed 96% or better from 2017-18 to 2022-23.</p> <p>Interim Performance Goal: We will maintain or improve our 96% student attendance percentage during the 2018-19 school year.</p> <p>Results: Skyland's attendance rate was 95.4% during the 2018-19 school year, therefore the Interim Performance Goal was achieved.</p>	<ul style="list-style-type: none"> • The leadership team will review the current perfect attendance recognition strategies and determine necessary changes. • Continue to use incentives and recognition strategies to encourage perfect attendance • Continue to collaborate with the PTA to recognize students and classes with perfect attendance. • Expand community partnerships to secure additional resources for perfect attendance incentives.

Link to SDE School Report Card:

<https://screportcards.ed.sc.gov/overview/?q=eT0yMDE5JnQ9RSZaWQ9MjMwMTA4Mw>

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 61% in 2016-17 to 63.5% in 2022-23.

INTERIM PERFORMANCE GOAL: The percentage of students scoring Meets Expectations and Exceeds Expectations on SC READY ELA will increase by .5% annually.

DATA SOURCE(s):	AVERAGE BASELINE	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
SC READY ELA SC READY test data file	% Meets Expectations and Exceeds Expectations 61 (2016-17)	School Projected Elementary 62%	62.5	63	64	65	66
		School Actual Elementary 62%	68.9	waiver			
SC READY ELA SC READY test data file	% Meets Expectations and Exceeds Expectations 49 (2016-17)	District Projected Elementary 52%	52	55	58	61	64
		District Actual Elementary 52%	58	waiver			

ACTION PLAN FOR STRATEGY #1:					EVALUATION
ACTIVITY	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1. Provide support for implementing data driven reflective conversations to improve teaching practice.	2018-2023	Admin. IC	\$0	NA	Evidence of data driven conversations from school meetings
2. Provide professional learning opportunities for instructional strategies for diverse learners	2018-2023	Admin. IC Teacher Leaders	\$0	NA	Evidence of strategies for diverse learners being used in classrooms as indicated by classroom observations and Instructional Rounds Professional Development offerings on diverse learner strategies.
3. Provide strategy and content support for teachers	2018-2023	Admin. IC	\$0	NA	School-based professional development offerings that provide best practice strategies and content to teachers

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 maintain 71.1% from 2016-17 to 2022-23.

INTERIM PERFORMANCE GOAL: The percentage of students scoring Meets Expectations and Exceeds Expectations on SC READY Math will maintain annually.

DATA SOURCE(s):	AVERAGE BASELINE	2017-18	2018–19	2019–20	2020–21	2021–22	2022–23
SC READY Math SC READY test data file	% Meets Expectations and Exceeds Expectations 71.1 (2016-17)	School Projected Elementary 67.5%	67.5	69	70.5	71	71.5
		School Actual Elementary 66%	72.9	waiver			
SC READY Math SC READY test data file	% Meets Expectations and Exceeds Expectations 54 (2016-17)	District Projected Elementary 57%	57	60	63	66	69
		District Actual Elementary 60%	63	waiver			

ACTION PLAN FOR STRATEGY #1:					EVALUATION
ACTIVITY	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1. Provide professional learning opportunities to support teachers' development of learning targets and strategies that promote rigor.	2019-2023	Admin. IC	\$0	NA	Evidence of learning targets tied to standards as observed in classroom walkthroughs/observations
2. Expand the use of Mastery Connect to monitor student performance at higher Depth of Knowledge (DOK) levels.	2019-2023	Admin. IC Teachers	\$0	NA	MasteryConnect Reports
3. Use formative assessments to inform planning and instruction for the purpose of increasing DOK.	2019-2023	Admin. IC Teachers	\$0	NA	Mastery Connect/TE21

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 Met and Exemplary 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 Met and Exemplary on SCPASS Science will maintain 70% annually.

DATA SOURCE(s):	AVERAGE BASELINE	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
SCPASS Science SCPASS test data file	Baseline will be established in 2017-18 Grade 4 only	School Projected Elementary	71.5	73	74.5	76	77.5
		School Actual Elementary 70%	74.1	waiver			
SCPASS Science SCPASS test data file	Baseline will be established in 2017-18 Grade 4 only	District Projected Elementary	63	66	69	72	75
		District Actual Elementary 60%	64	waiver			

ACTION PLAN FOR STRATEGY #1:					EVALUATION
ACTIVITY	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1. Provide support for implementing data driven reflective conversations to improve teaching practice.	2018-2023	Admin. IC	\$0	NA	Evidence of data driven conversations from school meetings
2. Expand the use of Mastery Connect to monitor student performance at higher Depth of Knowledge (DOK) levels.	2019-2023	Admin. IC Teachers	\$0	NA	MasteryConnect Reports
3. Provide professional learning opportunities to support teachers' development of learning targets and strategies that promote rigor.	2019-2023	Admin. IC	\$0	NA	Evidence of learning targets tied to standards as observed in classroom walkthroughs/observations

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	35% Meets Expectations and Exceeds Expectations	School Projected Hispanic 36.9	38	41	43	46	49
SC READY ELA SC SDE Website		School Actual Hispanic 35	45	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	32 % Meets Expectations and Exceeds Expectations	School Projected AA 34.1	51	52	53	54	55
SC READY ELA SC SDE Website		School Actual AA 50	56	waiver			
SC READY ELA SC SDE Website	22% Meets Expectations and Exceeds Expectations	District Projected AA 25	25	28	31	34	37
SC READY ELA SC SDE Website		District Actual AA 25	31	waiver			
SC READY ELA SC SDE Website	27% Meets Expectations and Exceeds Expectations	School Projected SWD 29.4	31.8	34.2	36.6	39	41.4
SC READY ELA SC SDE Website		School Actual SWD 28	27	waiver			
SC READY ELA SC SDE Website	11% Meets Expectations and Exceeds Expectations	District Projected SWD 14	14	17	20	23	26

SC READY ELA SC SDE Website		District Actual SWD 12	21	waiver			
SC READY ELA SC SDE Website	% Meets Expectations and Exceeds Expectations	School Projected LEP	53	56	59	62	65
SC READY ELA SC SDE Website		School Actual LEP 50	63	waiver			
SC READY ELA SC SDE Website	32% Meets Expectations and Exceeds Expectations	District Projected LEP 35	35	38	41	44	47
SC READY ELA SC SDE Website		District Actual LEP 33	44	waiver			
SC READY ELA SC SDE Website	% Meets Expectations and Exceeds Expectations	School Projected PIP	55.4	58.4	61.4	64.4	67.4
SC READY ELA SC SDE Website		School Actual PIP 52.4	58	waiver			

SC READY ELA SC SDE Website	35% Meets Expectations and Exceeds Expectations	District Projected PIP 38	38	41	44	47	50
SC READY ELA SC SDE Website		District Actual PIP 33	45	waiver			
SC READY Math SC SDE Website	38% Meets Expectations and Exceeds Expectations	School Projected Hispanic 39.8	38.5	42	45.5	49	52.5
SC READY Math SC SDE Website		School Actual Hispanic 35	55	waiver			
SC READY Math SC SDE Website	36% Meets Expectations and Exceeds Expectations	District Projected Hispanic 39	39	42	45	48	51
SC READY Math SC SDE Website		District Actual Hispanic 42	43	waiver			
SC READY Math SC SDE Website	40% Meets Expectations and Exceeds Expectations	School Projected AA 41.7	43.4	45.1	46.8	48.5	50.2

SC READY Math SC SDE Website		School Actual AA 57	69	waiver			
SC READY Math SC SDE Website	24% Meets Expectations and Exceeds Expectations	District Projected AA 27	27	30	33	36	39
SC READY Math SC SDE Website		District Actual AA 28	30	waiver			
SC READY Math SC SDE Website	37 % Meets Expectations and Exceeds Expectations	School Projected SWD 38.8	40.6	42.4	44.2	46	47.8
SC READY Math SC SDE Website		School Actual SWD 40	31	waiver			
SC READY Math SC SDE Website	15% Meets Expectations and Exceeds Expectations	District Projected SWD 18	18	21	24	27	30
SC READY Math SC SDE Website		District Actual SWD 16	20	waiver			

SC READY Math SC SDE Website	% Meets Expectations and Exceeds Expectations	School Projected LEP	51	52	53	54	55
SC READY Math SC SDE Website		School Actual LEP 50	63	waiver			
SC READY Math SC SDE Website	37% Meets Expectations and Exceeds Expectations	District Projected LEP 40	40	43	46	49	52
SC READY Math SC SDE Website		District Actual LEP 42	46	waiver			
SC READY Math SC SDE Website	% Meets Expectations and Exceeds Expectations	School Projected PIP	58	58.5	59	59.5	60
SC READY Math SC SDE Website		School Actual PIP 57.6	66	waiver			
SC READY Math SC SDE Website	33% Meets Expectations and Exceeds Expectations	District Projected PIP 36	36	39	42	45	48

SC READY Math SC SDE Website		District Actual PIP 38	43	waiver			
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ACTION PLAN FOR STRATEGY #1:					EVALUATION
ACTIVITY	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1. Provide professional learning opportunities for instructional strategies for diverse learners	2018-2023	Admin. IC Teacher Leaders	\$0	NA	Evidence of strategies for diverse learners being used in classrooms as indicated by classroom observations Professional Development offerings on diverse learner strategies
2. Provide support for implementing data driven reflective conversations to improve teaching practice.	2018-2023	Admin. IC	\$0	NA	Evidence of data driven conversations from school meetings
3. Schools will utilize GCSource data to identify school-wide trends and determine strategies to increase student performance among student groups.	2018-2023	Admin.	\$0	\$0	Evidence of conversations and logs

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 Kindergarten through Grade 5	Criterion Reference Measure	School Projected		Kindergarten through Grade 5 =71 or above	Kindergarten through Grade 5 =73	Kindergarten through Grade 5 =75	Kindergarten through Grade 5 =77
	Meets and Exceeds	School Actual	Kindergarten through Grade 5 =86%	Data point not available due to state-wide school closure on March 17, 2020-COVID-19 pandemic.			
Fastbridge Kindergarten and Grade 1	Norm Reference Measure	School Projected		Kindergarten=52 Grade 1=57	Kindergarten=54 Grade 1=59	Kindergarten=56 Grade 1=61	Kindergarten=58 Grade 1=63
	K5 criteria 41 or more accurate sounds per minute (40 th percentile) Grade 1 criteria 71	School Actual	Kindergarten=38 % Grade 1=66%	Data point not available due to state-wide school closure on March 17, 2020-COVID-			

	or more			19 pandemic.			
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MAP Winter Reading	% students with Winter Reading RIT at or above criteria for scoring Meets Expectations or Exceeds Expectations on SC READY ELA	School Projected		Grade 2 –57% Grade 5 –56 %	Grade 2 – 59% Grade 5 –60 %	Grade 2 –61 % Grade 5 –63 %	Grade 2 – 62% Grade 5 – 66%
South Carolina MAP Linking Study – February 2018 and July 2020	2018 2 nd grade criteria RIT = 190 64 th percentile 5 th grade criteria RIT = 217 68 th percentile 2020 2 nd grade criteria RIT = 188 72 nd percentile 5 th grade criteria RIT = 227 65 th percentile	School Actual	Grade 2-53% Grade 5-44%	Grade 2-46% Grade 5-45%	Grade 2 – 49% <i>5th grade data point not available - School Board decision to waive 5th grade testing due to Act 142 testing requirements.</i>		
Fountas and Pinnell Kindergarten through Grade 5	Criterion Reference Measure	District Projected		K-5 71% or above	K-5 73% or above	K-5 75% or above	K-5 77% or above
		District Actual	K-5 69%	Data point not available due to state-wide school closure on March 17, 2020-COVID-19 pandemic.			
Fastbridge Kindergarten and Grade 1		District Projected		5K-52% or above Grade 1-57% or above	5K-54% or above Grade 1-59% or above	5K-56% or above Grade 1-61% or above	5K-58% or above Grade 1-63% or above
		District Actual	K5-50% Grade 1-55%	Data point not available due to state-wide school closure on March 17, 2020-COVID-19 pandemic.			

MAP Winter Reading	% students with Winter Reading RIT at or above criteria for scoring Meets Expectations or Exceeds Expectations on SC READY ELA	District Projected		Grade 2 – 36% or above Grade 5 – 32% or above	Grade 2 – 36% or above Grade 5 – 32% or above	Grade 2 – 36% or above Grade 5 – 32% or above	Grade 2 – 36% or above Grade 5 – 32% or above
South Carolina MAP Linking Study – February 2018 and July 2020	2018 2nd grade criteria RIT = 190 64th percentile 5th grade criteria RIT = 217 68th percentile 2020 2nd grade criteria RIT = 188 72nd percentile 5th grade criteria RIT = 227 65th percentile	District Actual	Grade 2 – 38% Grade 5 – 39%	Grade 2 – 38% Grade 5 – 41%	Grade 2 – 37% 5th grade data point not available - School Board decision to waive 5th grade testing due to Act 142 testing requirements.		

ACTION PLAN FOR STRATEGY #1:					EVALUATION
ACTIVITY	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1. Implement Balanced Literacy with fidelity across all grade levels.	2018-2023	Admin. Literacy Specialist IC	\$0	\$0	Observations, anecdotal notes, and lesson plans. Instructional Observations Increased number of students reading on grade level by 3 rd grade
2. Implement a framework for common planning across all grade levels to ensure alignment of instructional practices and support intentional unit and lesson planning responsive to student needs.	2018-2023	Admin.	\$0	\$0	Collaborative planning, data analysis, unit planning, protected planning times. Evidence of Common Planning reflected in school schedule
3. Implementation of a professional learning plan to support teachers in building capacity for consistent implementation of all the GCS Balanced Literacy Framework components	2018-2023	Admin. Literacy Specialist IC Teacher Leaders	\$0	\$0	Evidence of school-based trainings and implementation of GCS Frameworks for Literacy

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):		2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Employment report		School Projected			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 2019-2020	School Actual		Gender Diversity = yes Ethnic Diversity = yes			
Employment report		District Projected	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 2017-2018	District Actual Gender Diversity = 99% Ethnic Diversity = 90%	Gender Diversity = 96% Ethnic Diversity = 91%	Gender Diversity = 99% Ethnic Diversity = 96%			

ACTION PLAN FOR STRATEGY #1:					EVALUATION
ACTIVITY	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1. Identify areas where there is limited or no diversity.	2018-2023	Admin.	\$0	NA	Ongoing focus
2. Identify quality candidates who are diverse.	2018-2023	Admin.	\$0	NA	Ongoing identification of candidates

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	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
SDE School Report Card Survey	93.5	School Projected Students	≥ 90	≥ 90	≥ 90	≥ 90	≥ 90
		School Actual Students 93.2	95.4	waiver			
SDE School Report Card Survey	100	School Projected Teachers	≥ 90	≥ 90	≥ 90	≥ 90	≥ 90
		School Actual Teachers 100	100	waiver			

SDE School Report Card Survey	95.5	School Projected Parents	≥ 90	≥ 90	≥ 90	≥ 90	≥ 90
		School Actual Parents 96.1	89.5	waiver			
SDE School Report Card Survey	92	District Projected Students	≥ 90	≥ 90	≥ 90	≥ 90	≥ 90
		District Actual Students 86	89	waiver			
SDE School Report Card Survey	98	District Projected Teachers	≥ 90	≥ 90	≥ 90	≥ 90	≥ 90
		District Actual Teachers 97	97	waiver			
SDE School Report Card Survey	91	District Projected Parents	≥ 90	≥ 90	≥ 90	≥ 90	≥ 90

		District Actual Parents 88	89	waiver			
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ACTION PLAN FOR STRATEGY #1:					EVALUATION
ACTIVITY	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1.Communicate clearly and effectively with all stakeholders that emergency response plans are in place and include explanations of the training and drills that take place at each location	2018-2023	Admin.	\$0	NA	Newsletters, SIC and Agendas
2.Take a proactive approach by periodically pushing out information about the safety measures that we take at each school	2018-2023	Admin.	\$0	NA	Skyland Scoop
3.Continue to utilize social media and phone blasts to encourage parents, students, teachers and community members to report any concerns or issues	2018-2023	Admin.	\$0	NA	Phone Blasts

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 / 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	School Projected	≤1.0	≤1.0	≤1.0	≤1.0	≤1.0
GCS Expulsion Report		School Actual 0	0				
	(2016-17) 0.7	District Projected	≤1.0	≤1.0	≤1.0	≤1.0	≤1.0

GCS Expulsion Report		District Actual 0.8	1.5				
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Annual Expulsion Rate

DATA SOURCE(s):	AVERAGE BASELINE	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
	(2016-17) 0	School Projected	≤ .07	≤ .07	≤ .07	≤ .07	≤ .07
GCS Expulsion Report		School Actual 0	0				
	(2016-17) .04	District Projected	≤ .07	≤ .07	≤ .07	≤ .07	≤ .07
GCS Expulsion Report		District Actual .04	.10				

ACTION PLAN FOR STRATEGY #1:					EVALUATION
ACTIVITY	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1. After school and school-based programs work in conjunction with law enforcement, mental health and guidance counselors to identify and assist students who are at risk	2018-2023	Admin. Guidance Counselors	\$0	NA	Students in need being matched with services

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 AdvancED 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
AdvancED Culture & Climate Surveys	91	School Projected 91	91	91	91	91	91
		School Actual 91	82	93	Data point not available due to state-wide school closure on March 17, 2020-COVID-19 pandemic.		
AdvancED Culture & Climate Surveys	89	District Projected	90	90	90	90	90
		District Actual 90	90	92	Data point not available due to state-wide school closure on March 17, 2020-COVID-19 pandemic.		

ACTION PLAN FOR STRATEGY #1:					EVALUATION
ACTIVITY	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1. Expand mentoring program for identified students	2018-2023	Admin. School Counselors	\$0	NA	Identified students assigned to an adult at the school, as needed
2. Enhance professional development to increase staff awareness and understanding of community being served	2018-2023	Admin. IC School Counselors	\$0	NA	PD Plan Teacher Attendance
3. Establish protocols among all adults to communicate positively with students.	2018-2023	Admin. School Counselors	\$0	NA	Documentation of communicating protocol to staff

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
	(2016-17) 96	School Projected 96	96	96	96	96	96
180 th day Attendance Report		School Actual 96	96				
	(2016-17) 95	District Projected	95	95	95	95	95
180 th day Attendance Report		District Actual 95	95	96			

ACTION PLAN FOR STRATEGY #1:					EVALUATION
ACTIVITY	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
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. Student recognition awards
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	Students are identified and appropriate supports are assigned
3. Consistently monitor attendance trends	2018-2023	Attendance Clerk Admin team School Counselors	\$0	NA	Attendance reports Review of attendance policies

Performance Goal Area: Student Achievement* Teacher/Administrator Quality* <input checked="" type="checkbox"/> School Climate (Parent Involvement, Safe and Healthy Schools, etc.)* (* <i>required</i>) District Priority							
<i>Gifted and Talented Requires 1 Academic Goal and 1 Additional Goal</i> Gifted and Talented: Academic Gifted and Talented: Artistic Gifted and Talented: Social and Emotional 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 AdvancED 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	Afraid 5% Lonely 10% Angry 9%	School Projected	Afraid ≤4 Lonely ≤9 Angry ≤8	Afraid ≤4 Lonely ≤9 Angry ≤8	Afraid ≤3 Lonely ≤8 Angry ≤7	Afraid ≤3 Lonely ≤8 Angry ≤7	Afraid ≤2 Lonely ≤7 Angry ≤6
		School Actual Afraid 5% Lonely 10% Angry 9%	Afraid ≤2 Lonely ≤23 Angry ≤11	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	Afraid – 5% Lonely – 10% Angry – 8%	District Projected	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

	<input type="checkbox"/> <input type="checkbox"/>	District Actual Afraid – 5% Lonely – 10% Angry <input type="checkbox"/> 8%	<input type="checkbox"/> Afraid ≤ 5 Lonely ≤ 10 Angry ≤ <input type="checkbox"/> 8	Data point not available due to state-wide school closures on March 17, 2020-COVID-19 pandemic.	Afraid ≤ Lonely ≤ Angry ≤ <input type="checkbox"/>	Afraid ≤ Lonely ≤ Angry ≤	Afraid ≤ Lonely ≤ Angry ≤
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ACTION PLAN FOR STRATEGY #1:					EVALUATION
ACTIVITY	TIMELINE (Start and End Dates)	PERSON RESPONSIBLE	ESTIMATED COST	FUNDING SOURCE	INDICATORS OF IMPLEMENTATION
1. Utilize support resources to teachers.	2018-2023	Admin. School Counselors	\$0	NA	List of support resources
2. Decrease the ratio of students to school counselors.	2018-2023	Admin.	TBD	District	Additional Guidance personnel
3. Each school will ensure its character education program addresses bullying behaviors.	2018-2023	School Counselors	TBD	TBD	Appropriate programs utilized
4. Provide SEL training opportunities for teachers and staff.	2018-2023	ILT	TBD	TBD	Professional Development Plan