

Performance Goal

Performance Goal Area	School Climate					
Performance Goal (desired result of student learning)	By spring 2019, 90% of the district's stakeholders will indicate satisfaction with the learning environment, social and physical environment, and school-home relations at each school as measured by agree and strongly agree responses on the Spring District Stakeholder Survey.					
Interim Performance Goal	The annual targets are listed below:					
Data Sources	District Stakeholder Spring Survey					
Overall Measures						
Measure	Average Baseline	2014/15	2015/16	2016/17	2017/18	2018/19
Parents Teachers Students EI & MS Students HS Learning Environment	82.8% 86.2% 75.6% 64.3% Spring 2014 Data	84.2% 87.0% 78.5% 69.4%	85.7% 87.7% 81.4% 74.6%	87.1% 88.5% 84.2% 79.7%	88.6% 89.2% 87.1% 84.9%	90.0% 90.0% 90.0% 90.0%
Actual:		85.7 89.2 77.2 65.7				
Parents Teachers Students EI & MS Students HS Social/Physical Env	79.2% 89.4% 75.8% 69.9%	81.4% 89.5% 78.6% 73.9%	83.5% 89.6% 81.5% 77.9%	85.7% 89.8% 84.3% 82.0%	87.8% 89.9% 87.2% 86.0%	90.0% 90.0% 90.0% 90.0%
Actual:		83.0 90.3 73.9 62.0				
Parents Teachers Students EI & MS Students HS School-Home Relations	70.0% 84.7% 85.0% 80.0%	74.0% 85.8% 86.0% 82.0%	78.0% 86.8% 87.0% 84.0%	82.0% 87.9% 88.0% 86.0%	86.0% 88.9% 89.0% 88.0%	90.0% 90.0% 90.0% 90.0%
Actual:		73.0 84.6 85.4 81.4				

Action Plan

Strategy #1: Provide a variety of educational choices for parents.

Action Step (List the processes to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Allow parents to select the elementary school of their choice, if space is available (expanded choice).	Ongoing	Executive Directors	\$0	N/A	Survey
2. Explore pilot program option of creating a magnet school in the middle grades focusing on science, technology, engineering, and mathematics(STEM).	2014-2015	Chief Officer for Instruction	\$150,000	General Fund	Implemented 15-16 at JMS (STEM) and NEMS (STEAM)
3. Provide meetings for all eighth grade and high school students and parents to discuss Individual Graduation Plans.	Ongoing	Guidance Counselors, Career Specialists, Principals	N/A	N/A	IGPs
4. Research the feasibility and implementation of school-based thematic programs such as magnet schools, schools of technology, and world language immersion.	Spring 2016	Cabinet Level Committee	N/A	N/A	Opening of new thematic/magnet schools or programs

Strategy #2: Provide opportunities for parents and community members to be involved in schools.

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Provide training for school personnel on how to better engage families in the educational process.	2015-2016	Director of Federal Programs, Director of Communications and Community Partnerships	\$5,000	Title I / Title II	Sign-in sheets, Parent surveys
2. Provide literacy and technology training for parents, including ESOL and Special Education parents.	Ongoing	Director of Federal Programs; Director of Special Programs	\$5,000 annually	Title I	Surveys Workshop Evaluations
3. Maintain the district's relationship with educational foundations, chambers of commerce, and other community organizations.	Ongoing	Superintendent, Director of Communications and Community Partnerships	N/A	N/A	List of collaborative efforts
4. Promote School Improvement Councils (SIC), Parent Teacher Organizations (PTO and PTA), Title I, II, and III constituency committees, and other school-based and district organizations.	Ongoing	Superintendent, Executive Directors, Director of Federal Programs	N/A	N/A	Surveys
5. Offer volunteer training.	Ongoing	Director of Communications and Community Partnerships, Principals	\$3000	LEA	Sign-in sheets; List of volunteers and substitutes
6. Provide training and workshops for parents on a variety of topics, such as bullying, using SchoolFusion and the Parent Portal, and providing homework assistance.	Ongoing	Chief Officer for Instruction	\$5000	LEA Title I	Sign-in Sheets
7. Provide the Parent Portal and SchoolFusion for parents and students to be able to access grades and assignments.	Ongoing	Teachers	\$54,500 annually	LEA	Parent survey
8. Establish and utilize teacher, student and parent liaison groups to enhance two-way communication between district leaders and community stakeholders. Quarterly meetings will be held throughout the county to increase convenience and connectivity to members of the overall community.	2015-16	Superintendent, Director of Communications and Community Partnerships	\$1,000	LEA and community donations	Sign-in sheets
9. Emphasize and make a deliberate effort to serve and engage local Advisory Councils in the mission of positive youth development.	2016-17, ongoing	Chief Officer for Operations and Student Services	N/A	N/A	Advisory Council minutes

Strategy #3: Increase efforts to attract and train qualified substitute teachers

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Continue to implement and expand the substitute training program.	Ongoing	Director of Administrative Services	\$5000	General Funds	Training Session Evaluations
2. Increase substitute pay to correspond with other salary increases.	Ongoing	Cabinet	\$30,000	General Funds	Salary Schedule
3. Continue to provide an automated substitute calling system.	Ongoing	Director of Administrative Services	\$20,000	General Funds	System Use

Strategy #4: Increase and improve district public relations and communication.

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
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1. Establish the following subcommittees to promote increased community engagement: volunteerism subcommittee, visual identity subcommittee, and internal/external communication subcommittee.	Spring 2015	Director of Communications and Community Partnerships	TBD	General Fund	Meeting minutes, sign in sheets
2. Design a new logo for the school district.	Spring 2015-2016	Director of Communications and Community Partnerships; Visual Identity Committee	TBD	General Fund	New logo as part of our comprehensive district rebranding
3. Increase the use of the district and school web pages to disseminate information in multiple languages.	Ongoing	Technology Coaches	\$50,000	General Fund	Surveys
4. Provide regular reports to the public through the newspaper, Facebook, and Twitter.	Ongoing	Director of Communications and Community Partnerships	N/A	N/A	Collected articles and postings, press releases
5. Maintain the district's automatic calling system.	Ongoing	Chief Officer for Operations and Student Services	\$20,000	General Funds	Surveys
6. Hold regular public meetings in all areas of the district to receive feedback and suggestions.	Ongoing	Superintendent, Director of Communications and Community Partnerships, Executive Directors	N/A	N/A	Surveys Meeting sign-in sheets
7. Update and implement the district's communication/public relations plan.	Ongoing	Director of Communications and Community Partnerships	\$2000	General Fund	Surveys
8. Establish a Communications Office to foster volunteerism, external and internal communications, development of strategic partnerships and community awareness and engagement.	2015-16	Cabinet	\$100,000	General Fund	Implemented Spring 2016

Strategy #5: Update and maintain facilities

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Utilize 1% sales tax in combination with on-going facilities funds to implement projects specific to the referendum.	March 2015	Chief Officer for Operations and Student Services	TBD	1% sales tax proceeds	Completion of projects
2. Analyze current facilities use throughout the district.	Ongoing	Chief Officer for Operations and Student Services	N/A	N/A	Facilities Plan
3. Maintain the district's five-year facilities and technology plans, and focus attention on technology upgrades where possible.	Ongoing	Chief Officer for Operations and Student Services	\$17.5 million	8% bonded indebtedness	Upgrades and construction improvements
4. Implement the recommendations of the demographic and facilities needs assessment conducted in 2013-2014 by the Community Input on Facilities Committee.	Ongoing	Chief Officer for Operations and Student Services	TBD	District	List of completed projects
5. Review the findings of the School Board Facilities Funding Committee and develop appropriate plans for identifying priority sites and moving forward with facility upgrades or replacements.	Ongoing	Chief Officer for Operations and Student Services	N/A	N/A	Minutes of meetings
6. Provide connectivity at all schools and otherwise modernize infrastructure to increase the accessibility of educational technology for BYOD pilot programs.	2014-Continuing	Director of Technology	1.5 million	LEA	Infrastructure to support technology
7. Update the district's safety plan.	Ongoing	Chief Officer for Operations and Student Services	N/A	N/A	Safety Plan
8. Pursue enabling legislation that would allow the District to seek capital projects funding through a local option 1% education capital improvement sales tax.	November 2013 - November 2014	School Board Superintendent	N/A	N/A	State legislature passed enabling legislation, and district pursued a successful referendum in fall of 2014
9. Restructure and align the position categories, responsibilities assignments and standardizing of procurement for custodial and maintenance staff to improve the execution of daily activities while establishing consistent expectations across the organization. Special emphasis will be given to providing high quality landscape services for all schools.	Spring 2016	Chief Officer for Operations and Student Services; Director of Maintenance and Operations	TBD	General Fund	Improved stakeholder survey results regarding satisfaction with physical facilities

Strategy #6: Promoting positive youth development

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Analyze district-wide discipline data to determine behavior patterns and establish appropriate interventions	2016-17	Chief Officer for Operations and Student Services	NA	NA	Discipline Data and interventions
2. Emphasize and make a deliberate effort to serve and engage local Advisory Councils in the mission of positive youth development.	2016-17 and ongoing	Chief Officer for Operations and Student Services	0	0	Advisory Council minutes and programming
3. Conduct a comprehensive community review of the District's code of conduct and revise our code and procedures	2015-16	Chief Officer for Operations and Student Services	0	NA	Revised Code of Student Conduct

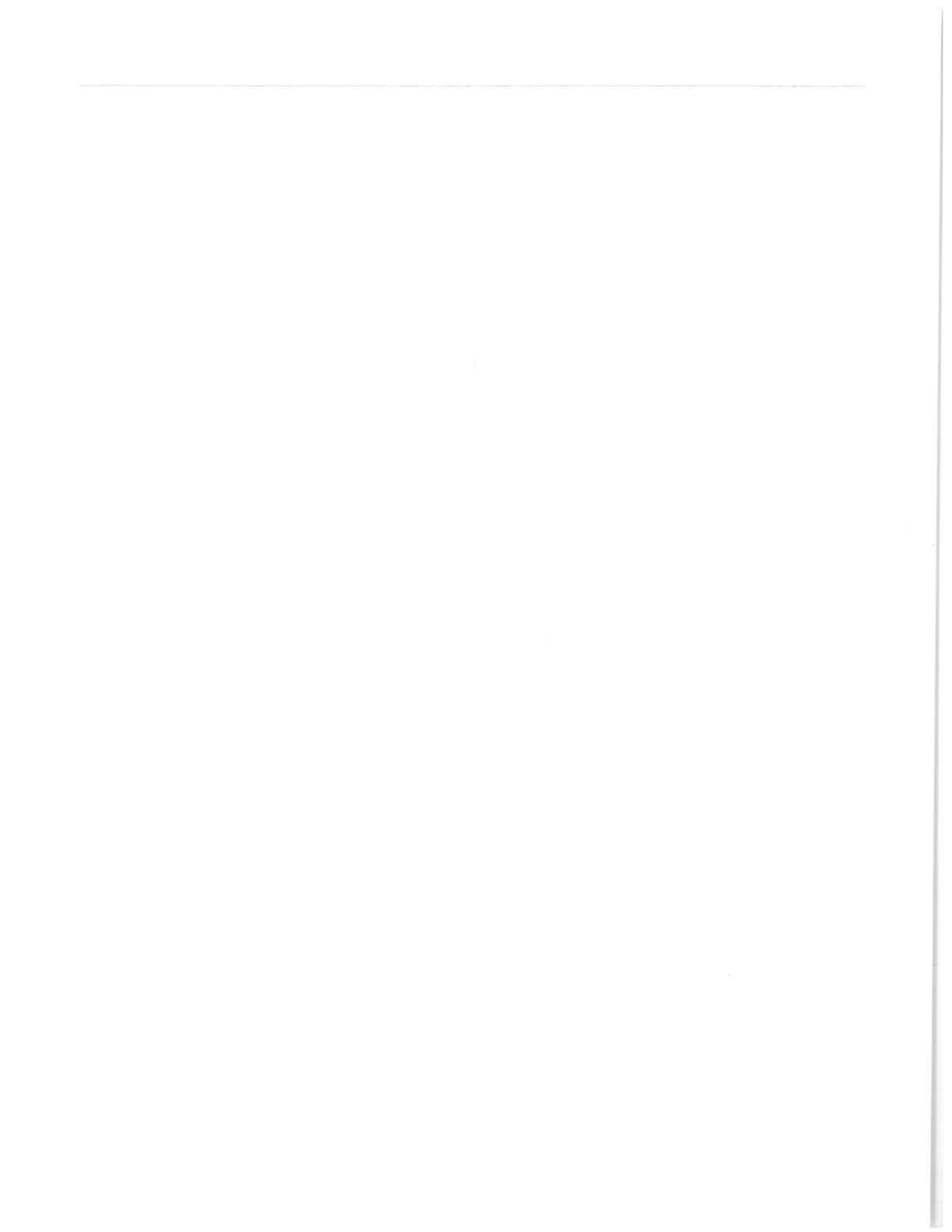
4. Establish a Student Services Office to coordinate district activities while promoting positive youth development.	2016-17	Chief Officer for Operations and Student Services			Reduced expulsions and OSS, improved stakeholder survey results regarding satisfaction with social environment
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Performance Goal

Performance Goal Area	Student Achievement					
Performance Goal (desired result of student learning)	By spring 2019, Aiken County students will demonstrate academic proficiency by meeting the following targets: SC READY and SCPASS - The percentage of students meeting standard by grade level and subject area will increase 2% annually or be at or above the State mean*; SAT - The mean total score for Aiken County students will increase by 5 points annually or be at or above the State mean*; ACT - The mean total score for Aiken County students will increase by .1 annually or be at or above the State mean*; AP Exams - Of the students taking AP exams, 55% will score a 3 or above; EOC - The passage rate of students taking End-of-Course tests will increase by 2% annually; WorkKeys - The percentage of students scoring at the Gold or Platinum level will increase by 2% annually. *The intent of this wording is for the higher target of the two to be achieved.					
Interim Performance Goal	Annually, Aiken County students will meet the targets listed below:					
Data Sources	SCPASS was replaced by ACT Aspire in 2015 and then again by SC READY in 2016 for the assessment of ELA and Math in Grades 3-8; SCPASS continues to be used to assess Science and Social Studies in Grades 4-8; EOCEP for middle and high school students taking English I, Algebra I, Biology, and U. S. History; The ACT, WorkKeys, Advanced Placement exams, and the SAT at the high school level. Note that beginning in spring 2015 all 11th graders must take The ACT, whereas previously only a portion of the college-bound students took this college entrance examination.					
Overall Measures						
Measure	Average Baseline	2014/15	2015/16	2016/17	2017/18	2018/19
SC READY Math District	PASS SP 2013 67.1%	ACT Aspire 2015 Baseline	SC READY 2016 baseline	73.1%	75.1%	77.1%
Actual:		40%				
SC READY Math Grade 3	PASS SP 2013 63.7%	ACT Aspire 2015 Baseline	SC READY 2016 baseline	69.7%	71.7%	73.7%
Actual:		53%				
SC READY Math Grade 4	PASS SP 2013 73.9%	ACT Aspire 2015 Baseline	SC READY 2016 baseline	79.9%	81.9%	83.9%
Actual:		47%				
SC READY Math Grade 5	PASS SP 2013 68.9%	ACT Aspire 2015 Baseline	SC READY 2016 baseline	74.9%	76.9%	78.9%
Actual:		46%				
SC READY Math Grade 6	PASS SP 2013 62.9%	ACT Aspire 2015 Baseline	SC READY 2016 baseline	68.9%	70.9%	72.9%
Actual:		46%				
SC READY Math Grade 7	PASS SP 2013 63.8%	ACT Aspire 2015 Baseline	SC READY 2016 baseline	69.8%	71.8%	73.8%
Actual:		23%				
SC READY Math Grade 8	PASS SP 2013 65.9%	ACT Aspire 2015 Baseline	SC READY 2016 baseline	71.9%	73.9%	75.9%
Actual:		25%				
SC READY Reading District	PASS SP 2013 74.6%	ACT Aspire 2015 Baseline	SC READY 2016 baseline	80.6%	82.6%	84.6%
Actual:		33%				
SC READY Reading Grade 3	PASS SP 2013 81.9%	ACT Aspire 2015 Baseline	SC READY 2016 baseline	87.9%	89.9%	91.9%

Actual:		2010				
SC READY Reading Grade 4	PASS SP 2013 75.0%	ACT Aspire 2015 Baseline	SC READY 2016 baseline	81.0%	83.0%	85.0%
Actual:		30%				
SC READY Reading Grade 5	PASS SP 2013 80.5%	ACT Aspire 2015 Baseline	SC READY 2016 baseline	86.5%	88.5%	90.5%
Actual:		30%				
SC READY Reading Grade 6	PASS SP 2013 71.4%	ACT Aspire 2015 Baseline	SC READY 2016 baseline	77.4%	79.4%	81.4%
Actual:		34%				
SC READY Reading Grade 7	PASS SP 2013 72.6%	ACT Aspire 2015 Baseline	SC READY 2016 baseline	78.6%	80.6%	82.6%
Actual:		32%				
SC READY Reading Grade 8	PASS SP 2013 64.2%	ACT Aspire 2015 Baseline	SC READY 2016 baseline	70.2%	72.2%	74.2%
Actual:		44%				
SC READY Writing District	PASS SP 2013 73.3%	ACT Aspire 2015 Baseline	SC READY 2016 baseline	79.3%	81.3%	83.3%
Actual:		19%				
SC READY Writing Grade 3	PASS SP 2013 70.0%	ACT Aspire 2015 Baseline	SC READY 2016 baseline	76.0%	78.0%	80.0%
Actual:		13%				
SC READY Writing Grade 4	PASS SP 2013 70.3%	ACT Aspire 2015 Baseline	SC READY 2016 baseline	76.3%	78.3%	80.3%
Actual:		12%				
SC READY Writing Grade 5	PASS SP 2013 74.2%	ACT Aspire 2015 Baseline	SC READY 2016 baseline	80.2%	82.2%	84.2%
Actual:		14%				
SC READY Writing Grade 6	PASS SP 2013 74.9%	ACT Aspire 2015 Baseline	SC READY 2016 baseline	80.9%	82.9%	84.9%
Actual:		33%				
SC READY Writing Grade 7	PASS SP 2013 76.0%	ACT Aspire 2015 Baseline	SC READY 2016 baseline	82.0%	84.0%	86.0%
Actual:		24%				
SC READY Writing Grade 8	PASS SP 2013 74.1%	ACT Aspire Baseline	SC READY 2016 baseline	80.1%	82.1%	84.1%
Actual:		21%				
SC-PASS Science District	SP 2014 63.2%	69.7%	71.7%	73.7%	75.7%	77.7%
Actual:		59.5%				
SC-PASS Science Grade 3	SP 2014 55.0%	63.7%	65.7%	67.7%	69.7%	71.7%
Actual:		NA				
SC-PASS Science Grade 4	SP 2014 62.6%	67.8%	69.8%	71.8%	73.8%	75.8%
Actual:		64.7%				
SC-PASS Science Grade 5	SP 2014 58.3%	69.8%	71.8%	73.8%	75.8%	77.8%

Actual:		59.5%				
SC-PASS Science Grade 6	SP 2014 59.6%	69.9%	71.9%	73.9%	75.9%	77.9%
Actual:		54.5%				
SC-PASS Science Grade 7	SP 2014 66.5%	74.0%	76.0%	78.0%	80.0%	82.0%
Actual:		57.2%				
SC-PASS Science Grade 8	SP 2014 64.8%	67.9%	69.9%	71.9%	73.9%	75.9%
Actual:		58.1%				
SC-PASS SS District	SP 2014 70.1%	71.3%	73.3%	75.3%	77.3%	79.3%
Actual:		68.5%				
SC-PASS SS Grade 3	SP 2014 77.9%	81.2%	83.2%	85.2%	87.2%	89.2%
Actual:		NA				
SC-PASS SS Grade 4	SP 2014 79.5%	79.6%	80.7%	82.7%	84.7%	86.7%
Actual:		83.4%				
SC-PASS SS Grade 5	SP 2014 62.9%	68.0%	70.0%	72.0%	74.0%	76.0%
Actual:		63.1%				
SC-PASS SS Grade 6	SP 2014 71.6%	75.3%	77.3%	79.3%	81.3%	83.3%
Actual:		69.7%				
SC-PASS SS Grade 7	SP 2014 57.7%	59.5%	61.5%	63.5%	65.5%	67.5%
Actual:		54.0%				
SC-PASS SS Grade 8	SP 2014 66.0%	68.6%	70.6%	72.6%	74.6%	76.6%
Actual:		68.5%				
SAT District	2013-14 974	986	991	996	1001	1006
Actual:		970				
ACT Composite	2013-14 21.1	21.2	21.3	21.4	21.5	21.6
Actual:		21.2 seniors; 18.0 for all 11th graders				
AP Exams	SP 2014 50.8%	52.3%	53.0%	53.6%	54.3%	55.0%
Actual:		53.0%				
EOC Algebra I	SP 2014 90.6%	86.5%	88.5%	90.5%	92.5%	94.5%
Actual:		89.4%				
EOC English I	SP 2014 77.5%	81.3%	83.3%	85.3%	87.3%	89.3%
Actual:		78.3%				
EOC US History	SP 2014 64.1%	58.2%	60.2%	62.2%	64.2%	66.2%
Actual:		72.2%				
EOC Biology	SP 2014 81.1%	83.5%	85.5%	87.5%	89.5%	91.5%
Actual:		80.9%				
Workkeys NCCR Gold or Platinum Certificates (Statewide 11th-grade assessment)	5%	7%	9%	11%	13%	15%
Actual:		22.9%				



Action Plan

Strategy #1: Implement state adopted standards.					
Action Step (List the processes to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Bring together writing teams of teachers to develop curriculum maps and benchmark tests and create a guaranteed and viable curriculum to guide teachers in instruction.	June 6-15, 2016, with annual updates thereafter	Chief Officer for Instruction; Content Interventionists	\$250,000	Title II and PDSI	Curriculum maps entered into Rubicon Atlas for all subjects and grade levels
2. Provide content interventionists PK-12 for direct support and professional development in the State Standards and the development and implementation of appropriate district-wide curriculum in ELA, math, social studies, science, GT/related arts/exploratory, and technology.	New for 2016-17	Chief Officer for Instruction; Executive Directors	\$1,000,000 annually	General Fund	Professional Development Evaluations; Grade 3-8 State Assessment, EOC and ACT Results
3. Conduct regular principals' professional development meetings focusing on the SC State Standards, professional learning communities, formative assessments, literacy and reading, math, technology, social studies, science, differentiated instruction, academic interventions, Student Intervention Teams (SIT), SPED services and regulations, and rigor. Principals, executive directors, and content interventionists will expand professional development specific to grade levels and subjects.	Ongoing	Chief Officer for Instruction; Executive Directors	\$5,000	PDSI Title II	Feedback Surveys from Principals
4. Continue to provide, produce, and update online tools and professional development videos on topics such as the district literacy model and the S C College- and Career-Ready Standards	2014 - Continuing	Content Interventionists and Technology Coaches	\$5,000 Title II and	PDSI	Materials readily available on district website
5. Provide opportunities for teachers to receive initial and ongoing endorsements to teach advanced placement, GT, and ESOL.	Ongoing	Director of Federal Programs; Director of Human Resources	\$50,000 annually	Title II	Teacher Endorsements
6. Develop and implement district and school Read to Succeed plans.	District by 4/25/16, school plans by 9/1/16	Chief Officer for Instruction; Principals			Benchmark reading assessment scores; state summative reading assessments
Strategy #2: Implement a system for data-driven decision making, including extensive professional development for teachers and administrators in analysis of data					
Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Purchase a virtual benchmarking system for teachers to create common assessments, assess standard mastery, and target interventions.	Implement for 16-17	Chief Officer for Instruction	\$225,000 annually	At-Risk, Formative Assessment Funds	Utilization of Mastery Connect
2. Conduct benchmark testing three times a year for students in grades PK-12.	Ongoing	Chief Officer for Instruction	\$150,000 annually	At-Risk	Benchmark assessment results
3. Utilize the GOLD and DRA2 assessment data to drive early literacy intervention decisions.	Ongoing	Executive Directors for Elementary Schools	\$500	At-Risk	GOLD and DRA2 assessment data
4. Develop a procedure for program evaluation and determine highly effective practices to be replicated.	2015-Continuing	Chief Officer for Instruction; Director of Federal Programs; new Director of Assessment and Accountability	N/A	N/A	Program Evaluation documentation
5. Identify reading deficiencies through diagnostic testing three times a year in grades PK-10.	Ongoing	Chief Officer for Instruction	\$25,000	At-Risk	GOLD, DRA2, Fountas and Pinnell, Scholastic Reading Inventory
Strategy #3: Provide interventions for struggling and at-risk students.					
Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Provide Preschoolers Acquiring Language Skills (PALS) classes, Child Development, and autism pre-school services to support at-risk pre-school age children.	Ongoing	Director of Special Programs	\$1 million annually	At-Risk; Child Development; General Fund; IDEA	Observations; Pre/Post Tests
2. Continue to provide middle and high schools with an accommodations lab to support online intervention strategies and provide accommodations for students with disabilities.	Ongoing	Director of Special Programs	\$250,000	General Fund	SPED Referrals; Online Courseware progress reports
3. Provide a formal structure for each student to have an adult advocate.	2015-2016	Executive Directors	\$0	N/A	Documentation of advisor/advisee programs

4. Provide reading intervention via Waterford (PK-1st), Pathblazers (2nd), and Read 180/System 44 (Grades 3-10).	Ongoing	Chief Officer for Instruction; Executive Directors	\$850,000 annually	Title I/Lottery Funds	Results of benchmark reading assessment three times per year
5. Maintain student intervention teams at all schools to review behavioral and academic data and make recommendations.	Ongoing	Principals	N/A	N/A	Meeting agendas and minutes
6. Maintain an instructional leadership team to oversee and train school intervention teams and to analyze district data and make instructional recommendations for strategic planning purposes.	Ongoing	Principals	N/A	N/A	Meeting agendas and minutes
7. Provide school-based and in home instructional intervention opportunities before, during, and after school and in the summer	Ongoing	Executive Directors; Director of Federal Programs	\$500,000 annually	At-Risk Title I Migrant State	State summative assessments
8. Provide Special Education training for paraprofessionals and special ed bus drivers.	2014-2015 and Ongoing	Director of Special Programs	N/A	N/A	Sign-in sheets; Evaluations

Strategy #4: Target interventions to close the achievement gap between all demographic subgroups

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Provide Sheltered English I for ELL Students	Ongoing	Director of Federal Programs	\$250,000 annually	General Fund	ACCESS assessment (WIDA)
2. Expand the integration of technology into the curriculum	Ongoing	Chief Officer for Instruction	\$1 million annually	Title I General Fund	State Technology Evaluation; Survey Data; Observations
3. Support the federal Focus Schools with large achievement gaps by offering technical assistance in budget analysis, data analysis, and best practices. Provide opportunities for these schools to attend state-provided technical assistance.	2015-2016	Chief Officer for Instruction; Director of Federal Programs	\$65,000 per school	Title I	SC READY and SCPASS
4. Provide Rosetta Stone for up to 170 ELL students	Ongoing	Director of Federal Programs	\$15,000 annually	Title III	Online progress
5. Use Project Discovery with Secondary SPED students and increase community based employment opportunities.	Ongoing	Director of Special Programs	\$50,000	IDEA	Job placement
6. Maintain a common delivery model for ESOL instruction including push-in for content support of State Standards	Ongoing	Director of Federal Programs	\$3,000	Title III	Implementation of Model
7. Provide a system for coordinating volunteer efforts to encourage more community support and mentors in schools.	Ongoing	Director of Communications and Community Partnerships	\$60,000	General Fund	Mentor / Volunteer Lists for Schools
8. Provide literacy coaches for elementary schools.	Ongoing	Director of Federal Programs	\$1 million annually	State	Fountas and Pinnell, SRI assessments, SC READY assessments
9. Provide STEM/STEAM curriculum for all middle level students.	2015-16 and ongoing	Executive Director for Middle Schools	\$50,000	General Fund	School master schedules and documentation

Strategy #5: Provide for flexible grouping options to support varied learning styles.

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Maintain pupil-teacher ratios in primary grades below state-mandated levels.	Ongoing	Cabinet	\$3 million	General Fund	SC READY and SCPASS assessment data
2. Support Freshman Academies and other small learning communities in the high schools	Ongoing	Executive Director for High Schools	Up to \$200,000 per school	General Fund	EOCEP Graduation Rate
3. Maintain and expand partnerships with Ruth Patrick Science Center, USC-Aiken, Aiken Technical College, Public Education Partners, and the State Department of Education to support expanded classroom experiences	Ongoing	Superintendent, Chief Officer for Instruction, Executive Directors	\$500,000	Title II; At Risk; General Fund; Math Science Partnership Grant	PD evaluations
4. Provide a comprehensive alternative learning environment to provide intervention and transition services to at-risk students including both virtual and face to face learning opportunities.	Ongoing	Chief Officer for Instruction; Director of Special Programs; Director of Center for Innovative Learning	\$3 million	General Funds IDEA At-Risk	Graduation Rate Dropout Rate
5. Continue to support a common service delivery model for academic and artistically gifted and talented students.	Ongoing	Director of Federal Programs	\$5,000 for materials annually	At-Risk	Model Implementation
6. Provide opportunities for vertical articulation among transition grades concerning standards, curriculum, and learning communities.	2014-Ongoing	Chief Officer for Instruction	N/A	N/A	Improved state assessment data

Strategy #6: Improve the availability and consistency of educational technology

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Maintain an instructional technology committee to review district priorities, develop guidelines for technology integration, and ensure equitable distribution of technology.	Ongoing	Chief Officer for Operations and Student Services; Director of Technology	N/A	N/A	Meeting agendas and minutes

2. Review and update the district technology plan quarterly through the District Technology Committee to ensure timelines for technology implementation are in place.	Ongoing	Chief Officer for Operations and Student Services; Director of Technology	N/A	N/A	Meeting Agendas/Minutes; Technology Plan
3. Continue to pilot and evaluate a one-to-one computing initiative in three schools.	Began in 2013-14 and Continuing	Chief Officer for Instruction	\$1 million	General Fund	Graduation Rate Technology Use; Observations; Surveys
4. Implement and expand the Aiken County Virtual Academy to provide flexible options for students to take virtual courses.	2014-2015, ongoing	Chief Officer for Instruction; Coordinator of Middle Schools and Virtual Learning	\$350,000	At-Risk	Course grades and completion; Graduation Rate; Enrollment
5. Explore alternative funding for technology purchases.	2014-Ongoing	Director of Technology	N/A	Grants, Community Groups	Technology Inventory
6. Ensure student access to technology while promoting digital literacy by adding adequate computer labs to support differentiated instruction, the promotion of technology skills and the digital administration of state assessments.	2015-16	Chief Officer for Operations and Student Services	\$1,300.00	One-time funds provided by BOE	At least two computer labs for each school with over 300 students

Strategy #7: Provide opportunities for high achieving students.

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Review and reorganize the district's Gifted and Talented (GT) service model to provide better service to identified students and greater access to students with strong academic potential.	2015-16	Director of Federal Programs	\$1.2 million annually	General Fund	Number of Students Served; Course offerings
2. Expand the number of Advanced Placement and dual enrollment courses offered to students in high schools	2015-2019	Executive Director for High Schools	TBD	General Fund	Number of courses
3. Expand opportunities for high achieving middle school students to accelerate in content areas and earn high school credits.	Ongoing	Executive Directors for Middle Schools and High Schools	TBD	General Fund	Number of students enrolled in accelerated and high school courses; passage rate
4. Provide a summer program (acGateway) for artistically gifted students.	Ongoing	Director of Federal Programs	\$140,000	LEA	Summer program
5. Provide WorkKeys retake opportunities to seniors to earn or raise the level of their NCRC certificates.	Ongoing	Executive Director for High Schools	0	S. C. Work Ready Commission	Number of NCRC Certificates Earned

Performance Goal

Performance Goal Area	Student Achievement					
Performance Goal (desired result of student learning)	By spring 2019, the on-time graduation rate for our students will be at least 86.6% or will meet or exceed the State mean as indicated by the District Report Card					
Interim Performance Goal	Annually, the on-time graduation rate will increase as indicated by the targets below:					
Data Sources	Graduation Rate on the District's Report Card					
Overall Measures						
Measure	Average Baseline	2014/15	2015/16	2016/17	2017/18	2018/19
Graduation Rate	SP 2014 82.7%	82.9%	83.0%	84.0%	85.3%	86.6%
Actual:		85.2%				

Action Plan

Strategy #1: Implement best practices designed to support and accelerate struggling middle and high school students.

Action Step (List the processes to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Implement a formal program to ensure that each student has an adult advocate.	2015-2016	Executive Directors	N/A	N/A	Student advocate lists, lowered counselor-student ratios
2. Investigate programs/initiatives that provide platforms to work with at-risk youth to support their education by offering job placement and mentor programs.	2015-2016	Chief Officer for Instruction, Executive Director for High Schools	TBD	General Fund	Graduation Rate
3. Implement the High Schools That Work and Making Middle Grades Work key practices.	Ongoing	Executive Directors for Middle and High Schools	\$125,000 annually	HSTW/MMGW Funds	ACT, EOC Graduation Rate
4. Continue to offer virtual course opportunities for credit recovery.	Ongoing	Coordinator of Middle schools and Virtual Learning	\$40,000	At-Risk	Graduation Rate
5. Expand and update CATE course offerings at the Aiken County Career Technology Center and at the high schools - particularly rural high schools	Ongoing	Director of Career and Technology Education	\$1 million	General Fund Grants, Perkins funds	Graduation Rate, number of CATE completers
6. Expand advanced placement and dual credit opportunities for high school students	Ongoing	Executive Director for High Schools	\$350,000	General Funds	EOCEP College Enrollment
7. Expand high school credit opportunities for middle school students	Ongoing	Executive Directors for Middle and High Schools	\$550,000	General Funds	Number of credits
8. Implement transition programs between elementary and middle schools, and between middle and high schools	Ongoing	Executive Directors for Middle and High Schools	\$10,000	General Funds	Student Surveys
9. Implement Advisor/Advisee concept in all middle and high schools	Ongoing	Executive Directors for Middle and High Schools	\$70,000	General Funds	Advisement Logs
10. Expand School to Work opportunities including internships and apprenticeships	Ongoing	Director of Career and Technology Education, Director of Special Programs, Executive Director for High Schools	\$50,000	CATE IDEA	Work logs
11. Explore additional diploma opportunities for adult education students	Ongoing	Director of Adult Education	\$50,000	Adult Education	Adult Education Graduates
12. Provide ongoing training to school counselors in the identification and support of at-risk student populations	Ongoing	Coordinator of Counseling	\$5,000	Title II PDSI	Agendas, Sign in sheets Student Referrals
13. Provide professional development on differentiation and interventions for middle school students.	2014-2015 and Ongoing	Executive Director for Middle Schools; Content Interventionists	\$15,000	Title II	Sign-in Sheets, Observations
14. Operate under an approved waiver from the State Board of Education of Regulation 43-205 that states, "Each [high] school must be staffed with a full-time properly certified principal/director whose duties and responsibilities must be prescribed by the superintendent." Ridge Spring Monetta Middle School (213 students) and RSM High School (237 students) were merged and are now housed on the same campus. The assigned principal has Tier I Elementary and Tier I Secondary Principal licensure and will serve as principal over both middle and secondary students.	2015-Ongoing	Executive Director for High Schools	\$112,000	General Fund	Approved Waiver
15. Operate under an approved waiver from the State Board of Education of Regulation 43-205(IV)B(3)b, which states, "A teacher must not be permitted to teach more than 1,500 minutes per week." for the teachers in the following schools: Aiken County Career and Technology Center, Aiken High School, Midland Valley High School, North Augusta High School, Ridge Spring Monetta Middle/High School, Silver Bluff High School, South Aiken High School, and Wagener-Salley High School. Teachers in these schools currently teach more than 1,500 minutes per week because they instruct for six of the seven daily periods per day.	2014-2019	Executive Director for High Schools	N/A	N/A	Master Schedules / Waiver Approval

<p>16. Operate under an approved waiver from the State Board of Education of Regulation 43-205(IV)B(3)b. which states, "A teacher must not be assigned classes requiring more than four preparations per day," for the teachers in the following schools: Aiken County Career and Technology Center, Aiken High School, Midland Valley High School, North Augusta High School, Ridge Spring Monetta Middle/High School, Silver Bluff High School, South Aiken High School, and Wagener-Salley High School. Teachers in these schools have been assigned classes that show more than four preparations per day, however, multiple levels meet during one class period. Operating under an approved waiver for this situation will allow the district to avoid deficiencies from this regulation on its accreditation report for its secondary schools.</p>	<p>2014-2019</p>	<p>Executive Director for High Schools</p>	<p>N/A</p>	<p>N/A</p>	<p>Waiver approval/Master Schedules</p>
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Performance Goal

Performance Goal Area	Teacher/Administrator Quality					
Performance Goal (desired result of student learning)	By spring 2019, 100% of the classes in the Aiken County Public School District will be taught by teachers fully certified for their level and subject, with no vacancies. (Previously we were looking at the percentage of Highly Qualified teachers.)					
Interim Performance Goal	Annually, the percentage of classes taught by certified teachers will increase by .3 %					
Data Sources	Annual report to CERRA					
Overall Measures						
Measure	Average Baseline	2014/15	2015/16	2016/17	2017/18	2018/19
Percentage of Schools with HQ Teachers	SP 2014 98.0%	98.4%	98.8%	99.2%	99.6%	100.0%
Actual:		98.2%				
Percentage of classes taught by fully certified teachers			99.3% 2015-16 Baseline	99.6%	99.9%	100%
Actual:						
Teacher vacancies			11 2015-16 Baseline	8	4	0
Actual:						

Action Plan

Strategy #1: Provide opportunities for current teachers to become more effective.

Action Step (List the processes to fully implement the strategy. Include professional development, scientifically based research, innovation initiatives etc.)	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Contract with various colleges and universities to provide courses	Ongoing	Director of Federal Programs	\$50,000 annually	Title II PDSI	Documentation of courses offered and participation
2. Reimburse teachers for required courses and exams needed to gain certification in critical needs areas.	Ongoing	Director of Federal Programs	\$40,000 annually	Title II	Documentation of participation

Strategy #2: Actively recruit highly effective teachers and administrators

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Utilize an online database of teacher and principal applicants to recruit highly effective candidates.	Ongoing	Director of Human Resources	\$60,000 annually	General Fund	Database
2. Explore offering bonuses/incentives for high poverty and hard-to-fill positions.	2015-2016	Chief Officer for Administration and Human Resources	TBD	Title II	Reduction in vacant teacher positions, critical needs list
3. Implement a District Succession Plan to insure efforts are in place to hire qualified and experienced candidates for key positions.	Fall 2013 - Continuing	Chief Officer for Administration and Human Resources	N/A	N/A	Succession Plan
4. Review and revise the current salary schedules and to create a new methodology for assigning service credit, based on the results of the salary study and other analysis, in order to promote the retention and recruitment of high quality employees.	2015-16	Board Committee, Chief Financial Officer	TBD	General Fund	New salary schedules

Strategy #3: Provide quality professional development for teachers, administrators, and paraprofessionals on research-based, instructional strategies and best practices and the improvement of content-specific knowledge.

Action Step	Timeline Start/End Dates	People Responsible	Estimated Cost	Funding Source	Indicators of Implementation
1. Train principals and teachers in best practices in literacy using the framework of the Aiken County Literacy Model.	Spring 2015-Ongoing	Director of Federal Programs	N/A	N/A	F & P and SRI benchmark assessments, SC READY, EOC
2. Provide funding for coursework for teachers to earn Read to Succeed add-on certification.	2015-2019	Director of Federal Programs	\$40,000	Title II	Completed coursework
3. Partner with colleges and universities to provide courses in ESOL strategies, gifted learners, the SC State Standards, math, reading, writing, and technology.	Ongoing	Director of Federal Programs	\$100,000 annually	Title II PSDI	Observations; Lesson Plans; Course Grades
4. Provide professional development for principals, teachers, and other staff on writing quality standards-based curriculum, creating formative assessments, and providing differentiated instruction	2014-Continuing	Chief Officer for Instruction; Content Interventionists	\$50,000	PDSI Title II	Sign-in sheets Surveys Observations
5. Provide professional development for administrators on effective management skills and the school improvement process.	2014-2015	Chief Officer for Instruction	\$50,000	Title II	Administrator Evaluations
6. Provide a Leadership Summit for administrators.	Summer 2014, continuing	Cabinet	\$20,000	Title II	Administrator Evaluations
7. Provide an Aspiring Administrators' Course.	Ongoing	Chief Officer for Instruction	\$1,000	Title II	Course attendance; observations
8. Provide advanced leadership training for current assistant principals.	2015-16	Superintendent	\$500	General Fund	Implemented Spring 2016, participation list
9. Provide additional training for paraprofessionals.	2015-16	Chief Officer for Administration and Human Resources, Director of Special Programs	\$1000	General Fund, IDEA	Documentation of participation

Performance Goal

Performance Goal Area	Read to Succeed: Leadership					
Performance Goal (desired result of student learning)	NA					
Interim Performance Goal						
Data Sources						
Overall Measures						
Measure	Average Baseline	2014/15	2015/16	2016/17	2017/18	2018/19