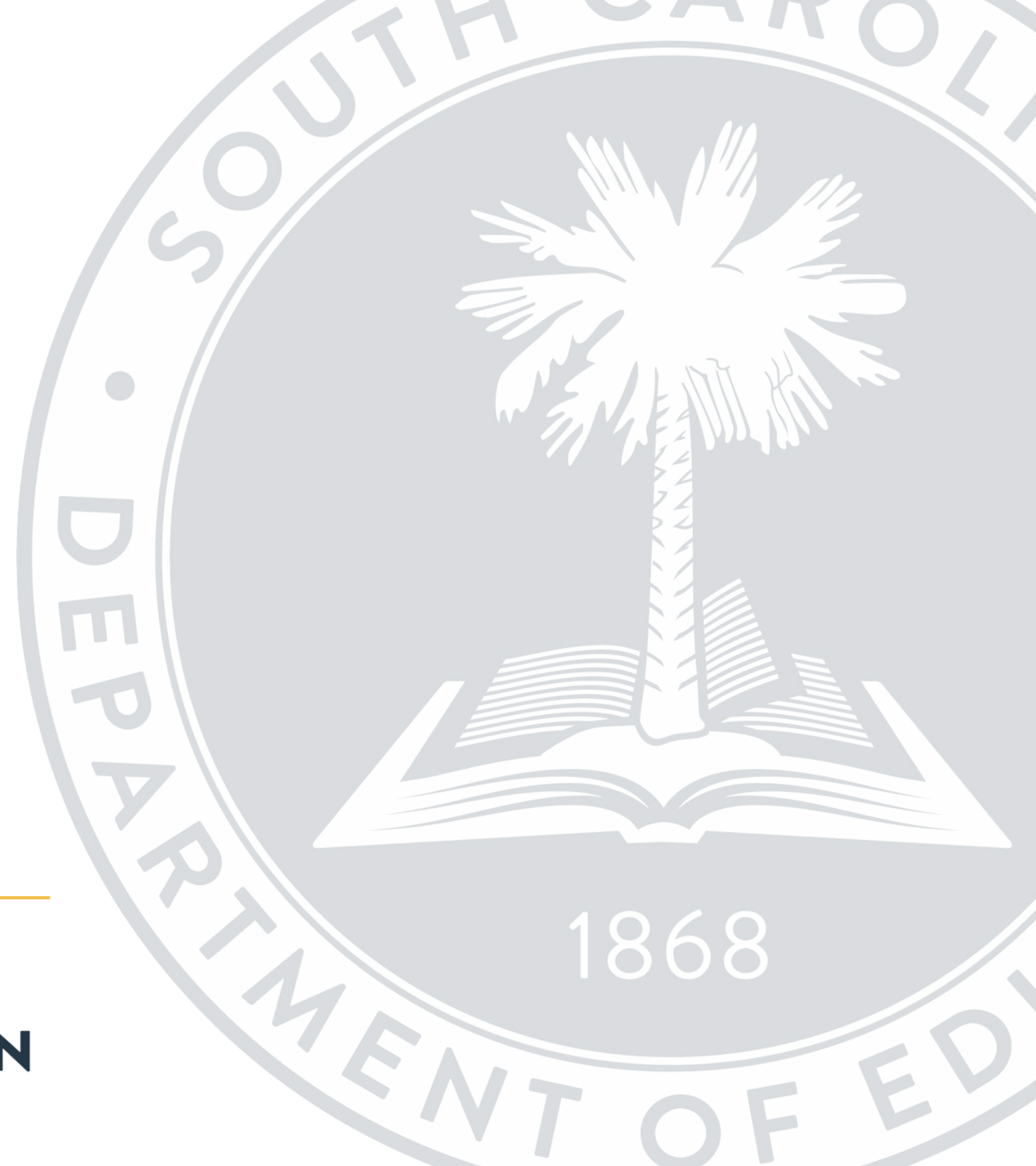


Building the Bridge - Strategic Plans and Federal Programs

**Innovation and Support Teams
Office of Federal and State
Accountability**



**SOUTH CAROLINA
DEPARTMENT OF EDUCATION**



South Carolina School Improvement Model

- This should be viewed as an organizational **strategy**, rather than an exercise in compliance.
- This improvement cycle gives districts a template for focused and intentional actions to lead to continuous improvement.



Quality Strategic Planning: *Essential Elements*

Developing a strategic plan is vital to an organization's success. An organization must be able to efficiently execute that strategy to achieve its performance improvement goals.

- **Structure/Strategy-** Strategy sets the direction and focus, elaborates plans and the environment for educators to understand the organization's goals
- **Culture-** The organization's culture is often the most important determiner in successful execution

Implementing a strategic plan depends on two essential elements:

- Building and sustaining an organizational **culture** that facilitates and accelerates change
- Fostering a sense of personal **accountability** for strategy execution ownership at every level – from administrative assistant to senior leadership



Improvement Cycle-Core Principles

1. A focused plan aligns vision, mission and philosophy.
2. The process is **continuous**, and the plan is a **dynamic** document.
3. The process relies on **quality**, **deep data** interpretations.
4. The process is completed in a **collaborative** and inclusive way.



Improvement Cycle-Core Principles, Continued

5. The process produces one focused, integrated plan that directs all work and resources.
6. The process expects **substantive changes** in **student performance** and **adult practices** as a result of implementing, monitoring and evaluating the process and plan.
7. An efficient communication approach ensures all stakeholders are consistently informed of progress at each stage.



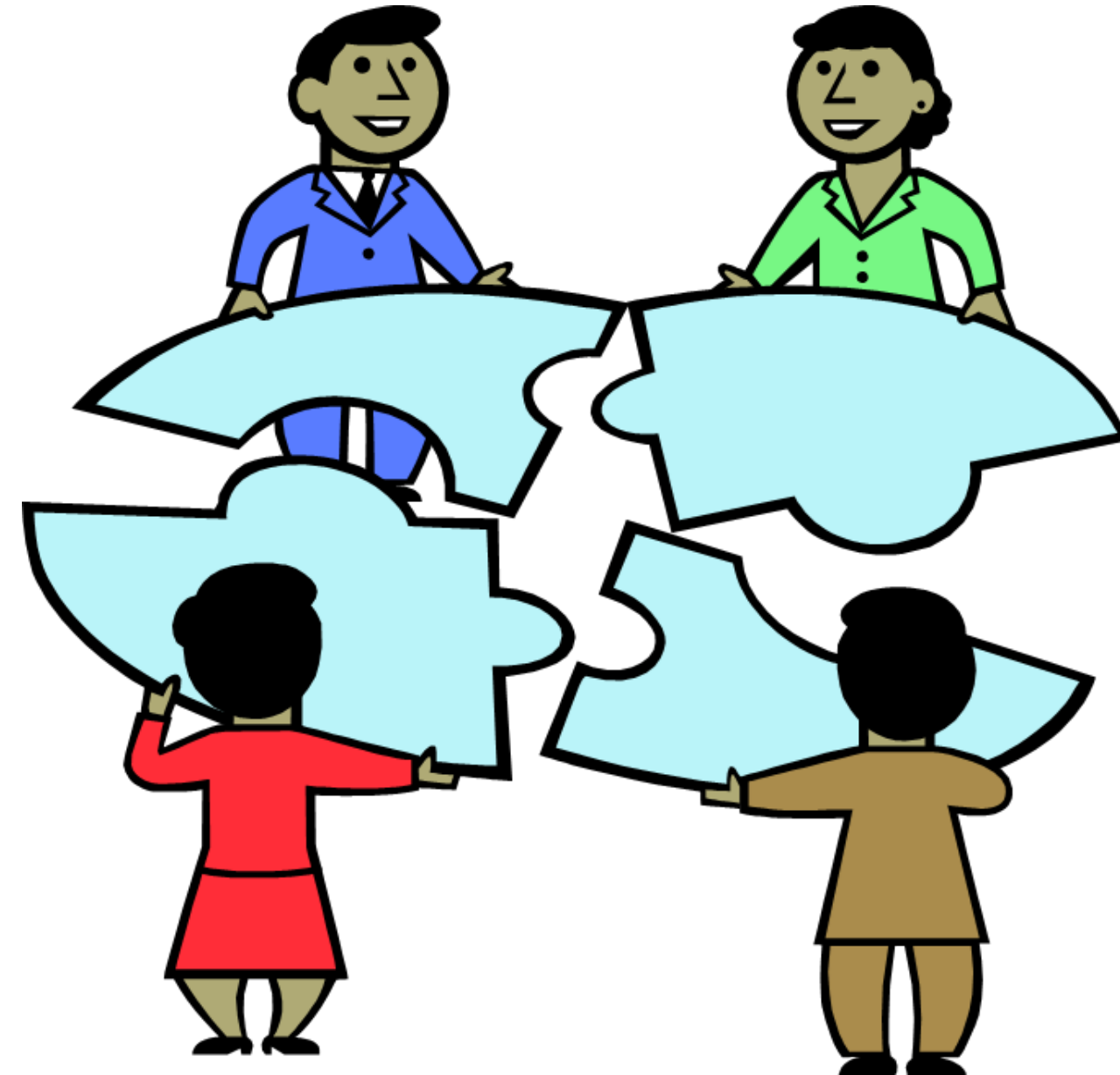
Collaborative Leadership Team Structures

- Shift focus from single individuals to **teams** that can function as purposeful communities.
- Distribute key leadership functions.
- Align work **system-wide** while focusing on a limited number of data-based district goals.
- Ensure **effective leadership** is exercised at all levels of the system.
- Engage in all stages of the improvement cycle for the long-term improvement.



Common Impediments to a Successful Plan

1. Lack of Depth/Opportunities for Teacher Learning Needed to Change Classroom Instruction.
2. Lack of Focus/Too many strategies.
3. Lack of Effective Use of Data.
4. Inadequate Midcourse Corrections or Adjustments.
5. Failure to Include all Necessary Stakeholders.

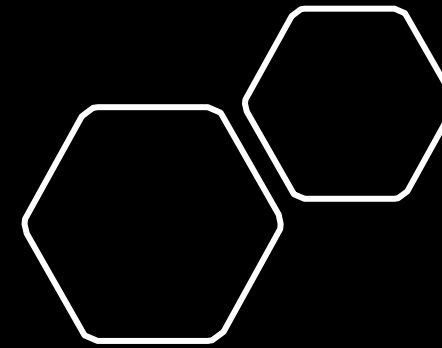


“

**You do not rise to the
level of your goals.
You fall to the level of
your systems.**

JAMES CLEAR
Atomic Habits

dare to lead |  Spotify



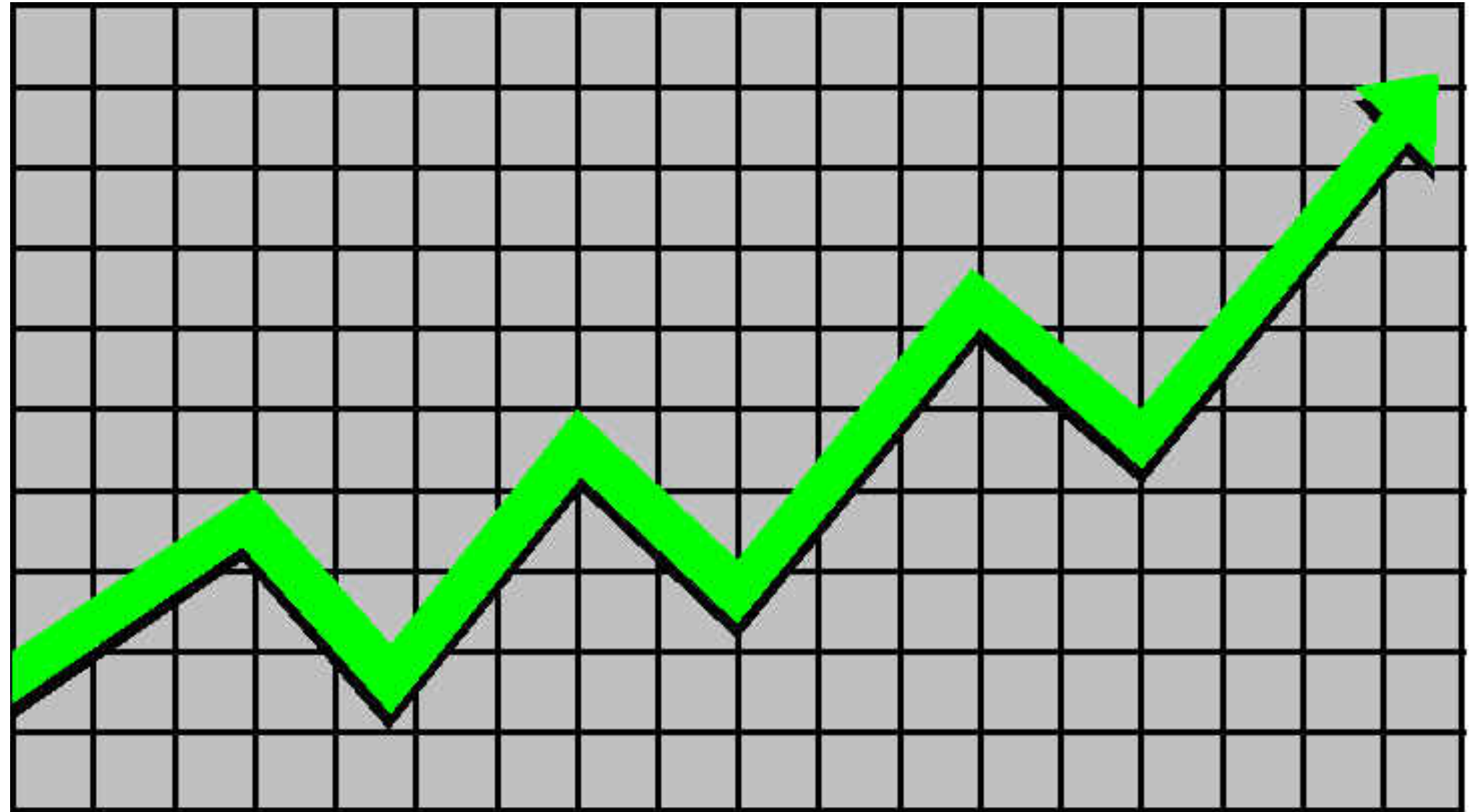


Continuous Improvement

Six Phases of Continuous Improvement

Phase 1: DIAGNOSE CRITICAL NEEDS

- The purpose of the 1st phase is to:
 - diagnose deficiencies;
 - determine what needs to be improved;
 - in which content areas by which students;
 - at what rate; to what extent.
- determine root causes



Phase 2: SELECT EVIDENCE- BASED INTERVENTIONS

- Focuses on selecting relevant, evidence-based practices, interventions, and strategies aligned to academic or other improvement deficiencies as evidenced by multiple sources of valid and reliable data.
- An evidence-based intervention (EBI) is an instructional practice that has demonstrated a proven statistically significant effect on improving student outcomes



Phase 3: DEVELOP FOCUSED ACTION PLAN

- Produce one focused, integrated action plan that directs all district/building work and resources



Action Plan Development

- Draft Your Goals
 - SMART Goals
- Define Acceptable Implementation
- Define Ownership of Implementation & Monitoring of Goals and Strategies
- Consider Support Structures Needed for Successful Implementation



Outcomes of Stage 3- Develop a Focused Action Plan

- Develop SMART goals (3 required)
- Compose strategies for each goal
- Establish adult implementation and student performance indicators for every strategy
- Create action steps
- Develop tasks needed to complete each Action Step
- Review, revise, adopt plan



SMART Goals

- **Specific:** Is the goal specific enough for clarity?
- **Measurable:** How will you measure its accomplishment? What is the evidence or data source?
- **Attainable:** Is the goal truly **attainable**? Or is it such an outlandish goal that it looks good on paper but is nearly impossible to complete? Goals must be attainable yet challenging.
- **Relevant:** Did you write the goal **related to your findings**? For example, did you address a challenge of your school community? Is it aligned with the educational aims, vision, and mission of the school?
- **Timebound:** Is there a **timeline** associated with the goal to ensure a completion date with interim benchmarks?



Phase 4: Implement Focused Action Plan

- Implementation
- Carry out the planned strategies and actions with fidelity



Phase 5: Monitor & Evaluate Focused Action Plan

- Monitoring
- Ensure that both adults and students fulfill focused action plan expectations



Phase 6: Revise

- Monitor and adjust implementation plans as needed
- Adjust the data targets and/or actions as needed based
- Make the plan a useful guide for closing gaps in educational achievement



Roles and Responsibilities: District Leadership Teams

- Set performance targets aligned with district goals;
- Monitor performance against the adult implementation and student performance indicators;
- Build a foundation for data-driven decision making on a system-wide basis;
- Design system planning and focused improvement strategies; structures, and processes;
- Facilitate the development and use of collaborative structures, i.e., Building Leadership Teams and Teacher Based Teams;
- Broker or facilitate high quality PD consistent with district goals; and
- Allocate system resources toward instructional improvement.



RESOURCES

- [**SCDE District Strategic and School Renewal Plan Guidance**](#) The SCDE provides guidance and templates for developing and submitting District Strategic Plans and School Renewal Plans.
- [**South Carolina Department of Education: South Carolina School Improvement Framework Version 2.0**](#) This document provides the plan and process adopted by the South Carolina Department of Education to ensure high-level learning for all students at all schools in South Carolina.
- [**South Carolina Department of Education-Using Evidence Based Interventions & Practices: A Process Guide for Improvement**](#) This document provides an overview of an evidence based school improvement planning process and helpful tools to use during each phase of the needs assessment and planning process.
- [**Whats Wrong With School Plans**](#) This blog post provides insight in effective school plans. Author Doug Reeves shares that plans don't have to be vacuous wastes of time and energy. They can be vibrant living documents that inspire faculty and can be the focus of improvement every day of the school year.





SC Innovation Station provides research-based, vetted resources and professional learning opportunities to support South Carolina educators in strengthening instruction to increase student engagement and achievement.





The SC Innovation website is found at: <https://scinnovationstation.ed.sc.gov>





Welcome to SC Innovation Station

The SC Innovation Station provides vetted resources and professional learning opportunities for district and school administrators, professional support staff, and teachers to support continuous improvement efforts and effective implementation of evidence-based interventions that positively impact student engagement and achievement. For more information [search](#) here.

Comprehensive Improvement Planning	Evidence-based Interventions	Teaching Students in Poverty	Resource Library
			
<p>A data-driven continuous improvement process critical to providing a rigorous teaching and learning environment that supports student success.</p>	<p>Demonstrated strategies and practices proven to have a statistically significant effect on improving student outcomes based on ESSA's tiers of evidence.</p>	<p>Resources to assist district and school administrators, teachers, and professional support staff with providing educational services to support the academic success of students in poverty.</p>	<p>Resources to assist with providing educational services that support school improvement and positive student outcomes.</p>

Innovation & Support Team

For further assistance contact the
Innovation & Support Team

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