

Mastering the Art of Strategic Planning

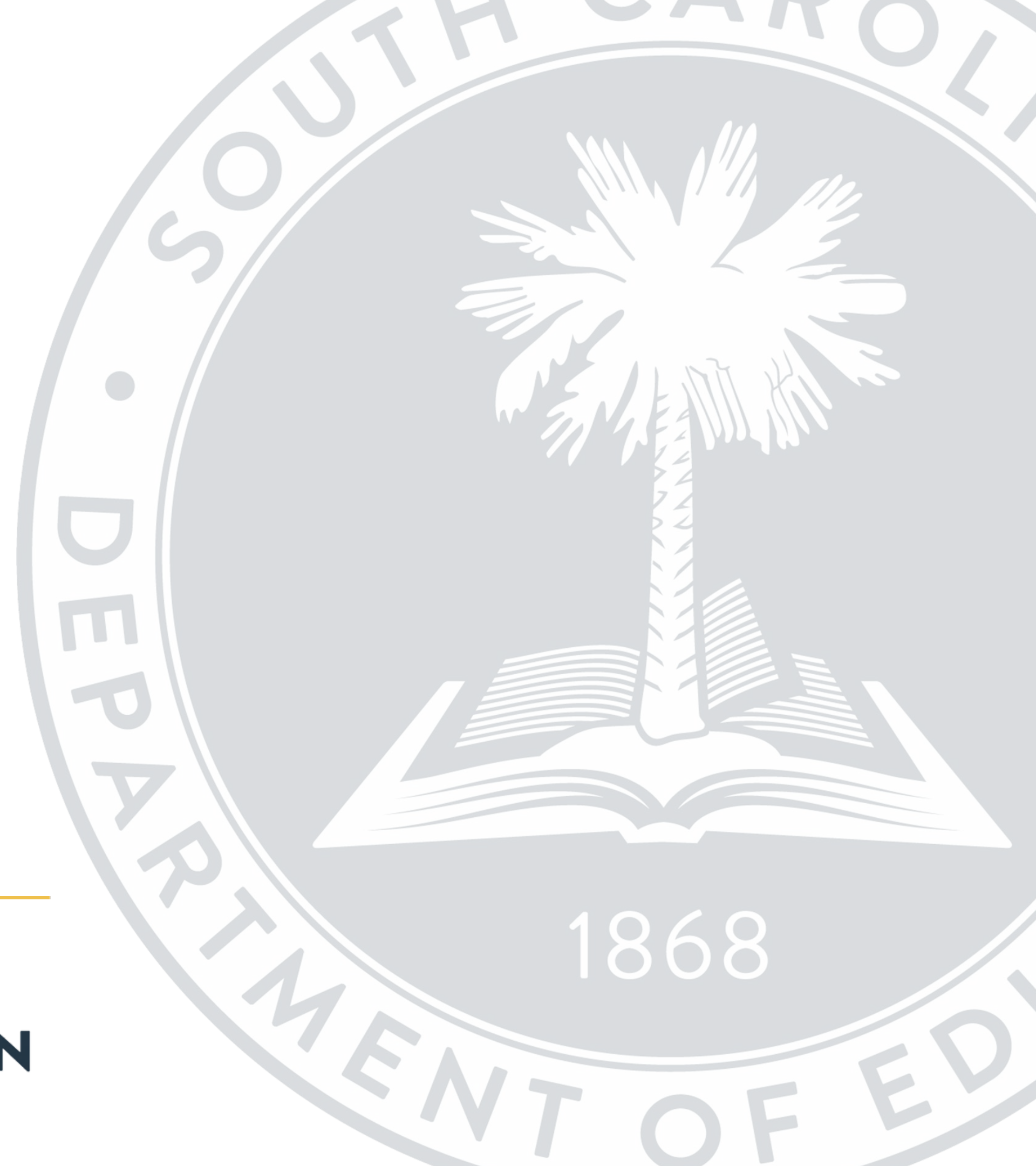
Innovation & Support Team

ESSA Academy

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**SOUTH CAROLINA
DEPARTMENT OF EDUCATION**



Staffing/Organizational Chart



C.R. Hall
Team Lead



Daniel Bailey
Education Associate



Devetter Bradley
Education Associate



Pat Ciccantelli
Education Associate



Sarah Fischer
Education Associate



Agenda

1 Connecting the Dots

- ESSA & State Law
- Alignment of the two

2 Strategic Planning

- Parts of a District Strategic/School Renewal Plan

3 Strategic Reflection

- Strategic goal analysis

4 The Future

- ESSA
- DSSR
- Connecting the Dots





Agenda #1

Connecting the Dots



School District



The school district is responsible for the entire school system. The entire school system reports to and supports the function of the school district.

What Does ESSA Say?

Involve parents, in an organized, ongoing, and timely way, in the planning, review, and improvement of programs under this part, including the school parent and family engagement policy and joint development of the schoolwide program plan.

ESSA Sections 1114, 1116.

Evidence of plan review process with families and parents playing an active participant role



What Does the South Carolina State Law Say?

The State Law outlines that each local board of trustees will establish an improvement council at each school within the district.

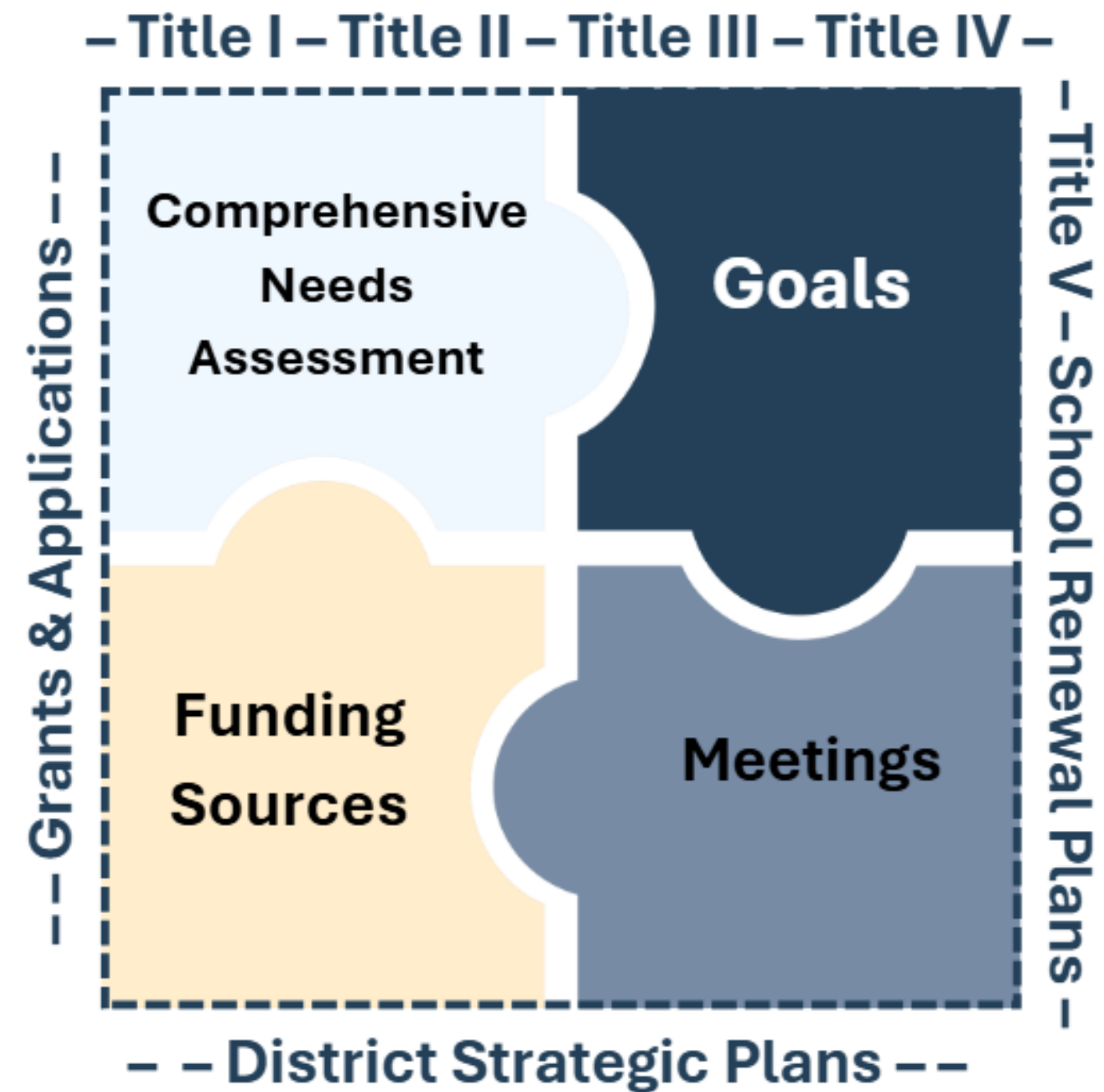
S.C. Code Ann. § 59-20-60(6)

- Council is to include at least 2 parents, 2 teachers, 2 students (high school), and representatives of the community
- Council shall assist in the preparation of the Strategic Renewal Plan
- Council shall provide advice on the use of school grants



The Alignment Advantage & Pushing Past Compliance

- Comprehensive Needs Assessment
- Goals
- Funding Sources
- Meetings
 - Agenda, Meeting Minutes, Sign-in Sheet
 - Place these meetings & plans on your website
 - Combine committees and get creative with your meetings, parents will appreciate the efficiency.





Agenda #2

Strategic Planning



Common Challenges of Strategic Planning

- Procrastination
- Insufficient Tools
- Asking Wrong Questions- Are you asking the **deep** and **tough** questions?
- Jumping to Solutions- Leaders often jump to the task of brainstorming solutions before truly understanding the problems to be solved.
- Ineffective Implementation and Monitoring



Comprehensive Needs Assessment and Executive Summary

- A needs assessment requires an **inclusive team approach**. It requires gathering and analyzing data. A needs assessment informs the identification of **primary needs, root causes, need statements, and desired outcomes**.
- The result of the needs assessment must be a focused plan that allows the district or school to **prioritize** a limited number of strategic goals.
- The comprehensive needs assessment must identify targeted areas of discrepancy between **the desired performance levels** and the **current status** as indicated by available data.



Failure to Create a Strategic Performance Goal

- By 2025-2026, 60% of 3rd-8th graders will score “Meets or Exceeds” on the ELA and Math benchmarks as measured by Spring MAP scores.

Too Large!

- Reduce class size for 4th and 5th grades to 18:1 by 2025-2026.

Does class size impact achievement?

- By 2027, 100% of the faculty/staff will receive appropriate schoolwide and area-specific professional development.

Where can you grow?

- By June of 2027, school report card surveys will show: Parents satisfied with the learning environment will increase 1 percentage point each academic year from 95.9% to 99.9%.

Is this possible?



Common Challenges of Strategic Planning

The Current Practice

	Baseline	2024-25	2025-26	2026-27	2027-28	2028-29
ELA Grades 3-5 Projections	43%	47%	51%	55%	59%	63%
ELA Grades 3-5 Actual Data		44%				



Common Challenges of Strategic Planning

Best Practice

Data Source	Cohort	Baseline	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
MAP Reading Data	Cohort 2036	(2023-24 K gr) 150	Current 1 st gr 152	Current 2 nd gr	Current 3 rd gr	Current 4 th gr	Current 5 th gr
	Cohort 2035	(2023-24 1 st gr) 165	Current 2 nd gr 168	Current 3 rd gr	Current 4 th gr	Current 5 th gr	n/a
	Cohort 2034	(2023-24 2 nd gr) 178	Current 3 rd gr 176	Current 4 th gr	Current 5 th gr	n/a	n/a
	Cohort 2033	(2023-24 3 rd gr) 192	Current 4 th gr 196	Current 5 th gr	n/a	n/a	n/a
	Cohort 2032	(2023-24 4 th gr) 202	Current 5 th gr 208	n/a	n/a	n/a	n/a



Common Challenges of Strategic Planning

The Current Practice

	Baseline	2026/27	2027/28	2028/29	2029/30
Grad Rate Projections	82%	85%	88%	91%	94%
Grad Rate Actual Data		84%			



Common Challenges of Strategic Planning

Best Practice

	Baseline	2026/27	2027/28	2028/29	2029/30
Grad Rate Cohort 2026	82%	85%	N/A	N/A	N/A
Grad Rate Cohort 2027	79%	83%	87%	N/A	N/A
Grad Rate Cohort 2028	75%	79%	83%	87%	N/A
Grad Rate Cohort 2029	100%	91%	93%	95%	97%
Grad Rate Cohort 2030	N/A	100%	94%	97%	98%



Connect the Dots

- Write a **good** Comprehensive Needs Assessment in the Strategic Renewal Plan
 - Use the Comprehensive Needs Assessment for the Title Plans
 - Write specific and detailed action steps in the Strategic Renewal Plan
 - Use the Action Steps for the Narrative Description in your Title(s) Plan
- Write in a Funding Source with an estimated cost in the Strategic Renewal Plan
 - Use the Funding Source and assign a specific dollar figure in the Title Plans





Agenda #3

Strategic Reflection



**CHECK YOUR EGO
AT THE DOOR**

Strategic Breakdown



On the handout....

- Examine a sample DSSR goal(s) and then turn and talk with a table partner. Spend about 10 minutes on this activity.
- 1) Are these goal(s) well written? What evidence or action steps support the goal(s)?
 - 2) Analyze the root cases.
 - What is the source of the problem?
 - What are possible solutions?



Agenda #4

The Future



South Carolina Department of Education's Vision

VISION

Every South Carolina student graduates college-, career-, or military-ready. By 2030, at least 75% of students perform at or above grade level.



Return on Investment

- A district spends \$500,000 over 5 years on the ABC Reading Program
 - After 5 years, the student achievement has not improved
 - Field trips
- What is the return on investment if the district continues to purchase the ABC Reading Program?
 - What is essential between this field trip and the standard?
 - How does this field trip close the gap in the instruction?



Return on Investment

- Conferences

- How does attending a conference meet your Teacher/Admin Quality goal?
 - Make sure your time away from the building speaks to student growth
 - Is information being shared with other teachers who do not have an opportunity to attend a conference?



Palmetto Grove Elementary School

- In the Title I plan, you expressed the need for and purchased part-time academic interventionist for \$26,000.
 - Why is this not in your Strategic Plan?
- In the Title I plan, you spent \$28,000 on instructional material and supplies.
 - Why is this not in your Strategic Plan?
 - Did this purchase improve student achievement?
 - Is this the best use of the funds?



Riverbank Middle School

- In the Title I plan, you expressed the need for a Saturday School program (\$6720 Salary/\$2262 Benefits/\$3750 Supplies) totaling \$12,732.
 - Why is this not in your Strategic Plan?
 - Could you tie this program into one of your student achievement goals?



DSSR Review and Revise

- The two things that matter most to instructional quality are what is being taught and how well.
 - You can not intervene your way out of **poor** Tier 1 Instruction.
- Many schools are plagued by “lots of change, but not much improvement.”
- Teachers must regularly analyze achievement data, set goals, and then meet to discuss the results.

Once you know
Tier 1 is broken,
the question isn't
whether to fix it.
The question is
how long students
should have to wait
while adults figure it out.

ROBYN JACKSON

MINDSTEPS INC.



Connect the Dots

- All planning begins with a **good** Strategic Renewal Plan
 - Check all the egos at the door
 - **Fund the Plan**, not Plan the Fund
 - Have the tough conversation about the student achievement results
 - How did you improve student outcomes?
 - How is the district's system meeting Superintendent Weaver's goal?
- Expect tougher questions from OFSA
 - What is the return on the taxpayer's investment?
 - Why are you continuing to spend this money when the results have not changed?





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



A data-driven continuous improvement process critical to providing a rigorous teaching and learning environment that supports student success.

Evidence-based Interventions



Demonstrated strategies and practices proven to have a statistically significant effect on improving student outcomes based on ESSA's tiers of evidence.

Teaching Students in Poverty



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.

Resource Library



Resources to assist with providing educational services that support school improvement and positive student outcomes.

Resources

Sample DSSR Exemplars →

District Strategic and School
Renewal Plan Exemplars

District

Elementary

Middle

High

Career
Center

★

SC
Innovation
Station

★

Online
Waiver
Form

★

School
Closings
FAQs

★

State
Monitoring
Tool

★

Flexibility
Guide

← Link to SC Innovation Station

Link to Online Waiver Form →

← School Closing Information

Link to Monitoring Tool →

← Link to Flexibility Guide



Federal Accountability Resources



Federal Education Programs
SCDE Website





Every Student Succeeds Act
(ESSA)





Title I, Part A
Guide





ESSA Federal Consolidated
Monitoring Tool





Federal and State
Monitoring Schedule





New Coordinators
Trainings



Link to Federal Programs Website at SCDE

Link to ESSA

Link to Title 1, Part A Guide

Link to Monitoring Tool

Link to Monitoring Schedule

Link to Trainings



Questions





ed.sc.gov