



Halifax County Schools

“Navigating the Winds of Change”

2015-2018 School Years
District Strategic Plan (DSP)

OVERVIEW:

It is the goal of the Halifax County Schools Board of Education and district that every student in Halifax County graduates from high school globally competitive for work, postsecondary education, and prepared for life in the 21st Century.

PURPOSE:

The purpose of this plan is to acknowledge, align, provide, and outline processes for the school leaders involved in the Halifax County Schools District that support the mission of the district and its schools. This plan will align the initiatives from Title I, ESEA Turnaround Model, the Framework for Action Instructional Model, Low Performing Districts and Schools and the Indistar Indicators.

VISION:

The Halifax County Schools District will serve as a model district for the state of North Carolina based upon success generated through students’ academic and behavioral performances.

MISSION:

Halifax County Schools’ mission is committed to providing appropriate educational programs that will allow all students to achieve at a high level of success. We hold the expectation that every student is a unique individual who can and will learn when provided with adequate time, effective teaching, and a positive learning environment.

The Process for District and School Improvement: The Transformation Model and research-based best practices help focus the entire school system on continuous school improvement planning such as: organizational structure, policies and procedures, mission and goals, curriculum, organizational culture and assumptions, to enhance teaching and learning to improve student achievement. Therefore, it is necessary for school leaders to evaluate their school’s school

improvement process which involves four necessary and connected steps: 1) a Needs Assessment to identify significant student learning needs and school needs; 2) a strategic or School Improvement Plan that specifies the actions that will be taken to address the identified student learning needs and school needs; 3) an Evaluation of Results which identifies the multiple measures used to indicate if goals are met; and 4) the Next Steps necessary to continue the process of improving student learning.

RESOURCES:

An integral and necessary part of school improvement is the appropriate, efficient and effective management of all school resources, including instructional and support materials, personnel, budget, facilities, infrastructure, business partnerships, and family involvement.

Instructional Leadership

Principals and other school leaders have the opportunity to bring about lasting school improvement through instructional leadership. School leaders play a critical role in both providing opportunities for, and engaging in, discourse and continuous learning with their staff about the curriculum, teaching and learning strategies, teaching tools, support strategies, community resources, and strategies for parental involvement. The school leader, as instructional leader, provides a clear focus and vision of the district and school's goals around teaching and learning, as well as the steps necessary to successfully meet these goals.

Shared Accountability

School leaders are accountable to multiple constituents including their supervisor, board, district, community, staff, and particularly their students and parents, each with varying interests and needs. Thus, school leaders need to clearly specify student learning and school improvement goals that will help set priorities among multiple and often competing needs. Today's school leaders are finding that they are most successful under a model of shared accountability for student learning, professional growth, and community impact. A shared accountability model helps empower constituents to be both significant and integral contributors.

DISTRICT STRATEGIC PLAN ACTION PROCESS:

Effective and successful school and district leadership is based on nine best practices. These nine practices are from the Framework for Action Process and include:

- Using data to drive decisions,
- Developing goals and priorities for an effective plan for implementation,
- Recruiting, nurturing, and retaining a high quality staff,
- Implementing quality professional learning communities,
- Implementing strategies for the teaching and learning environment ensuring all students learning,
- Implementing a strategic literacy plan,
- Maintaining student engagement and plans transitions to ensure on-time graduation,
- Engaging parents and the community in partnerships, and
- Re-evaluating practices and procedures impact on learning,

DISTRICT STRATEGIC PLAN ACTION PROCESS DIAGRAM (360 Degrees Feedback):



DESIRED OUTCOMES:

By the end of the district and school improvement cycle, the participants will exhibit the following:

- School Board, district and school leaders build a shared vision focused on raising expectations for student achievement;
- School Board, district and school leaders are both instructional leaders and school managers;
- School Board, district and school leaders must demonstrate assessment literacy;
- School Board, district and school leaders are data-based and standards-based decision makers;
- School Board, district and school leaders are reflective practitioners;
- School Board, district and school leaders are collaborative, use open communication, engage in shared decision-making, and delegate responsibility and authority where appropriate;
- School Board, district and school leaders seek out, utilize and contribute to promising practices that enhance student learning, including new, creative, and risk-taking ideas;
- School Board, district and school leaders create a professional climate that builds human capacity by providing and engaging in quality professional development for their staff and themselves; and
- School Board, district and school leaders continuously work towards and demonstrate the skills and competencies identified in the North Carolina Standards.

EVALUATION:

By the end of the 2015-2016 school year, schools with a letter grade less than “C” will increase their performance composite to 60% or better AND exceed expected growth; schools with a letter grade of “C” or better will increase their performance composite to 70% or better AND at least meet expected growth. For details of each department’s support of the Halifax County School District board goals, see the detailed department action plan.

Halifax County Schools

School Name	2008-09 Performance Composite	2009-10 Performance Composite	2010-11 Performance Composite	2011-12 Performance Composite	2012-13 Performance Composite	2008-09 Growth Status	2009-10 Growth Status	2010-11 Growth Status	2011-12 Growth Status	2012-13 Growth Status	2008-09 ABC Status	2009-10 ABC Status	2010-11 ABC Status	2011-12 ABC Status	2012-13 ABC Status	Graduation Rate 2008-09 4-Yr	Graduation Rate 2009-10 4-Yr	Graduation Rate 2010-11 4-Yr	Graduation Rate 2011-12 4-Yr	Graduation Rate 2012-13 4-Yr
Halifax County Schools	37.2	40.5	40.3	47	17.1											54.8	70.1	71.9	75.5	74.8
Aurelian Springs Elementary	44.3	50.0	50.0	55.1	28.6	Expected	No	No	Expected	Exceeds	Pri Exp	Pri	Pri	Pri Exp	PriHigh					
Dawson Elementary	32.8	31.3	30.7	39.5	17.0	No	No	No	No	Met	LP	LP	LP	LP	Pri					
Everetts Elementary	40.6	50.0	41.5	45.8	13.8	No	No	No	No	Met	LP	Pri	LP	LP	Pri					
Hollister Elementary	51.6	54.0	54.6	51.0	25.1	No	Expected	No	No	Met	Pri	Pri Exp	Pri	Pri	Pri					
Inborden Elementary	31.8	25.8	24.7	29.6	10.3	No	No	No	No	Met	LP	LP	LP	LP	Pri					
McIver Elementary	33.1					No					LP									
Pittman Elementary	53.2	50.0	48.0	54.3	26.5	High	No	Expected	No	Exceeds	Pri Hgh	Pri	Pri Exp	Pri	PriHigh					
Scotland Neck Primary	52.3	50.0	50.0	50.0	18.2	Expected	No	No	No	Met	Pri Exp	Pri	Pri	Pri	Pri					
Brawley Middle	36.5					No					LP									
Eastman Middle	50					No					Pri									
Enfield Middle	35.2	41.8	43.2	42.6	9.0	No	Expected	Expected	Expected	Not Met	LP	Pri Exp	Pri Exp	Pri Exp	LP					
William R Davie Middle	37.5	38.5	36.8	43.6	18.7	No	No	No	High	Met	LP	LP	LP	Pri Hgh	Pri					
Northwest High	36.1	42.3	44.8	60.0	20.8	No	No	No	High	Exceeds	LP	LP	LP	Pro Hgh	PriHigh	57.8	69.4	73.8	73.9	69.8
Southeast Halifax High	28.4	38.6	36.1	68.9	16.3	No	Expected	No	High	Exceeds	LP	Pri Exp	LP	Pro Hgh	PriHigh	58.9	72.6	71.5	78.1	83.2

Strategic Priority #1: The Halifax County School District will drive accelerated achievement for all students to eliminate the achievement gap, with a focus on low performing schools, the well-being of students, and professional development for teachers and other school personnel – (Student Achievement)

Strategic Priority #2: The Halifax County School District will ensure sound fiscal management through budgets and audits being in compliance with all governmental regulations and guidelines producing unqualified audits through internal audits; following a procedural manual for monthly, quarterly, and end of fiscal year audits – (Fiscal Management)

Strategic Priority #3: The Halifax County School District will use direct and indirect methods of communications to increase stakeholder awareness of factors that impact student achievement and ways to become involved in the educational process – (Community Engagement)

Halifax County Schools District’s Best Practices from the Framework for Action Process, Experiential Research and Transformation Model

District Goal(s)	Areas of Focus	360 Degree Feedback Cycle	Person(s) Responsible
<ul style="list-style-type: none"> • Obtain 60% or better student performance composite as indicated by state accountability assessments during the 2015-2016 school year. (In support of Strategic Priority #1) • Develop, implement, monitor and maintain appropriate ratings and accuracy of all internal audits during the 2015-2016 school year. (In support of Strategic Priority #2) • Increase district-wide systematic communications which effectively reflect intended outcomes as evidenced by the district’s pre and post surveys during the 2015-2016 school year. (In support of Strategic Priority #3) 	<p>School Board will:</p> <ul style="list-style-type: none"> ✓ Develop and uphold district policies and procedures in support of students and staff members’ success with a special focus on support in academic policies and interventions. ✓ Support the superintendent’s recommendations concerning the district’s process for achieving the District’s Strategic Priorities. ✓ Implement the North Carolina Standards for Superintendent’s process with fidelity. ✓ Establish and implement an effective communications protocol between board and superintendent. 	<ul style="list-style-type: none"> ✓ Review, implement and support policies, procedures and program evaluations ✓ Support the District’s Strategic Plan ✓ Effectively communicate expectations ✓ Provide resources for academic and social supports ✓ Provide opportunities for sharing the progress of district and school strategic plans ✓ Provide effective feedback concerning the progress of district and school strategic plans and performances ✓ Re-evaluate policies and procedures for impact on learning 	<ul style="list-style-type: none"> ➤ Board Members ➤ Superintendent (Dr. Elease Frederick) ➤ Assistant Superintendent (Tyrana Battle) ➤ District Transformation Coach

<p><u>Strategic Priorities</u></p> <ol style="list-style-type: none"> 1. Student Achievement 2. Fiscal Management 3. Community Engagement 	<p>Superintendent’s Cabinet will:</p> <ul style="list-style-type: none"> ✓ Develop, discuss, and implement a strategic planning process which provides a roadmap for academic achievement and re-culturing the district and schools. ✓ Support and ensure school leaders’ effectiveness by implementing with fidelity the North Carolina School Executives: Principal Evaluation Process and North Carolina Teacher Evaluation Process ✓ Establish and facilitate data retreats and meetings to monitor to district’s process on board goals. <p>Curriculum and Instruction will:</p> <ul style="list-style-type: none"> ✓ Ensure an understanding of the Common Core and implement the supports needed to assist schools in effectively operating an instructional process with fidelity. ✓ Support schools and teachers with developing pacing guides to guide instruction. ✓ Ensure all elementary students are proficient readers ✓ Ensure all students are college and career ready ✓ Increase the graduation rate of all schools 	<ul style="list-style-type: none"> ✓ Use data to drive decisions ✓ Revise, implement, monitor, provide feedback, and evaluate the District’s Strategic Plan ✓ Recruit, nurture and retain highly qualified staff members ✓ Support schools in implementing quality professional learning communities ✓ Support schools in implementing strategies for teaching and learning ✓ Support schools in implementing a strategic literacy plan ✓ Support schools in maintaining a transition plan for on-time graduation ✓ Engage parent and community partnerships ✓ Re-evaluate practices and procedures for impact on learning <ul style="list-style-type: none"> ✓ Implement the New Standard Course of Study ✓ Provide instructional coaching support for all targeted areas ✓ Ensure students are prepared for the PLAN, ACT, ASPIRE, READY EOG/EOCs, NCFE ✓ Provide more rigorous course offerings ✓ Incorporate AVID WICOR strategies in all secondary schools ✓ Utilize formative assessment to know where students are daily ✓ Implement the Halifax County Schools Instructional Process for Student Support Plans 	<ul style="list-style-type: none"> ➤ Superintendent (Dr. Elease Frederick) ➤ Assistant Superintendent (Tyrana Battle) ➤ Assistant Superintendent (Linda Bulluck) <ul style="list-style-type: none"> ➤ Assistant Superintendent (Tyrana Battle) ➤ Curriculum and Instruction Team ➤ School-Based Leadership ➤ Halifax County Schools’ Instructional Coaches ➤ Master Teachers ➤ Tutors
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<p><u>Strategic Priorities</u></p> <ol style="list-style-type: none"> 1. Student Achievement 2. Fiscal Management 3. Community Engagement 	<p>Testing & Accountability will:</p> <ul style="list-style-type: none"> ✓ Ensure an understanding of the new accountability standards and implement an action plan that supports schools in understanding how these new standards align with the instructional process. ✓ Develop, monitor, and review data gathered for district benchmarks. ✓ Provide information to all stakeholders within the deadlines established by the state and district ✓ Facilitate transition to on-line testing by 2013-2014 	<ul style="list-style-type: none"> ✓ Provide on-going job-embedded professional development ✓ Schedule planning phases and time for professional learning communities ✓ Communicate goals and objectives continuously to achieve desired and intended outcomes ✓ Instruct using research-based and technology strategies ✓ Provide and support interventions as needed ✓ Evaluate performances through formative (benchmark, common assessments and daily) and summative assessments <ul style="list-style-type: none"> ✓ Develop, monitor and evaluate testing plan for effectiveness ✓ Conduct monthly meetings with School Testing Coordinators ✓ Collaborate with Curriculum Team ✓ Ensure an effective process for administration of MAP benchmarks ✓ Score and disseminate data for analysis ✓ Host data retreats to share results and modify instruction ✓ Evaluate Testing & Accountability Plan to determine success with Strategic Priorities #1 - #3 ✓ Use EVAAS data to support scheduling, teacher effectiveness, and student placement 	<ul style="list-style-type: none"> ➤ Assistant Superintendent (Tyrana Battle) ➤ District Transformation Coach ➤ Lavonne McClain, Testing and Accountability Coordinator ➤ Curriculum and Instruction Team ➤ School Transformation Coaches ➤ Halifax County Schools Instructional Coaches
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<p><u>Strategic Priorities</u></p> <ol style="list-style-type: none"> 1. Student Achievement 2. Fiscal Management 3. Community Engagement 	<p>Human Resource Department will:</p> <ul style="list-style-type: none"> ✓ Gain an understanding of the new Educator Effectiveness Standards, and implement the supports needed to monitor schools effective use of the evaluation system with fidelity. ✓ Provide orientation for new teachers and substitutes ✓ Provide mentor for new teachers ✓ Develop and implement a recruitment and retention plan ✓ Communicate the process for hiring personnel ✓ Create partnerships with teacher cadets programs, teaching fellows, etc. for potential home grown leaders (vested interested in community) 	<ul style="list-style-type: none"> ✓ Ensure Teacher Evaluations are developed and appropriately monitored ✓ Provide on-going support with Human Resource Management System (HRMS) updates and the System for Evaluation & Assessment (SEA) ✓ Support personnel in developing professionally ✓ Provide systematic monitoring and feedback ✓ Monitor evaluation timelines and render feedback ✓ Collaborate with Testing & Accountability for data outcomes and modifications ✓ Evaluate Human Resource plans to determine success with Strategic Priorities #1 - #3 	<p>➤ Linda Bulluck, Assistant Superintendent</p>
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<p><u>Strategic Priorities</u></p> <ol style="list-style-type: none"> 1. Student Achievement 2. Fiscal Management 3. Community Engagement 	<p>Student Services Department will:</p> <ul style="list-style-type: none"> ✓ Ensure that all students are meeting their yearly IEP goals ✓ Collaborate with NC Pre-Kindergarten, CADA Headstart, EC, AIG and Title I to provide appropriate services ✓ Facilitate continuous professional development for CECAS,SRA and other exceptional program initiatives ✓ Add in AIG ✓ Schedule regular meetings with the Student Assistance Team to ensure collaboration with all entities ✓ Maintain compliance with exceptional children’s records <p>Technology Department will:</p> <ul style="list-style-type: none"> ✓ Provide on-going technology professional development that will ensure a comprehensive support in the effective use of instructional technology resources. ✓ Gain an understanding and effectively implement plans to ensure schools are supported with the CLOUD initiatives ✓ Facilitate transition to on-line testing by 2013-2014 	<ul style="list-style-type: none"> ✓ Ensure IEP/AIG plans are developed and appropriately monitored ✓ Host monthly meetings to ensure effective communications ✓ Ensure school chairpersons meet weekly with teachers ✓ Provide on-going professional developments ✓ Submit and monitor continuously the State Performance Plan ✓ Make site-visits and observations ✓ Evaluate IEP/AIG plans to determine success with Strategic Priorities #1 - #3 <ul style="list-style-type: none"> ✓ Develop and monitor Technology Plan ✓ Provide current updates to the website and network 	<p>➤ Cynthia Debreaux, Director of Exceptional Children</p> <p>➤ Shelia Lowe, Director of Technology</p>
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<p><u>Strategic Priorities</u></p> <ol style="list-style-type: none"> 1. Student Achievement 2. Fiscal Management 3. Community Engagement 		<ul style="list-style-type: none"> ✓ Make site-visits and observations then provide feedback ✓ Facilitate professional developments for media specialist, teachers and technicians ✓ Collaborate with Testing & Accountability for student achievement outcomes and share results with staff members ✓ Evaluate Technology Plan to determine success with Strategic Priorities # 1 - 3 ✓ Provide the district with an infrastructure that is conducive to 21st Century teaching and learning to include Wireless Access Points; two wiring refresh projects; additional Interactive Whiteboards, document cameras, LCD projectors, laptops, desktops, netbooks, nooks and distance learning equipment ✓ Provide a managed Local Area Network and Wide Area Network to ensure stable connectivity, antivirus monitoring, content filtering, firewall filtering, email and webpage management. 	
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	<p>Maintenance Department will:</p> <ul style="list-style-type: none"> ✓ Ensure work orders are systematically processed and addressed to support a conducive learning environment. ✓ Evaluate personnel and projects for quality standards and compliance issues. ✓ Establish consistent procedures for communicating with all stakeholders. ✓ Training for re-cycle initiative with administrators ✓ Conduct reports in a timely manner <ul style="list-style-type: none"> Firedrill (on a monthly basis) Sanitation (on a monthly basis) Asbestos (bi-annually) ✓ Schedule monthly Building and Grounds Committee meetings to conduct a needs inventory 	<p>developments for training and re-training purposes</p> <ul style="list-style-type: none"> ✓ Collaborate with Testing & Accountability for student achievement outcomes and share results with staff members ✓ Evaluate Child Nutrition Plan to determine success with Strategic Priorities #1 - #3 <ul style="list-style-type: none"> ✓ Develop and monitor Maintenance Plan ✓ Communicate plan and work order issues ✓ Ensure progress is recorded and website updated ✓ Site-visits, observations and feedback sessions ✓ Facilitate training sessions as needed ✓ Collaborate with Testing & Accountability about student achievement outcomes ✓ Evaluate Maintenance Plan 	<ul style="list-style-type: none"> ➤ Phillip Rountree, Director of Auxiliary Services ➤ Tony Alston, Director of Maintenance and Transportation
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	<p>Community Engagement and Parent Involvement:</p> <ul style="list-style-type: none"> ✓ Establish consistent procedures for communicating with all business and community stakeholders ✓ Creating partnerships throughout the Roanoke Valley 	<ul style="list-style-type: none"> ✓ Develop and monitor Parent Involvement Plan ✓ Communicate plan and work with parent leaders throughout the district 	<ul style="list-style-type: none"> ➤ Public Relations Committee
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