

DISTRICT STRATEGIC PLAN

2016-2019

Hertford County Public Schools

Grade Levels Served: Pre-K - 12th

Superintendent

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Prepared by

District Strategic Team – April 18, 2016

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VISION

HCPS, serving as a cornerstone of our community, will prepare graduates who are ready to meet the global challenges of education, career, and life.

MISSION

HCPS, *the choice for all families*, provides a safe and caring environment, which empowers and graduates globally competitive students through diverse opportunities.

BELIEFS

We Believe ...

- All students can learn when given a safe, supportive, and caring environment that develops character.
- The success of our students depends on the commitment to high quality standards, expectations, performance, and continuous improvement.
- Communication and collaboration are essential for developing literacy, enhanced student use of technology, and effective delivery of instruction.
- Students will develop essential knowledge, apply their learning, and utilize technology as an educational tool to become career and college ready for an ever-changing global society.
- Partnerships with parents, community, and institutions of higher education are vital to the success of our students.

2016-19 STRATEGIC PLAN GOALS

- 1 Hertford County Public Schools will produce globally competitive students through collaboration.
- 2 Hertford County Public Schools will be led by 21st Century professionals.
- 3 Hertford County Public School students and staff will be healthy and responsible.
- 4 District Leadership will collaboratively guide innovation in Hertford County Public Schools.
- 5 Hertford County Public Schools will be governed and supported by 21st Century systems.

2018 – 2019 DISTRICT FOCUS

Teaching & Learning Talent Acquisition and Development Operational Efficiency

MOTO

All In For Learning

THEME

Tailoring education for all minds.

MEASUREMENTS

S.E.G.W.A.Y. (Six percent growth in proficiency plus, Exceeded Growth, Wins Achievement for Youth)

1. Hertford County Public Schools will increase grade level proficiency by 6% and exceed growth.
2. Hertford County Public Schools will increase the graduation rate by 6% from 82.4% to 88.4%.
3. Hertford County Public Schools will meet or exceed growth as measured by EVAAS standards at all schools.
4. Hertford County Public Schools will increase by at least 1 letter grade.

2016-19 STRATEGIC PLAN OBJECTIVES

- 1.1 By the end of the 2018-19 school year students will make progress towards meeting new annual measurable objectives and subgroup targets in reading and mathematics.
- 1.2 By the end of the 2018-19 school year students will demonstrate proficiency in 5th and 8th grade science by meeting annual targets.
- 1.3 By the end of the 2018-19 school year students will demonstrate proficiency in End-of-Course subjects by meeting annual targets.
- 1.4 By the end of the 2108-19 school year the district will meet or exceed the state mean ACT score from the base year of 2011-12.
- 1.5 By the end of the 2018-19 school year at least 87.4% of students will graduate from high school with their four-year cohort, and 95% of students will graduate from high school with their five-year cohort by meeting annual targets. (For Early College High School grade 13 will be calculated as a four-year cohort.)
- 1.6 By the end of the 2018-19 school year, Hertford County Public Schools will increase partnerships with businesses to create mentorships and internships by 5% from base year 2014-15 (12 mentorships; 17 internships).
- 2.1 By the end of the 2018-19 school year Hertford County Public School system will have 95% of classes taught by highly qualified personnel as measured by the final SAR in each school year with annual targets.
- 2.2 By the end of the 2018-19 Hertford County Public Schools will provide and maintain professional development defined in the Professional Development Plan.
- 3.1 By the end of the 2018-19 school year there will be a 10% reduction in negative responses related to a safe and caring educational environment as measure by district and teacher working conditions surveys.
- 3.2 By the end of the 2018-19 school year, there will be a 5% increase in healthy choices as documented in the health services data.
- 3.3 By the end of the 2018-19 school year there will be a 5% district-wide decrease in incidents which results in student out of school suspensions.
- 4.1 By June 2019, the district and each school will provide evidence that resources are allocated and appropriately utilized to maximize results.
- 4.2 By June 2019 district leaders will have implemented a culture of continuous improvement by aligning the district plan, school improvement plan and curriculum framework.

- 4.3 By June 2019 district leadership will continue to provide resources for implementation of the Standard Course of Study and related assessments.
- 4.4 By June 2019 school system leaders will create a plan for parents and community members to have access to the current state curriculum.
- 4.5 By June 2019 Hertford County Public Schools will continue to develop and implement parent, family, and community involvement activities.
- 5.1 By June 2019 Hertford County Public Schools will continue to provide 21st Century professional development and support to ensure that 90% of HCPS staff will use 21st Century standards (Framework for 21st Century Learning) to implement curriculum, instruction, and assessments.
- 5.2 By June 2019 Hertford County Public Schools will develop, implement, and annually update a communication/public information plan that identifies processes and procedures for communicating to faculty, staff, students, parents, and the community.
- 5.3 By June 2019 Hertford County Public Schools will implement and utilize 90% of the components of the technology plan to include the state infrastructure, support for stakeholders' access to learning and management systems, web collaboration tools, and the online IIS.
- 5.4 By June 2019 Hertford County Public Schools will continue to systematically monitor the unified district and school strategic plans, which utilize data to determine priority goals, targets, and activities

2016-19 STRATEGIC PLAN

STRATEGIES, RESOURCES, RESPONSIBILITIES AND MEASUREMENTS

Goal 1: Hertford County Public Schools will produce globally competitive students through collaboration.

Objective 1.1: By the end of the 2018-19 school year students will make progress towards meeting individual school targets in reading and math according to each school's SIPs.

<i>Strategies</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
1.1 Create progress monitoring support systems through school coaches, common assessments, and intervention cycles (framework establishing student data protocol)	Reading 3D Schoolnet NC CheckIns Star Reading IXL - Math	Assistant Superintendent of Curriculum & Instruction Accountability & Student Information Coordinator	Minutes from each workshop/meeting session/PLC Progress monitoring reports from each Schools' Coaches & Principals

Objective 1.2: By the end of the 2018-19 school year students will make progress towards meeting individual school targets in 5th and 8th grade science according to each school’s SIP.

<i>Strategies</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
1.2.1 Align teaching strategies with the curriculum by creating innovative learning opportunities for students to focus on 21 st century instruction assessments	Essential Standards for Science Budget for CRW time in June/July	Assistant Superintendent of Curriculum & Instruction	Curriculum Maps (updated Unit and Assessment Plans located on LiveBinder through WebPage Quicklink.
1.2.2 Collaborate within district and with other districts on curriculum mapping	Time Management of Collaborative Resources in and out of District	Assistant Superintendent of Curriculum & Instruction	Schedule of workshops/meetings

Objective 1.3: By the end of the 2018-19 school year students will demonstrate proficiency in End-of-Course and End-of-Grade subjects by meeting annual targets according to each school’s SIP.

<i>Strategies</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
1.3	Use item banks for building practice and common assessments (standards-driven assessments)	Schoolnet	Accountability & Student Information Coordinator Assistant Superintendent of Curriculum & Instruction Assessment Data Reports Data Usage Reports

Objective 1.4: By the end of the 2018-19 school year the district will meet or exceed the state mean ACT score from the base year of 2011-12 (composite average 21.9).

<i>Strategies</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
1.4	Establish ACT test preparation: Kaplan and ACT resources, content area connections, etc. PD for Teachers Funding Availability	ACT school day tutoring using ACT practice tests and KAPLAN High School Counselors	Assistant Superintendent of Curriculum & Instruction Assessment Data Usage Data Student Enrollment/Accounts Notes from PLC where ACT standards are linked to English and Math Curriculum in grades 9-12 ACT prep classes

Objective 1.5: By the end of the 2018-19 school year at least 87.4% of students will graduate from high school with their four-year cohort, and 95% of students will graduate from high school with their five-year cohort by meeting annual targets. (For Early College High School grade 13 will be calculated as a four-year cohort.)

<i>Strategies</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>	
1.5	Focus on cycle of intervention as mentioned in policy 3400R, mastery learning, increasing the number of intervention opportunities, and course opportunities for credit recovery	PD for principals and teachers (i.e. Failure is Not an Option) Credit recovery: North Carolina Virtual Public Schools (NCVPS) and Odysseyware	Assistant Superintendent of Curriculum & Instruction Accountability & Student Information Coordinator Student Support Services Coordinator	Data from Assessment Cycle (Parallel 1*, Parallel 2, etc.) *Parallel Assessments are multiple version that asses the same content.

Objective 1.6: By the end of the 2018-19 school year Hertford County Public Schools will increase partnerships with businesses to create mentorships and internships by 5% from base year 2014-15 (12 mentorships; 17 internships).

<i>Strategies</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>	
1.6	Establish additional and maintain current partnerships with local businesses and stakeholders.	Career Cruising Virtual Job Shadowing	CTE Director Career Development Coordinator Principals Counselors	Student/ Employer Surveys Student Enrollment Data

Goal 2: Hertford County Public Schools will be led by 21st Century professionals.

Objective 2.1: By the end of the 2018-19 school year Hertford County Public School system will have 95% of classes taught by highly qualified personnel as measured by the final SAR in each school year with annual targets.

***Note: Currently state allows emergency permits for classroom teachers**

<i>Strategies</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
2.1.1	Ensure teachers of record have appropriate HQ certification	HRMS System PeopleAdmin Title II	Executive Director of Human Resources Accountability & Student Information Coordinator State HQ Reports School Activity Reports True North Logic (NCCES)
2.1.2	Maintain and extend partnerships with area universities and other venues for the recruitment and retention of HQ teachers	Title II University Partnerships (Chowan U; ECU; ECSU; NCSU; Elon) PERC NE Collaborative	Executive Director of Human Resources Recruitment Fair Planning/Partnerships & Communications Recruitment and Retention Plan

Objective 2.2: By the end of the 2018-19 school year Hertford County Public Schools will provide and maintain professional development based on survey feedback and identified needs.

<i>Strategies</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>	
2.2	HCPS will identify and provide, through data, relevant professional development for career and classified staff	Professional Development Plan	Executive Director of Human Resources Assistant Superintendent of Curriculum & Instruction Beginning Teacher Support Coaches Department Heads	Teacher Talk Summary Reports Conferences Evaluations Post PD Evaluation by Participants

Goal 3: Hertford County Public School students and staff will be healthy and responsible.

Objective 3.1: By the end of the 2018-19 school year there will be a 10% reduction in negative responses related to a safe and caring educational environment as measured by district surveys of students, staff, and parents.

<i>Strategies</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>	
3.1.1	Develop and /or administer annual stakeholder satisfaction survey(s). Stakeholder surveys	NC Teacher Working Conditions Survey Stakeholder surveys	Executive Director of Human Resources Public Information Officer	Analysis of survey results and documentation from informal surveys
3.1.2	Analyze and share survey results and set priorities for improvements Stakeholder surveys	NC Teacher Working Conditions Surveys Stakeholder surveys	Public Information Officer Executive Director of Human Resources Assistant Superintendent of Curriculum & Instruction	Documentation of stakeholders participation

Objective 3.2: By the end of the 2018-19 school year, there will be a 5% increase in healthy choices as documented in the health services data.

<i>Strategies</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>	
3.2.1	Maintain school registered nurse (RN) data of health services provided in order to identify areas for improvement and target needed services for improvement	School Health Nursing Survey and Program Summary Report	HCPS Nurses Student Services Coordinator	Examination of survey documentation
3.2.2	Promote healthier choices through programs/grants and state/federal guidelines.	Monthly food service program participation report, menus and educational resource information	Director of Child Nutrition Services	Analysis of report

Objective 3.3: By the end of the 2018-19 school year there will be a 5% district-wide decrease in incidents which results in student out of school suspensions.

<i>Strategies</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
3.3	Monitor and report monthly suspensions and data trends to proactively plan and utilize available resources	Suspension notices from each school Community and school resource listings PBIS	Student Services Coordinator Analysis and comparison of out-of-school suspension data trends. Documentation of programs and services provided.

Goal 4: District Leadership will collaboratively guide innovation in Hertford County Public Schools.

Objective 4.1: By June 2019 the district and each school will provide evidence that resources are allocated and appropriately utilized to maximize results.

<i>Strategies</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
4.1	HCPS will make purchases which support the district focus/priorities.	Financial Reports Target achievement reports (live data for Matrix)	Assistant Superintendent of Curriculum & Instruction Executive Director of Financial Services District Administrators
			Matrix reflecting how purchases aligned with the district focus/priorities.

Objective 4.2: By June 2019 district leaders will have implemented a culture of continuous improvement by aligning the district plan, school improvement plan and curriculum framework.

<i>Strategies</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>	
4.2	Monitor the district and individual school improvement plans and curriculum framework	<p>Sample of Walkthrough Forms</p> <p>Agenda notes from SIP meetings</p>	<p>HCPS Academic Services Team</p> <p>District Administrators</p>	<p>Semester Walkthrough Summary Data</p> <p>Debriefing minutes from Walkthroughs with District Administrators</p> <p>Principal Meeting Agendas</p> <p>Leadership Retreat Agenda</p>

Objective 4.3: By June 2019 district leadership will continue to provide resources for the implementation of the Standard Course of Study and related assessments.

<i>Strategies</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>	
4.3.1	Purchase appropriate licenses for access to software aligned to curriculum standards.	Technology Plan State Curriculum	Director of Technology Executive Director of Financial Services Assistant Superintendent of Curriculum & Instruction	Matrix reflecting how purchases aligned with the district focus/priorities.
4.3.2	Support teachers in collaborative curriculum planning and common assessment development sessions.	Analysis of various assessment reports, common assessment, benchmarks Professional Development	Accountability & Student Information Coordinator	Assessment Data (Student Data, EVAAS, etc.) Professional Development PLC Notes

Objective 4.4: By June 2019 school system leaders will create a plan for parents and community members to have access to the current state curriculum.

<i>Strategies</i>		<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
4.4.1	Obtain input from stakeholders.	Electronic and Hard Copy of Surveys	Public Information Officer	Survey Data from stakeholders

Objective 4.5: By June 2019 Hertford County Public Schools will continue to develop and implement parent, family, and community involvement activities.

<i>Strategies</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>	
4.5.1	Repurpose and enhance the usage of current Parent Involvement Centers	Needs Assessment Data	Director of Instructional Resources Director of Federal Programs	Schedule of services The Needs Assessment will be revised
4.5.2	Explore and implement advisory council which promotes parent and community involvement.	Needs Assessment Data (Interest Inventory and Surveys)	Public Information Officer Career Development Coordinator	Minutes of each session
4.5.3	Provide information on opportunities and programs for parents and students (STEM, CTE, AIG, etc.)	Promotional materials (pamphlets, etc.), Channel 19, Board Meeting Presentations, Alert System, AIG Parent Nights, HCPS Website, Social Media	Executive Director of HR Director of Technology	Schedule of events

Goal 5: Hertford County Public Schools will be governed and supported by 21st Century systems.

Objective 5.1: By June 2019 Hertford County Public Schools will ensure that 90% of HCPS staff will use 21st century frameworks to implement best practices as it relates to curriculum, instruction, and assessments.

<i>Strategies</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>	
5.1.1	Provide professional development to facilitate teachers' implementation of assessment item banks	Professional Development Plan	Accountability & Student Information Coordinator Assistant Superintendent of Curriculum & Instruction	Documentation of personnel invited to professional development training Sign-in sheets Extracted data on item bank usage
5.1.2	Provide consistent support for the appropriate analysis and sharing of EVAAS data, common assessment data and other quantitative and qualitative data for making instructional decisions	Building level assessment teams	Accountability & Student Information Coordinator District Administrators Assistant Superintendent of Curriculum & Instruction	Documentation of staff development on EVAAS and appropriate use of student assessment data Documentation of formal and informal discussions (PLC minutes, etc.)

Objective 5.1:
(continued)

By June 2019 Hertford County Public Schools will ensure that 90% of HCPS staff will use 21st century frameworks to implement best practices as it relates to curriculum, instruction, and assessments.

<i>Strategies</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>	
5.1.3	Utilize programs and item banks for common assessment, tracking student growth and establishing intervention and enrichment	Building level assessment teams	Accountability & Student Information Coordinator District Administrators Assistant Superintendent of Curriculum & Instruction	School data walls Intervention, tiers and enrichment groups and periods in classrooms Extracted data on item bank usage and improvement student scores

Objective 5.2: By June 2019 Hertford County Public Schools will develop, implement, and annually update a communication/public information plan that identifies processes and procedures for communicating to faculty, staff, students, parents and the community.

<i>Strategies</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
5.2.1	Create a communication plan	Focus groups Surveys (parents, community, students) Samples from other districts	Public Information Officer Board approval minutes Final plan
5.2.2	Improve the user friendliness of the district website, and develop printed and electronic communication for staff, students and parents	Professional development, parent and student workshops Committee	Director of Technology Public Information Officer Results of surveys on user friendliness (maybe electronic) Email receipts Hit counts

Objective 5.3: By June 2019 Hertford County Public Schools will implement and utilize 90% of the components of the technology plan to include the state infrastructure, support for stakeholder access to learning management systems, web collaboration tools, and the online IIS.

<i>Strategies</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>	
5.3.1	Continue to expand the one-to-one (device to student) district-wide initiative	Technology Plan Electronic devices Federal Funds Local Funds Capital Outlay Funds	Director of Technology Academic Services Team Superintendent	Percentage of students with their one-to-one devices
5.3.2	Increase use of video conferencing and web-based document collaboration among students and staff and implement webinar capabilities and be able to upload on district website	Adequate infrastructure Professional development Student workshops Procedural on-line demonstration videos (showing steps for on-line collaboration)	Director of Technology Academic Services Team Superintendent	5% Increase in use with each monitoring period by all staff documenting each use

Objective 5.4: By June 2019 Hertford County Public Schools will continue to systematically monitor the unified district and school strategic plans, which utilize data to determine priority goals, targets and activities.

<i>Strategies</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
5.4.1	Create consistent branding and marketing to promote a new district vision and mission	Advisory Board Funding and partnerships	Public Information Officer Superintendent Final approval by the board on final product(s)
5.4.2	Will continue to provide customer service training for all personnel on how to work with stakeholders	Training package and materials appropriate for staff, teacher, bus drivers, cafeteria workers, custodians and administrators	Public Information Officer Assistant Superintendent of Curriculum & Instruction Superintendent District Administrators PD evaluation instrument Observations of customer service Community surveys on customer service

**Objective 5.4:
(continued)**

By June 2019 Hertford County Public Schools will continue to systematically monitor the unified district and school strategic plans, which utilize data to determine priority goals, targets and activities.

<i>Strategies</i>		<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
5.4.3	Periodically review the District Strategic and Improvement Plans	District Plan School Plans Board Policy	Academic Services Department Assistant Superintendent of Curriculum & Instruction	Consolidated functional plans in schools which are aligned to district plan Documentation of plan reviews
5.4.4	Biannually review the progress and alignment of each School Improvement Plan and the District Strategic Plan	School Improvement Plans District Plans Board Policy	Academic Services Department Assistant Superintendent of Curriculum & Instruction	Documentation of plan reviews District Alignment Form