



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.

DEMOGRAPHICS:

Halifax County Schools is a rural low wealth district with approximately 2,900 students. This rural district resides in one of the highest poverty regions in the state. The depth and severity of the county’s economic challenges have impacted the county’s schools and the district is on the state’s bottom 5% performing list. For the 2015-2016 school year, the district has ten schools: 6 elementary, 2 middle and 2 high schools. The free reduced lunch status is greater than 95%. The district has been in partnership with the Department of Public Instruction since 2008-09. Currently, the district’s teacher turnover rate is about 28%.

Halifax County Schools Longitudinal Data

School Name	2012-2013 Performance Composite	2013-2014 Performance Composite	2014-2015 Performance Composite	2012-2013 Growth Status	2013-2014 Growth Status	2014-2015 Growth Status	2012-2013 READY Status	2013-2014 READY Status	2014-2015 READY Status	Graduation Rate 2012-2013 4-Yr	Graduation Rate 2013-2014 4-Yr	Graduation Rate 2014-2015 4-Yr
Halifax County Schools	17.1	26.3	32.6							74.8	74.6	73.6
Aurelian Springs Elementary	28.6	33.0	42.9	Exceeds	Met	Met	Priority	Priority	LP			
Dawson Elementary	17.0	21.8	27.1	Met	Met	Not Met	Priority	Priority	Priority/LP			
Everetts Elementary	13.8	18.8	28.9	Met	Not Met	Met	Priority	Priority/LP	Priority/LP			
Hollister Elementary	25.1	32.8	48.6	Met	Not Met	Exceeds	Priority	Priority/LP	Priority			
Inborden Elementary	10.3	21.7	30.0	Met	Met	Exceeds	Priority	Priority	Priority			
Pittman Elementary	26.5	38.3	62.9	Exceeds	Exceeds	Met	Priority	Priority	N/A			
Scotland Neck Primary	18.2	42.6	46.9	N/A	Met	Met	Priority	Priority	LP			
Enfield Middle	9.0	13.0	16.7	Not Met	Met	Exceeds	Priority/LP	Priority	Priority			
William R Davie Middle	18.7	30.8	36.8	Met	Exceeds	Not Met	Priority	Priority	Priority/LP			
Northwest Halifax HS	20.8	32.8	26.7	Exceeds	Exceeds	Met	Priority	Priority	LP	69.8	70.9	65.7
Southeast Halifax HS	16.3	31.3	26.1	Exceeds	Exceeds	Exceeds	Priority	Priority	Priority	83.2	79.2	85.7

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>SBE Strategic Goal 2: Every student has personalized education.</p>	<ul style="list-style-type: none"> ✓ Increase the graduation rate of all schools ✓ Support the partnership with virtual learning initiative to impact student outcomes <p>Pre-K and Elementary Education</p> <ul style="list-style-type: none"> ✓ Ensure an understanding of the new Read-to-Achieve accountability measures for all stakeholders ✓ Ensure all students are proficient readers by the end of grade 3 ✓ Provide job embedded professional 	<ul style="list-style-type: none"> ✓ Provide more rigorous course offerings ✓ Incorporate Advancement Via Individual Determination (AVID) Writing, Inquiry, Collaboration, Organization, Rigor (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 ✓ 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 ✓ Provide support to students enrolled in virtual learning environment <ul style="list-style-type: none"> ✓ Increase the reading levels for struggling readers (by 3-5 levels) in grades 3 and 4 as it relates to Read to Achieve by accessing the EdSphere, a web-based student-centered personalized learning 	<p>➤ Dottie Umstead, Director of Elementary Education</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>development on Reading 3D, MAP, and other assessment data to impact teaching and learning</p> <ul style="list-style-type: none"> ✓ Ensure the use of the Daily Five framework in all elementary schools to support literacy in all content areas ✓ Coordinate professional development for teachers in the daily use, data collection, progress monitoring and instructional support for EdSphere ✓ Ensure PreK rules and regulations are implemented to maintain 5 Start Licenses in all elementary schools 	<p>platform for intervention</p> <ul style="list-style-type: none"> ✓ Coordinate professional development for teachers in the daily use, data collection, progress monitoring and instructional support for this web tool ✓ Monitor and provide support for the use of the Daily Five framework in all elementary schools to support literacy in all content areas ✓ Provide support to all PreK teachers to maintain license 	
<p>SBE Strategic Goal 3: Every student, every day has excellent educator.</p> <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 ✓ Support on-line testing 	<ul style="list-style-type: none"> ✓ Develop, monitor and evaluate testing plan for effectiveness ✓ Identify students in core, supplemental and intensive areas ✓ 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 ✓ Ensure PowerSchool data is accurate 	<ul style="list-style-type: none"> ➤ Assistant Superintendent (Tyrana Battle) ➤ Lavonne McClain, Testing and Accountability Coordinator ➤ Shelia Lowe, Technology Director ➤ Tonia Lashley, PowerSchool Coordinator ➤ Halifax County Schools Instructional Coaches

<p>SBE Strategic Goal 3: Every student, every day has excellent educators.</p> <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) ✓ Promote initiatives to support the Induction Program 	<ul style="list-style-type: none"> ✓ Ensure existing technology promotes teaching and learning ✓ 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 ✓ Evaluate Human Resource plans to determine success with Strategic Priorities #1 - #3 ✓ Recruit highly qualified teachers for all classrooms ✓ Provide quality mentor support for all beginning teachers ✓ Provide on-going professional development to all beginning teachers 	<p>➤ Linda Bulluck, Assistant Superintendent</p>
<p>SBE Strategic Goal 4: Every school district has up- to- date financial, business, and technology systems to serve its students, parents and educators.</p>	<p>Finance Department will:</p> <ul style="list-style-type: none"> ✓ Establish written financial procedures and processes to provide guidance for personnel ✓ Implement AS/400 and SEA system software with fidelity ✓ Update regularly the Halifax County Schools Website 	<ul style="list-style-type: none"> ✓ Develop and monitor Finance Plan ✓ Utilize AS/400, TACS & BUD System to Record Expenditures/Balances ✓ Provide on-going communications & feedback to all stakeholders ✓ Evaluate Finance Plan 	<p>➤ Charlene Jones, Finance Officer</p>

<p>SBE Strategic Goal 1: Every student in the NC Public School System graduates from high school prepared for work, further education and citizenship.</p> <p>SBE Strategic Goal 4: Every school district has up- to- date financial, business, and technology systems to serve its students, parents and educators.</p> <p><u>Strategic Priorities</u></p> <ol style="list-style-type: none"> 1. Student Achievement 2. Fiscal Management 3. Community Engagement 	<p>Federal Programs and Parent Involvement will:</p> <ul style="list-style-type: none"> ✓ Increase communications with all stakeholders. ✓ Ensure compliance with Federal guidelines ✓ Ensure expenditures are aligned with program goals ✓ Ensure all children have a fair, equal opportunity to obtain a high quality education and reach, at a minimum, proficiency on state academic achievement standards and assessments. 	<ul style="list-style-type: none"> ✓ Develop and evaluate Federal Programs Plans (Title I, SIG, Migrant, RLIS, GearUp, School Improvement, Comparability, Low-Performing Schools, Priority Schools) ✓ Collaborate with Testing & Accountability for student achievement outcomes and budget alignments, then share findings ✓ Update and maintain website and manuals ✓ Provide training to staff and community ✓ Provide systematic monitoring & feedback ✓ Analyze data through reports ✓ Provide Desk Reviews ✓ Evaluate evidence data ✓ Review monthly expenditures to ensure program compliance 	<p>➤ Tyrana Battle, Assistant Superintendent</p>
<p>SBE Strategic Goal 1: Every student has a personalized education.</p>	<p>Exceptional Children’s 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, Reading Foundations, and other exceptional program initiatives ✓ Provide professional development to develop effective Student Assistance Teams 	<ul style="list-style-type: none"> ✓ Ensure IEP 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 EC LEA Self Assessment & Improvement Plan 	<p>➤ Cynthia Debreaux, Director of Exceptional Children</p>

<p>SBE Strategic Goal 4: Every school district has up- to- date financial, business, and technology systems to serve its students, parents and educators.</p>	<ul style="list-style-type: none"> ✓ 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 ✓ Support on-line testing 	<ul style="list-style-type: none"> ✓ Make site-visits and observations ✓ Evaluate student outcomes data to document growth within the IEP and determine success with Strategic Priorities #1 - #3 <ul style="list-style-type: none"> ✓ Develop and monitor Digital Learning Plan ✓ Provide current updates to the website and network ✓ 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 Digital Learning 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; wiring refresh projects; 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. 	<p>➤ Shelia Lowe, Director of Technology</p>
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<p>SBE Strategic Goal 1: Every student in the NC Public School System graduates from high school prepared for work, further education and citizenship.</p>	<p>Secondary Education and Career & Technical Education (CTE) Department will:</p> <ul style="list-style-type: none"> ✓ Increase student graduation rate by implementing effective and efficient strategies. ✓ Provide assessments and set goals for students. ✓ Develop and implement consistent use of 21st century technology skills that provides job readiness and college preparedness. ✓ Assist students in transitioning to Post – Secondary Education (Elements and Work-Keys) ✓ Implement system of monitoring student achievement in post-secondary education, job workforce, and military ✓ Monitor and provide support for the use of the Daily Five framework in all elementary schools to support literacy in all content areas ✓ Support literacy and mathematics in all content areas 	<ul style="list-style-type: none"> ✓ Develop and monitor CTE Plan ✓ Develop awareness of post-secondary careers ✓ Increase student achievement indicated by standardized assessments ✓ Evaluate CTE Plan in our local planning system 	<p>➤ Pamela Chamblee, Director of School Improvement for Secondary Education</p>
<p>SBE Strategic Goal 5: Every student is healthy, safe, and responsible.</p>	<p>School Nutrition Department will:</p> <ul style="list-style-type: none"> ✓ Establish procedures to increase student access and participation in the School Nutrition Program that will better prepare them for learning. ✓ Establish consistent procedures for communication with all stakeholders 	<ul style="list-style-type: none"> ✓ Ensure School Nutrition plan is developed and appropriately monitored ✓ Market the Child Nutrition Program ✓ Provide current updates to the Child Nutrition website and Menu Advisory ✓ Make site-visits and observations then provide feedback ✓ Facilitate professional developments for training and re-training purposes 	<p>➤ Joseph Otranto, Director of Child Nutrition</p>

<p>SBE Strategic Goal 5: Every student is healthy, safe, and responsible.</p>	<p>Student Services Department will:</p> <ul style="list-style-type: none"> ✓ Conduct the following 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 ✓ Schedule regular meetings with the Student Assistance Team to ensure collaboration with all entities ✓ Design and review Capital Outlay budget ✓ Coordinate with Maintenance Director to improve efficiency across the district ✓ Coordinate the efforts of the Discipline Task Force Committee ✓ Review lottery budget quarterly ✓ Schedule and conduct monthly meetings with Student Services Team ✓ Schedule Student Health Advisory Council meetings four times per year 	<ul style="list-style-type: none"> ✓ Collaborate with Testing & Accountability for coordinated actions to impact 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"> ✓ Conduct site-visits and provide feedback ✓ Facilitate training sessions as needed ✓ Co-chair Discipline Task Force Committee ✓ Report outcomes of Discipline Task Force Committee 	<p>➤ Phillip Rountree, Director of Auxiliary Services</p>
<p>SBE Strategic Goal 5: Every student is healthy, safe, and responsible.</p>	<p>Maintenance and Transportation Department will:</p> <ul style="list-style-type: none"> ✓ Ensure work orders are systematically processed and addressed to support a conducive learning environment. 	<ul style="list-style-type: none"> ✓ Develop and monitor Maintenance Plan ✓ Communicate plan and work order issues ✓ Ensure progress is recorded 	<p>➤ Tony Alston, Director of Maintenance and Transportation</p>

<p>SBE Strategic Goal 5: Every student is healthy, safe, and responsible.</p>	<ul style="list-style-type: none"> ✓ Evaluate personnel and projects for quality standards and compliance issues. ✓ Establish consistent procedures for communicating with all stakeholders. ✓ Ensure energy efficiency strategies are used improve efficiency across the district ✓ Educate students and staff on bus safety rules <p>Community Engagement and Public Relations:</p> <ul style="list-style-type: none"> ✓ Establish consistent procedures for communicating with all business and community stakeholders ✓ Creating partnerships throughout the Roanoke Valley and with area colleges and universities 	<ul style="list-style-type: none"> and website updated ✓ Conduct site-visits and provide feedback ✓ Facilitate training sessions as needed ✓ Conduct energy efficiency audits ✓ Collaborate with Testing & Accountability about student achievement outcomes ✓ Evaluate Maintenance Plan <ul style="list-style-type: none"> ✓ Monitor Community Engagement/Public Relations Plan ✓ Communicate plan and work with parents, businesses and community leaders, and other stakeholders throughout the district ✓ Communicate with all stakeholders about the accountability status of the district 	<p>➤ Elise Frederick, Superintendent</p>
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Schools Action Plan - Targeting Performance & Growth

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)

There are 5 schools deemed as low-performing as a result of the school not “exceeding expected growth”.

Three of five schools met expected growth and two of the five schools did not meet expected growth.

	Aurelian Springs Elementary School	Dawson Elementary School	Everetts Elementary School	Northwest Halifax High School	William R. Davie Middle School
Increase the school-wide performance composite by a minimum of 30% and “exceed” expected growth.					
Reading	Increase the performance composite from 42.9% to 55.8% by the end of the 2015-2016 school year by focusing on literacy in all content areas.	Increase the performance composite from 28% to 36.4% during the 2015-2016 school year by focusing on literacy in all content areas.	Increase the performance composite from 28.8% to 37.4% by the end of the 2015-2016 school year by focusing on literacy in all content areas.	Increase the performance composite from 43.6% to 56.6% on all local and state assessments to meet the district goal by the end of the 2015-2016 school year. (EOCs, Common Exams, MSL, and CTE Post-Assessments: MAP/Benchmarks, and WorkKeys exam) Baseline: Biology-21.50%, English-21.5%, Math-29.7%, Workkeys-59.5%, ACT-20% , CTE-64.98%	Increase the performance composite from 37% to 48.1% by the end of the 2015-2016 school year by focusing on literacy in all content areas.
Math					
Science					

EOCs/EOGs	Exceed the EVAAS projected growth target of each student in all subgroups by the end of the 2015-2016 school year.	Exceed the EVAAS projected growth target of each student in all subgroups by the end of the 2015-2016 school year.	Exceed the EVAAS projected growth target of each student in all subgroups by the end of the 2015-2016 school year.	Exceed the EVAAS projected growth target of each student in all subgroups by the end of the 2015-2016 school year.	Exceed the EVAAS projected growth target of each student in all subgroups by the end of the 2015-2016 school year.
Attendance	Increase student/staff attendance rate to 98% by the end of the 2015-2016 school year	Increase student/staff attendance rate to 98% by the end of the 2015-2016 school year	Increase student/staff attendance rate to 98% by the end of the 2015-2016 school year	Increase student/staff attendance rate to 98% by the end of the 2015-2016 school year Increase participation rate on all state assessments to at least 98% by the end of the 2015-2016 school year	Increase student/staff attendance rate to 98% by the end of the 2015-2016 school year
Cohort Graduation Rate	Ensure 100% of 5 th graders promoted to 6 th grade are on-grade level or exceeding expected growth targets by the end of the 2015-2016 school year	Ensure 100% of 5 th graders promoted to 6 th grade are on-grade level or exceeding expected growth targets by the end of the 2015-2016 school year	Ensure 100% of 5 th graders promoted to 6 th grade are on-grade level or exceeding expected growth targets by the end of the 2015-2016 school year	Increase the cohort graduation rate from 65.7% to 80% by the end of the 2015-2016 school year	Ensure 100% of 8 th graders promoted to 9 th grade are on-grade level or exceeding expected growth targets by the end of the 2015-2016 school year

ACT				Increase the ACT Workkeys rate from 59.5% to 80% by the end of the 2015-2016 school year	
Math Rigor				Ensure 98% of the graduating students meet the math course rigor requirement by the end of the 2015-2016 school year	

**HALIFAX COUNTY SCHOOLS
SERVICE PLAN & IMPLEMENTATION MAP
2015-2016**

Transforming Initiative 1: Establish and maintain a student growth-centered accountability system

In order to impact student achievement, the school district has to systematically collect, disseminate, disaggregate and analyze data. The school district must also understand all of the implications that the effective use of and maintenance of data has on student achievement. Effective districts set specific achievement targets for schools and students and then ensure the consistent use of research-based instructional strategies in all classrooms to reach those targets. (Waters & Marzano, 2006)

Key Cabinet Member Responsible: Tyrana Battle, Assistant Superintendent

Curriculum and Instruction Team Members: Dr. Pamela Chamblee, Director of School Improvement for Secondary Education, Dottie Umstead, Director of School Improvement for Elementary Education; LaVonne McClain, Testing and Accountability Coordinator; Cynthia Debreaux, Director of Exceptional Programs; Shelia Lowe, Technology Director; Tonia Lashley, PowerSchool Coordinator

State Board of Education Goals/Comprehensive Needs Assessment Dimensions:

- Globally Competitive Students/Instructional Excellence & Alignment
- 21st Century Professionals/Professional Capacity
- Leadership and Innovation/Leadership Capacity
- Governed & Supported by 21st Century systems/Planning & Operational Effectiveness

TOOLS:

Science, Technology, Engineering and Mathematics (STEM)

Common Formative Assessment (CFA)

AdVanced

Measures of Academic Progress (MAP)

EVAAS (value-added system)

Comprehensive Needs Assessment (CNA)

PowerSchool

Student Support Triangles

Professional Learning Communities (PLCs)

2015-2016

Halifax County Schools will be successful if we accomplish:

- Each school will show a minimum increase of 30 percent in its performance composite.
- Each elementary, middle and high school will “exceed expected growth” as determined by the State’s Accountability data to prevent from being low-performing.
- Student’s course schedules and grades will be accurate and verified by the Principal in Powerschool.
- All schools will have a common understanding of the components and implications of the federal and state accountability systems.

HALIFAX COUNTY SCHOOLS **SERVICE PLAN & IMPLEMENTATION MAP** **2015-2016**

STRATEGIES:

- Increase capacity of Superintendent's Cabinet to lead data driven change
- Establish student achievement data targets for each school and the district
- Update and verify "expect test" data for all schools
- Update and maintain historical audits for all schools
- Conduct weekly strategic planning sessions for progress monitoring purposes

KEY ACTIVITY	PERSON(S) RESPONSIBLE	TARGET DATE	ARTIFACTS
Provide professional development on the READY model	Curriculum and Instruction Team	July 2015- June 2016	Presentations Agendas Sign-in Sheets Google Drive
Provide achievement targets to each school	Superintendent Principals Curriculum and Instruction Team	July 2015- June 2016	Predictor Charts EVAAS Reading 3D MAP Accountability Data Student Support Triangle
Provide professional development on the Student Support Process	Elementary Director Secondary Director EC Director	July 2015- June 2016	Agenda, Presentation
Analyze academic data by teacher	Principals Curriculum and Instruction Team Instructional Coaches	July 2015- June 2016	MAP data EOG/EOC/NCFE Goal Summaries
Meet with key stakeholders to strategically plan	Assistant Superintendent Principals	Monthly July 2015- June 2016	Meeting Notes
Conduct instructional rounds to monitor progress	Curriculum and Instruction Team	July 2015- June 2016	Walk-through Data Sheet
Provide on-going data discussions at cabinet, Principal, and PLC meetings	Curriculum and Instruction Team Principals	July 2015- June 2016	PLC Wiki Google Drive Agendas Presentations

**HALIFAX COUNTY SCHOOLS
SERVICE PLAN & IMPLEMENTATION MAP
2015-2016**

Transforming Initiative 2: Strategically align the *Academic Focus* of the district to increase student achievement.

In districts with higher levels of student achievement, the entire district is aligned with and supportive of non-negotiable goals for student achievement and instruction. District progress towards these goals is continually monitored and is the driving force behind the district's actions. (Waters & Marzano, 2006)

State Board of Education Goals/Comprehensive Needs Assessment Dimensions:

- Globally Competitive Students/Instructional Excellence & Alignment
- 21st Century Professionals/Professional Capacity
- Leadership and Innovation/Leadership Capacity
- Governed & Supported by 21st Century systems/Planning & Operational Effectiveness

Key Cabinet Member Responsible: Tyrana B. Battle, Assistant Superintendent of Curriculum and Instruction

Curriculum and Instruction Team Members: Dr. Pamela Chamblee, Director of School Improvement for Secondary Education, Dottie Umstead, Director of School Improvement for Elementary Education; LaVonne McClain, Testing and Accountability Coordinator; Cynthia Debreaux, Director of Exceptional Programs; Shelia Lowe, Technology Director; Tonia Lashley, PowerSchool Coordinator

TOOLS:

STEM	Pacing Guides
Instructional Resource Wiki	Common Formative Assessment (CFAs)
NC Standard Course of Study	Reading 3D
Exceptional Children's Needs Assessment	MAP
EVAAS	SchoolNet
Professional Learning Community (PLC) Wiki	

2015-2016

Halifax County Schools will be successful if we accomplish:

- Provide professional development on reading, math and science
- Develop a curriculum monitoring system for grades pK-12.
- Create an awareness of the impact of supplemental programs on student achievement.
- A common understanding of the components and implications of curriculum monitoring system.

STRATEGIES:

- Develop a curriculum monitoring system for grades pK-12
- Conduct an audit to identify and analyze current reading programs and supplemental resources
- Weekly strategic planning sessions

**HALIFAX COUNTY SCHOOLS
SERVICE PLAN & IMPLEMENTATION MAP
2015-2016**

KEY ACTIVITY	PERSON(S) RESPONSIBLE	TARGET DATE	ARTIFACTS
Purchase Plato/Edmentum	Assistant Superintendent of Curriculum and Instruction	November 2015	Usage reports
Purchase supplemental programs (Study Island, MobyMax, Academy of Reading, Academy of Math, Princeton Review)	Elementary Director Secondary Director Principals	July 2015 – June 2016	
Research PK-2 curriculum monitoring systems	Superintendent Director of Elementary Education	July 2015 – June 2016	Research results
Provide Professional Development on SchoolNet	Instructional Coaches	July 2015 – June 2016	Handouts
Utilize intervention/enrichment support for students requiring remediation	Superintendent Testing Coordinator	July 2015 – June 2016	Student Support Triangle Results
Benchmark progress of targeted students	Testing Coordinator	July 2015 – June 2016	Benchmarks
Audit current supplemental/computer based resources	Principals School Improvement Teams	July 2015 – June 2016	Audit results
Meet with key stakeholders to strategically plan	Superintendent Assistant Superintendent	July 2015 – June 2016	Meeting Notes
Provide intensive summer remediation for EOGs/EOCs	Superintendent Superintendent's Cabinet	July 2015 – June 2016	Remediation Agenda, schedule, results
Monitor all components of the READY Model (i.e. Math Course Rigor, ACT, Graduation Rate, Assessment data)	Curriculum and Instruction Team Principals	July 2015 – June 2016	Agenda, schedule, reports, results
Provide intensive, focused professional development for central office, school administrators and lead teachers	Superintendent Curriculum and Instruction Team	July 2015 – June 2016	Schedule

HALIFAX COUNTY SCHOOLS
SERVICE PLAN & IMPLEMENTATION MAP
2015-2016

Administer district assessments three times a year	Director of Testing and Accountability Testing Coordinators	September 2015 December 2015 April 2016	Assessment Results
Create a district professional development plan	Curriculum and Instruction Team	July 2015 – June 2016	Professional Development Plan
Provide professional development on how to teach reading	Curriculum and Instruction Team Principals	July 2015 – June 2016	Presentation, Agenda, handouts
Provide professional development on effective classroom management strategies	Instructional Coaches	July 2015 – June 2016	Presentation, Agenda, handouts
Use SchoolNet and EOC/EOG data to align instruction	Instructional Coaches	July 2015 – June 2016	EOC/EOG results
Provide professional development to all teachers on reading and math alignment with SCOS	Instructional Coaches	July 2015 – June 2016	Presentation, Agenda, handouts
Planning for K-2 Reading curriculum, assessments and professional development	Instructional Coaches	July 2015 – June 2016	Presentation, agenda, handouts
Provide professional development to teacher leaders	Instructional Coaches Master Teachers	July 2015 – June 2016	Presentation, Agenda, handouts
District wide PLCS for grade level teachers	Instructional Coaches Master Teachers	July 2015 – June 2016	Presentations, Agendas, Handouts
Update Pacing Guides 3 rd -12 th	Instructional Coaches Master Teachers	July 2015 – June 2016	Pacing Guides
Monitor classroom instruction	Curriculum and Instruction Team Principals	July 2015 – June 2016	Anecdotal reports
Assist schools in the School Improvement Process to specifically address Title I, low performing, and priority Plans	Assistant Superintendent of C&I Curriculum and Instruction Team Principals	July 2015 – June 2016	School Improvement Plan Title I Plans Low Performing Plans Priority Plan

**HALIFAX COUNTY SCHOOLS
SERVICE PLAN & IMPLEMENTATION MAP
2015-2016**

Provide content PD to all teachers during the summer	Assistant Superintendent of C&I Curriculum and Instruction Team Principals Instructional Coaches Master Teachers	July 2015 – June 2016	Presentations, Agendas, Handouts
Provide PD to central office and principals	Assistant Superintendent of C&I Curriculum and Instruction Team Principals Instructional Coaches Master Teachers	July 2015 – June 2016	Presentations, Agenda, Handouts
Review Exceptional Children's Audit	Superintendent's Cabinet Exceptional Children's Director	July 2015 – June 2016	Exceptional Children's Audit
Create action plan based on Exceptional Children's Audit	Superintendent Exceptional Children's Director	July 2015 – June 2016	Exceptional Children's Action Plan
Meet with key stakeholders to strategically plan	Superintendent	July 2015 – June 2016	Meeting Notes
Review progress	Superintendent's Cabinet	July 2015 – June 2016	Statement of Progress

**HALIFAX COUNTY SCHOOLS
SERVICE PLAN & IMPLEMENTATION MAP
2015-2016**

Transforming Initiative 3: Allocate and appropriately utilize resources to maximize results.

Effective school districts ensure that the necessary resources, including time, money, personnel and materials are allocated to accomplish the district's goals. Once these resources are allocated, their use is monitored and evaluated to determine their impact on student achievement. (Waters & Marzano, 2006)

State Board of Education Goals/Comprehensive Needs Assessment Dimensions:

- Globally Competitive Students/Instructional Excellence &Alignment
- 21st Century Professionals/Professional Capacity
- Leadership and Innovation/Leadership Capacity
- Governed & Supported by 21st Century systems/Planning &Operational Effectiveness

Key Cabinet Member Responsible: Linda Bulluck, Assistant Superintendent

TOOLS:

NC Educator Evaluation System
Fiscal Management System
Master Schedule

NC Teacher Evaluation Instrument
Comprehensive Needs Assessment

2015 - 2016

Halifax County Schools will be successful if we accomplish:

- Employ and retain high quality staff and remove ineffective staff.
- Continue to evaluate the use of resources (time, money, personnel and materials).

STRATEGIES:

- Create legal process/structure for personnel actions based on lack of student growth/ achievement
- Support the plan for the implementation of the NC Teacher Evaluation Instrument.
- Implement use of the NC School Executive Instrument
- Analyze current staffing level
- Create a plan to recruit highly-qualified teachers.

**HALIFAX COUNTY SCHOOLS
SERVICE PLAN & IMPLEMENTATION MAP
2015-2016**

KEY ACTIVITY	PERSON(S) RESPONSIBLE	TARGET DATE	ARTIFACTS
Consult with NCDPI to determine personnel actions	Superintendent Assistant Superintendent of Personnel and Operations	July 2015 – June 2016	Anecdotal reports
Utilize NC School Executive Evaluation Instrument	Assistant Superintendent of Personnel and Operations Principals	July 2015 – June 2016	NC School Executive Instrument documents
Develop an implementation plan for the NC Teacher Evaluation Instrument	Assistant Superintendent of Personnel and Operations	July 2015 – June 2016	Plan
Meet with key stakeholders to strategically plan for scheduling	Superintendent Assistant Superintendent of Curriculum and Instruction Assistant Superintendent of Personnel and Operations	July 2015 – June 2016	Meeting Notes
Review highly qualified (HQ) data for all schools	Assistant Superintendent of Curriculum and Instruction Assistant Superintendent of Personnel and Operations Principals	July 2015 – June 2016	HQ Report Statement of Progress
Implement recruitment plan	Assistant Superintendent of Personnel and Operations Principals	July 2015 – June 2016	Hiring data, list of recruitment activities

HALIFAX COUNTY SCHOOLS **SERVICE PLAN & IMPLEMENTATION MAP** **2015-2016**

Transforming Initiative 3: Allocate and appropriately utilize resources to maximize results.

Key Cabinet Member Responsible: Charlene Jones, Finance Officer

2015 - 2016

Halifax County Schools will be successful if we accomplish:

- Continue to align our use of the evaluation systems with the academic focus of the district.
- Employ and retain high quality staff and remove ineffective staff.
- A common understanding of what it means to be an employee of the Halifax County Schools.

STRATEGIES:

- Utilize, monitor, evaluate and update the use of resources as they relate to the academic focus of the district

KEY ACTIVITY	PERSON(S) RESPONSIBLE	TARGET DATE	ARTIFACTS
Monitor use of finances	Finance Officer Budget Managers	July 2015- June 2016	Financial reports, audits
Monitor use of personnel	Superintendent's Cabinet	July 2015- June 2016	Personnel report, audits
Monitor use of materials	Superintendent's Cabinet	July 2015- June 2016	Material audits
Monitor use of time	Superintendent's Cabinet	July 2015- June 2016	Master schedule, audits
Meet with key stakeholders to strategically plan	Superintendent	July 2015- June 2016	Meeting Notes
Review progress	Superintendent's Cabinet	July 2015- June 2016	Statement of Progress

**HALIFAX COUNTY SCHOOLS
SERVICE PLAN & IMPLEMENTATION MAP
2015-2016**

COMMITMENT TO THE WORK

This document reflects the work of Halifax County Schools Superintendent, Superintendent's Cabinet, Central Office Leadership Team and Board of Education in partnership with the North Carolina Department of Public Instruction's District Transformation Team. The plan will serve as a guide as the district works toward increasing academic achievement for ALL students. It will be continually monitored, evaluated and updated.

SIGNED BY:

SUPERINTENDENT

DATE

CHAIRMAN HALIFAX COUNTY BOARD OF EDUCATION

DATE

ASSISTANT SUPERINTENDENT OF CURRICULUM AND INSTRUCTION

DATE

ASSISTANT SUPERINTENDENT OF PERSONNEL AND OPERATIONS

DATE

FINANCE OFFICER

DATE

**PLEASE PROVIDE FEEDBACK TO MRS. TYRANA B. BATTLE, ED. S.
AT BATTLET@HALIFAX.K12.NC.US OR CONTACT ME AT (252) 583-5111**