
Action Plan

Hertford County Public Schools 2007-2011

Goal 1: Hertford County Public Schools will produce globally competitive students.
(Recommendation: NC CNA-3)

Objective 1.1: By the end of the 2010-11 school year Students will meet Adequate Yearly Progress (AYP) proficiency targets:
Reading Grades 3-8 -- 71.6%; Reading/Language Arts Grade 10 --69.3%; Math Grades 3-8 --88.6%; Math Grade 10 -- 84.2% by meeting annual targets as described in the appendix.

<i>Strategies</i>	<i>Monitoring Dates</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
1.1.1 Use assessment data to differentiate and to personalize instruction that maximizes student learning.	2009/10/27 2010/01/20 2010/03/25 2010/06/14	-Data management system -ABC Tools -EVAAS -Report card -AYP reports -Formative assessments	--Assistant Superintendent Educational Program Services --Director of Testing & Accountability	-Lesson plans -Classroom visits -PEPs -IEPs -Formative assessment results
1.1.2 Maintain current pacing guides aligned with the NC Standard Course of Study to help maintain the district instructional focus.	2009/10/27 2010/01/20 2010/03/25 2010/06/14	-Standard Course of Study -Pacing guides	--Assistant Superintendent Educational Program Services --Educational Program Services Department	-Updated pacing guides with emphasis on district priorities

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Objective 1.2: By the end of the 2010-11 school year 85% of students will demonstrate proficiency in End-of-Course Subjects by meeting annual targets as described in the appendix.

<i>Strategies</i>	<i>Monitoring Dates</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
1.2.1 Use assessment data to differentiate and to personalize instruction that maximizes student learning.	2009/10/27 2010/01/20 2010/03/25 2010/06/14	-Data management system -ABC Tools -EVAAS -Report card -AYP reports -Formative assessments	--Assistant Superintendent Educational Program Services --Director of Testing & Accountability	-Lesson plans -Classroom visits -PEPs -IEPs -Formative assessment results
1.2.2 Maintain current pacing guides aligned with the NC Standard Course of Study to help maintain the district instructional focus.	2009/10/27 2010/01/20 2010/03/25 2010/06/14	-Standard Course of Study -Pacing guides	--Assistant Superintendent Educational Program Services --Educational Program Services Department	-Updated pacing guides with emphasis on district priorities

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Goal 1: Hertford County Public Schools will produce globally competitive students.
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Objective 1.3: By the end of the 2010-11 school year 85% of students will master grade level proficiency in writing skills by meeting annual targets as described in the appendix.

<i>Strategies</i>		<i>Monitoring Dates</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
1.3.1	Develop and implement a district-wide K-12 writing plan.	2009/10/27 2010/01/20 2010/03/25 2010/06/14	K-12 writing curriculum	--Assistant Superintendent Educational Program Services --Educational Program Services Department	-Completed writing plan -Lesson plans -Classroom visits -PEPs -Quarterly district-wide writing prompts -Writing portfolios

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Hertford County Public Schools 2007-2011

Goal 1: Hertford County Public Schools will produce globally competitive students.
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Objective 1.4: By the end of the 2010-11 school year, at least 80% the percent of students will graduate from high school within four years of entering ninth grade (2006-07 baseline data 68.9%) by meeting annual targets as described in the appendix.

<i>Strategies</i>		<i>Monitoring Dates</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
1.4.1	Develop and monitor four-year career plan to maximize student progress towards graduation.	2009/10/27	-Career plan	--Director of Career and	-Adopted career plan
		2010/01/20	-Data management system	Technical Education	-Graduation rates
		2010/03/25	-Graduation rate data	--Director of Student	-Monitor student progress
		2010/06/14	-9th Grade Success Academy -Talent Development High School -Early College High School	Services	
1.4.2	Identify and provide early intervention and recovery strategies to address prospective dropouts.	2009/10/27	-Career plan	--Director of 7-12	-Dropout rates
		2010/01/20	-Data management system	Instruction	-Monitor early intervention
		2010/03/25	-Dropout data	--Director of Career and	strategies
		2010/06/14	-9th Grade Success Academy -Talent Development High School -Early College High School	Technical Education --Director of Student Services	-Monitor student progress

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Objective 1.5: By the end of the 2010-11 school year 85% of students in grade eight, and 95% students in grade twelve, will have passed all portions of the Test of Computer Skills by meeting annual targets as described in the appendix.

<i>Strategies</i>	<i>Monitoring Dates</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
1.5.1 Implement a district-wide K-12 integrated technology plan based on the Standard Course of Study.	2009/10/27 2010/01/20 2010/03/25 2010/06/14	-K-12 Standard Course of Study -Appropriate hardware and software	--Assistant Superintendent Educational Program Services --Technology Teacher	-Completed technology plan -Lesson plans -Classroom visits -PEPs

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Goal 1: Hertford County Public Schools will produce globally competitive students.
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Objective 1.6: By the end of the 2008-09 school year, and each year thereafter, the average student SAT score will increase by 2.5% (approximately 20 points per year) while maintaining at least a 50% participation rate. [2007-08 baseline 834] by meeting annual targets as described in the appendix.

<i>Strategies</i>		<i>Monitoring Dates</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
1.6.1	Integrate SAT preparation strategies as part of daily instruction and provide SAT workshops.	2009/10/27	-SAT workshops	--Assistant	-Lesson plans
		2010/01/20		Superintendent	-Classroom visits
		2010/03/25		Educational Program	-PEPs
		2010/06/14		Services --Director of 7-12 Instruction	-Workshop attendance records
1.6.2	Encourage PSAT participation as preparation for SAT.	2009/10/27	PSAT preparation materials	--Assistant	-PSAT participation rates
		2010/01/20		Superintendent	-Correlation to SAT results
		2010/03/25		Educational Program	
		2010/06/14		Services --Director of 7-12 Instruction	

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Objective 1.7: By the end of the 2010-11 school year students completing the K-2 curriculum will demonstrate proficiency in Reading -- 71.6% and Math -- 88.6% on the Grade 3 Pre-Test by meeting annual proficiency targets in the next school year as described in the appendix.

<i>Strategies</i>		<i>Monitoring Dates</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
1.7.1	Increase instructional rigor	2009/10/27	-Classworks	--Assistant	-Walkthrough Data
		2010/01/20	-Reading First	Superintendent	-Lesson Plans
New		2010/03/25	-Professional Development	Educational Program	
		2010/06/14	-Thinking Skills Maps	Services --Principals	
1.7.2	Use K-2 Assessments and Reading First results to plan instruction	2009/10/27	-K-2 Literacy assessment	--Assistant	-K-2 Data Dialogues
		2010/01/20	(running records and	Superintendent	-Lesson Plans
New		2010/03/25	narrative retelling	Educational Program	
		2010/06/14	assessment) -Reading First assessments	Services --Principals	

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Hertford County Public Schools 2007-2011

Goal 2: Hertford County Public Schools will be led by 21st Century professionals.
(Commendations: AdvED-2, 5, 8)

Objective 2.1: By the end of the 2010-11 school year the system will have employed high quality personnel by meeting state standards with annual targets as described in the appendix.
(Commendations: AdvED-1 and NC CNA-5)

<i>Strategies</i>		<i>Monitoring Dates</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
2.1.1	Partner with area colleges and universities to recruit, retain and develop highly qualified and certified personnel.	2009/10/27	-Area colleges and	--Executive Director of	-Agendas and minutes of collaborations with colleges and universities -Correlation between staff recruited and methods used
		2010/01/20	universities	Human Resources	
		2010/03/25	-Job fairs	--Educational Program	
		2010/06/14	-Teacher Cadet Program -Early Childhood Education Program -Teaching Fellows	Services Department	
2.1.2	Redesign new teacher induction program to meet changing Federal and State guidelines.	2009/10/27	-Collaborative to Support	--Executive Director of	-Revised induction program
		2010/01/20	Initially Licensed	Human Resources	
		2010/03/25	Professionals		
		2010/06/14			

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Hertford County Public Schools 2007-2011

Goal 2: Hertford County Public Schools will be led by 21st Century professionals.
(Commendations: AdvED-2, 5, 8)

Objective 2.2: By the end of the 2009-10 school year, and each year thereafter, 100% of education professional will participate in high quality professional development as described in the professional learning plan developed in objective 5.3.
(Commendations: AdvED-7)

<i>Strategies</i>		<i>Monitoring Dates</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
2.2.1	Monitor employee participation in the district	2009/10/27 2010/01/20	Professional learning plan	--Assistant Superintendent	-Attendance records
New	professional learning plan.	2010/03/25		Educational Program Services	-Classroom Observations
		2010/06/14		--Executive Director of Human Resources	-Lesson Plans

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Hertford County Public Schools 2007-2011

Goal 2: Hertford County Public Schools will be led by 21st Century professionals.
(Commendations: AdvED-2, 5, 8)

Objective 2.3: By the end of the 2010-11 school year the teacher turnover rate will be reduced to the 2007-08 5-year statewide average of 12.8% by meeting annual targets as described in the appendix. [set reason parameters]

<i>Strategies</i>		<i>Monitoring Dates</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
2.3.1	Each school will develop and monitor a teacher turnover plan.	2009/10/27 2010/01/20 2010/03/25 2010/06/14	Teacher turnover reports	--Executive Director of Human Resources --Principals	-Submission of plan to Central Services Human Resources -Decrease in turnover
2.3.2	Each principal will include as part of his/her school executive evaluation at least one goal to reduce teacher turnover	2009/10/27 2010/01/20 2010/03/25 2010/06/14	Principal evaluation instrument	--Superintendent --Executive Director of Human Resources	-Principal evaluation

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Hertford County Public Schools 2007-2011

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

Objective 3.1: By June 2009, and each year thereafter, provide a safe and caring educational environment and adequate facilities that support a culture for high student performance measured by surveys of students, staff, and parents as documented in district and individual safe schools plans.

<i>Strategies</i>	<i>Monitoring Dates</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
3.1.1 Assist schools in developing, implementing, and monitoring safe schools plans, which promote a climate of respect and appropriate personal conduct for students and school personnel, and provide for safety, security and order. (G.S. 115C-105.47) (Recommendations: AdvED-5)	2009/10/27 2010/01/20 2010/03/25 2010/06/14	-Safe school plans -Monitoring instruments -Inspection procedures	--Assistant Superintendent Auxiliary Services --Director of Student Services	-Monitoring reports -Inspection reports

Action Plan

Hertford County Public Schools 2007-2011

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

Objective 3.2: By June 2009, and each year thereafter, every school will promote a healthy, active lifestyle where students are encouraged to make responsible choices as documented in individual healthy schools plans.

<i>Strategies</i>	<i>Monitoring Dates</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
3.2.1 Assist schools in ensuring that components of the State Board of Education Policy HSP-S-000 Healthy Active Children (HAC) are incorporated in their school improvement plans and are imbedded in the school schedule.	2009/10/27 2010/01/20 2010/03/25 2010/06/14	-Healthy Active Children plan -School schedules -Monitoring instrument	--Director of Student Services --Director of Child Nutrition Services	-District Survey

Objective 3.3: By June 2009, and each year thereafter, every school will focus on developing strong student character, personal responsibility, and community/world involvement as documented in individual school character education plans.

<i>Strategies</i>	<i>Monitoring Dates</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
3.3.1 Update and utilize character education plans to create a more caring and nurturing environment to address the specific needs of each and every student.	2009/10/27 2010/01/20 2010/03/25 2010/06/14	-Character education plan -Monitoring instrument	--Director of Student Services	-Monitoring reports

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Hertford County Public Schools 2007-2011

Goal 4: District Leadership will collaboratively guide innovation in Hertford County Public Schools.
(Commendations: AdvED-2, 5, 8 and NC CNA-1, 2, 3, 8)

Objective 4.1: By June 2010, and each year thereafter, the district and each school will provide evidence that its professionals have implemented at least two new 21st Century learning best practices.

<i>Strategies</i>		<i>Monitoring Dates</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
4.1.1	Implement and integrate 21st century technology throughout the school district in all grade levels.	2009/10/27	-21st Century best practices list -Best practice workshops -NCSOS for technology	--Technology Teacher --Principals	-Monitoring reports
		2010/01/20			-Walk-throughs
New		2010/03/25			-Observations (classroom)
		2010/06/14			-Lesson plans
					-Assessment results reports
					-Student artifacts
4.1.2	Implement 21st century best practices strategies that will promote critical thinking skills across the curriculum school wide (i.e., thinking maps and assessments)	2009/10/27	-List of strategies -Workshops -Sharing at PLC meetings -Faculty meetings -Website	--Technology Teacher --Principals	-Monitoring reports
		2010/01/20			-Walk-throughs
New		2010/03/25			-Observations (classroom)
		2010/06/14			-Lesson plans
					-Assessment results reports
					-Student artifacts

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<i>Strategies</i>		<i>Monitoring Dates</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
4.1.3	Develop, disseminate and build both awareness and understanding of 21st century best classroom and school leadership practices.	2009/10/27	-List of strategies	--Superintendent	-Copies of various products including but not limited to meeting minutes, lesson plans, teacher and principal appraisals
		2010/01/20	-Rubric	--Assistant	
New		2010/03/25	-Guidelines	Superintendent	
		2010/06/14		Educational Program Services --Assistant Superintendent Auxiliary Services	

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Hertford County Public Schools 2007-2011

Goal 4: District Leadership will collaboratively guide innovation in Hertford County Public Schools.
(Commendations: AdvED-2, 5, 8 and NC CNA-1, 2, 3, 8)

Objective 4.2: By August 2009, and each year thereafter, school system leaders will continue developing a culture of continuous improvement by focusing on the district's vision, purpose and the achievement of its improvement goals/objectives as evidenced by monitoring the district and individual school improvement plans.

<i>Strategies</i>		<i>Monitoring Dates</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
4.2.1	Engage staff in data dialogue around walkthrough data.	2009/10/27 2010/01/20	-Walkthrough data -Teacher appraisal system	--Principals	-Action Plans and supportive documentation
New	Write and implement action plans to address specific instructional gaps.	2010/03/25 2010/06/14			
4.2.2	Outline a common school improvement planning	2009/10/27 2010/01/20	-Continuous improvement standards	--Systemic Improvement Facilitator	-Completed process and protocols
Revised	process complete with necessary protocols.	2010/03/25 2010/06/14	-Continuous improvement processes and protocols	--District Transformation Coach	

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<i>Strategies</i>		<i>Monitoring Dates</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
4.2.3	Develop Intervention	2009/10/27	-IC Maps	--Systemic Improvement	-Completed IC Maps
	Configuration (IC) Maps to	2010/01/20	-Rubrics	Facilitator	
New	monitor and guide	2010/03/25		--District Transformation	
	implementation of major	2010/06/14		Coach	
	district initiatives (e.g. Comer, Classworks, Thinking Maps, Write From the Beginning)				

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Hertford County Public Schools 2007-2011

Goal 5: Hertford County Public Schools will be governed and supported by 21st Century systems.
(Recommendations NC CNA-2, 8 and SUPT-1, 3)

Objective 5.1: By June of 2011 implement a process to systematically monitor district and school strategic plans for impact and effectiveness of initiatives in order to reflect and realign as needed to meet quality standards.
Phase 1 [June 2009]; Phase 2 [June 2010]; Phase 3 [June 2011]

<i>Strategies</i>		<i>Monitoring Dates</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
5.1.1	Integrate quarterly reviews of district and school strategic plans as part of existing meetings (e.g. Cabinet, PMT, school executive appraisal)	2009/10/27 2010/01/20 2010/03/25 2010/06/14	-Systemic review protocols	--Superintendent --Cabinet	-Review documentation
New					
5.1.2	Align all district work (e.g. meeting agendas, board agendas) with district plan.	2009/10/27 2010/01/20 2010/03/25 2010/06/14	-Systemic alignment protocols	--Superintendent --Cabinet	-Supporting documentation
New					
5.1.3	Establish a systematic process for collecting and managing the system's profile data, data related to Board of Education priorities, and data required by state and federal mandates.	2009/10/27 2010/01/20 2010/03/25 2010/06/14	-Data management system -Systemic review protocols	--Systemic Improvement Facilitator --District Transformation Coach --Director of Testing & Accountability --Director of Technology	-Documented Process

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Goal 5: Hertford County Public Schools will be governed and supported by 21st Century systems.
(Recommendations NC CNA-2, 8 and SUPT-1, 3)

Objective 5.1: By June of 2011 implement a process to systematically monitor district and school strategic plans for impact and effectiveness of initiatives in order to reflect and realign as needed to meet quality standards.
Phase 1 [June 2009]; Phase 2 [June 2010]; Phase 3 [June 2011]

<i>Strategies</i>		<i>Monitoring Dates</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
5.1.4	Establish a data management system.	2009/10/27 2010/01/20	-District and school profile data	--Director of Testing & Accountability	-Functioning system
Revised		2010/03/25 2010/06/14	-Procedures for collecting, analyzing, using, and communicating data	--Systemic Improvement Facilitator	

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Hertford County Public Schools 2007-2011

Goal 5: Hertford County Public Schools will be governed and supported by 21st Century systems.
(Recommendations NC CNA-2, 8 and SUPT-1, 3)

Objective 5.2: By August 2009 develop and annually update a communication plan that identifies processes and procedures for communicating to both internal and external publics.

<i>Strategies</i>		<i>Monitoring Dates</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
5.2.1	Develop and implement systematic strategies for educating external publics about HCPS and for gathering feedback from schools, families and the community	2009/10/27	-District survey	--Public Relations Officer	-District Survey
		2010/01/20	-PEG Channel	--PEG Channel	-PEG Channel Line-Up
New		2010/03/25	-District website	Administrator	-Website "Hits" Report
		2010/06/14	-Newspaper articles, etc.		-Newspaper Articles
					-Other
5.2.2	Design and launch Hertford County Public Schools Intranet that provides links and resources to assist schools in meeting state and local standards. (Recommendations: AdvED-1 and NC CNA-4)	2009/10/27	-District technology	--Director of Technology	-Functioning Intranet
		2010/01/20	infrastructure	--Technology Teacher	
New		2010/03/25	-Web software and	--Assistant	
		2010/06/14	hardware	Superintendent	
				Educational Program Services	

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Goal 5: Hertford County Public Schools will be governed and supported by 21st Century systems.
(Recommendations NC CNA-2, 8 and SUPT-1, 3)

Objective 5.2: By August 2009 develop and annually update a communication plan that identifies processes and procedures for communicating to both internal and external publics.

<i>Strategies</i>		<i>Monitoring Dates</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
5.2.3	Distribute yearly calendars at the beginning of the school	2009/10/27	-Calendars	--Technology Teacher	-Published Calendars
		2010/01/20	-District and school	--School Level	
New	year containing important dates for parents.	2010/03/25	functions	Administrators	
		2010/06/14	-Community partnership functions		

Objective 5.3: By April 2009 develop and annually update a strategic performance improvement professional learning plan that enables system personnel to successfully implement both school and district strategic plans.

<i>Strategies</i>		<i>Monitoring Dates</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
5.3.1	Involve a committee of practitioners to provide input in developing a professional learning plan that supports district goals.	2009/10/27	-Participants	--Assistant	-Sign-in sheets
		2010/01/20	-EOC/EOG results	Superintendent	-Meeting minutes
New		2010/03/25	-Formative assessments	Educational Program	-Evaluation forms
		2010/06/14	data	Services	-Computer monitoring
			-Teacher Working Conditions Survey	--Executive Director of Human Resources	program (similar to the SEA System)

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Goal 5: Hertford County Public Schools will be governed and supported by 21st Century systems.
(Recommendations NC CNA-2, 8 and SUPT-1, 3)

Objective 5.4: By June of 2009 develop a process to systematically monitor district and school operations for impact and effectiveness of initiatives for the following areas:
-Child nutrition
-Maintenance
-Transportation

<i>Strategies</i>		<i>Monitoring Dates</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
5.4.1	Review and revise current systematic process for	2009/10/27	-Current process	--Assistant	-Documented process
New	managing the system's operations.	2010/01/20	-Sample processes from	Superintendent Auxiliary Services	
		2010/03/25	other districts		
		2010/06/14			

Objective 5.5: By June of 2009 develop a process to systematically monitor district and school operations for impact and effectiveness of initiatives for finance/purchasing.

<i>Strategies</i>		<i>Monitoring Dates</i>	<i>Resources Required</i>	<i>Persons Responsible</i>	<i>Means of Evaluation</i>
5.5.1	Review and revise current systematic process for	2009/10/27	-Current process	--Finance Officer	-Documented process
New	managing the system's finance/purchasing.	2010/01/20	-Sample processes from		
		2010/03/25	other districts		
		2010/06/14			