

Revised 3/23/09

# **DISTRICT IMPROVEMENT PLAN**

**2007-2011**

**Hertford County Public Schools**

**Grade Levels Served: Pre-K - 12th**

Superintendent

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Prepared by

District Improvement Team

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# ***District Profile Executive Summary***

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***Hertford County Public Schools  
2007-2011***

This section of the school district improvement plan is devoted to an overview of the characteristics of the district and its clientele. First and foremost is student data -- performance and demographic. Also included are community demographics, school district characteristics, and our stakeholders' perspective.

## **Stakeholder Perspective (Temp)**

As the district strategic planning process continues, a number of means for gaining stakeholder perspectives will be employed. Results of those perspectives will be added to this document when completed.

## **Demographic Data**

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### **District Characteristics**

Hertford County Public Schools is made up of seven(7) schools. Hertford County High School is located in Ahoskie and serves grades 9-12. Hertford County Early College High School, located on the campus of Roanoke Chowan Community College, is in its first year and serves approximately fifty 9th graders. An additional grade will be added each year until the school serves grades 9-12. C.S. Brown Student Development Center, located in Winton, is a high school serving grades 9-12 for students who are better served in a non-traditional setting. Hertford County Middle School is located in Murfreesboro and serves grades 7-8. Riverview Elementary School is located in Murfreesboro and serves grades Pre-K - 6. In Ahoskie, Bearfield Primary School serves grades Pre-K - 3 and feeds into Ahoskie Elementary School which serves grades 4 - 6.

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# ***District Profile Executive Summary***

***Hertford County Public Schools  
2007-2011***

## **School Reform Initiatives**

Hertford County Public Schools is involved in the AdvancED/SACS CASI school improvement process and is developing a district-wide strategic plan. This comprehensive plan will facilitate the coordination of the many independent efforts currently in place in the school district as well as build capacity for continuous improvement.

Hertford County High School is participating in the second year of a reform initiative with a foundation in the Talent Development High School Model from Johns Hopkins University. A 9th Grade Success Academy was started in January 2007 and with the start of the 2007-08 school year was relocated on the Hertford County Middle School campus. Hertford County Public Schools is also initiating an Early College High School.

Hertford County Middle School is in its first year of participation in the Leadership for Turnaround Middle Schools program.

## **Student Demographic Data**

As compared to the 2001-02 student membership, the current 2006-07 membership of 3,443 represents a 398 decline over this five year period. Of the 3,443 student membership, there is a 50.0% split among male and female. 72.2% of our students qualify for Free/Reduced Lunch. Approximately 16% of our students qualify for the Exceptional Children Program.

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# ***District Profile Executive Summary***

***Hertford County Public Schools  
2007-2011***

## **Location and History**

Hertford County is located in the northeastern region of North Carolina, bounded on the north by the Virginia state line. The county lies 55 miles southwest of Norfolk, 105 miles southeast of Richmond and 120 miles northeast of the state capitol of Raleigh. The area was first settled in the 16th century with land deeds dating back to 1710. Early settlers were principally European immigrants. North American Indians were also well represented in the Colonial population.

The County of Hertford was formed by an act of the state legislature in 1759 and named in honor of the Marquis of Hertford, Francis Conway, a distinguished member of parliament and a soldier. Winton was established as the county seat in 1766.

The first settlers from Southside Virginia had a difficult trek. They came to take advantage of the more productive Carolina soil which could harvest two crops a year, according to the folklore.

Land was taken from nearby Bertie, Northampton, and Chowan Counties to form the new County in 1759. Originally a part of the British Empire and known as the Parish of Saint Barnabas, Hertford County was named in honor of a British nobleman, Francis Seymour Conway, the Marquis of Hertford.

The newly-arrived settlers readily recognized this area as a suitable place for farming. Agriculture is still the basis of Hertford County's economy, with tobacco, cotton, peanuts, corn, and soybeans as the staples.

Located on the beautiful Chowan River, Winton was incorporated as a town in 1766, It replaced Cotton's Ferry as the county seat, and where the first court had been held. Later, Ahoskie was formed and became the center of business for Hertford County.

An abundance of crops and forests caused some local industries to develop. By the 1950's industrial development efforts brought in other manufacturers, but farming continued as the economic backbone of Hertford County.

Hertford is fortunate to have an active waterway, the broad Chowan River , known for bass fishing, which flows through its land. Both U.S. Highway 13, (North/South), and U.S. Highway 158, (East/West) intersect in the County. Highway 158 has been upgraded to four-lanes and Highway 13 is scheduled to be upgraded to four-lane.

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## ***District Profile Executive Summary***

***Hertford County Public Schools  
2007-2011***

### **District and Community Demographic Data**

Hertford County, according to 2000 Census data, encompasses 353 square miles and has an estimated 2006 population of 23, 581. Hertford County is primarily rural. The racial composition of the county is predominately Black at 62.3%, with approximately 34.3% White, 1.9% Hispanic, 1.3% Native American, 0.6% Asian, and 0.3% Multi-Racial. In comparison to the ethnic makeup of the county, our district's student and full-time personnel racial composition is as follows: STUDENTS: 81.7% Black; 16.0% White; 1.3% Hispanic; 0.6% Native American; and 0.4% Asian; FULL-TIME STAFF: 67.0% Black; 31.3% White; 1.0% Native American; and, 0.8% Hispanic.

### **Student Performance Data**

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#### **2007-08**

The 2007-08 End of Grade results for Hertford County Public Schools showed an overall increase in the percent of students proficient in math according to the State Report Card at 47.0% as compared to 40.5% in 2005-06. Reading results dropped in 2007-08 due in part to the state reading test being revised. Since this is the first year of the new reading test, three-year comparative data is not available on the State Report Card.

2007-08 EOC Composite results show an increase of 3.6% over 2005-06. Biology continues to show a strong trend of improvement with an increase of 33.3% over 2005-06 (24.8% to 58.1%).

Hertford County Public Schools met all AYP subgroup participation targets for grades 3 - 8 reading and math, but only met performance targets for reading and math in one subgroup. The district met all grade 10 targets in reading and math except for the performance of free/reduced lunch subgroup in reading. The district also met the attendance target, but did not meet the graduation target.

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## ***District Profile Executive Summary***

***Hertford County Public Schools  
2007-2011***

### **2006-07**

The 2006-07 End of Grade results for Hertford County Public Schools showed an overall increase in the percent of students proficient in reading ranging from 71.9% in grade 3 to 82.3% in grade 5. While math results dropped in 2005-06 at the time the state math test was revised, there was some recovery in 2006-07 ranging from 40.8% in grade 7 to 52.3% in grade 5. When following the same group of students over multiple years, there is an overall steady increase in the percent proficient. For End of Course results there was a slight decline in the percent proficient ranging from 26.0% in Civics and Economics to 50.0% in Biology. School personnel have analyzed details of these results and have made adjustments to overcome these deficiencies. Writing scores also declined and the writing curriculum will be a priority for 2006-07. Although total average SAT score (excluding writing) dropped by 3 points, it was still 14 points higher than in 2004-05.

Hertford County Public Schools met all AYP subgroup targets for grades 3 - 8 reading and attendance, but only met the participation targets for math. The district met all grade 10 targets in reading and math except for the performance of free/reduced lunch subgroup.

This section of the district improvement plan is devoted to a brief description of the district's process for defining its vision, mission, and beliefs. The remainder of the plan is driven by the basic philosophies expressed herein.

## **District's Process for Defining Vision, Mission, and Beliefs**

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In the spring of the 2006-07 school year, Hertford County Public Schools made a commitment to pursue district accreditation, with the National Study of School Evaluation (NSSE) System-wide Improvement model serving as the foundation for this process. The district began this initiative with a series of committee meetings and data collection which led to the first meeting of the Hertford County Public Schools SACS CASI Steering Committee May 21, 2007. The implementation time frame plan was adopted to provide focus and direction for the remainder of the planning process for system-wide continuous improvement.

Date of Staff Consensus: September 13, 2007

### **Vision**

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Hertford County Public Schools, a system of excellence: every child challenged; every child valued; every child prepared for the 21st Century.

### **Mission**

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The mission of Hertford County Public Schools is to provide a safe, challenging and caring environment that fosters the development of life-long learners, productive workers, and responsible citizens in the 21st Century.

### **Beliefs**

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Hertford County Public Schools Stakeholders Believe ...

All students can learn when given a supportive, caring environment that develops self-esteem, self-motivation, and a sense of responsibility.

Students need to not only develop a deep understanding of essential knowledge and skills, but also need to develop the capacity to apply their learning, and to reason, solve problems, and produce quality work.

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The success of our school system depends on the commitment of all stakeholders (I.e., administrators, teachers, support staff, parents, and students) to high quality standards, expectations, and performance.

A safe and supportive learning environment promotes student achievement.

Effective collaboration and communication with families as partners in the education of their children is essential to the success of our school system.

Each student is a valued individual with unique physical, social, emotional, and intellectual needs.

Teachers, administrators, parents, and the community share the responsibility for advancing the school system's mission and goals.

The achievement of high standards of learning is expected of all students.

The goal of our educational programs is to prepare students to become contributing members of society.

The commitment to continuous improvement is expected of all stakeholders of the school system to achieve the goal of enabling all students to realize their potential in a rapidly changing, diverse, global society.



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## ***Goals***

## ***Hertford County Public Schools 2007-2011***

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<b>GOAL</b>	<b>DESCRIPTION</b>
1	Hertford County Public Schools will produce globally competitive students. (Recommendation: NC CNA-3)
2	Hertford County Public Schools will be led by 21st Century professionals. (Commendations: AdvED-2, 5, 8)
3	Hertford County Public School students will be healthy and responsible.
4	District Leadership will collaboratively guide innovation in Hertford County Public Schools. (Commendations: AdvED-2, 5, 8 and NC CNA-1, 2, 3, 8)
5	Hertford County Public Schools will be governed and supported by 21st Century systems. (Recommendations NC CNA-2, 8 and SUPT-1, 3)

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## ***Objectives***

## ***Hertford County Public Schools***

***2007-2011***

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<b>Objective</b>	<b>DESCRIPTION</b>
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.
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.
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.
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.
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.
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.
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.
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)
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)

<b>Objective</b>	<b>DESCRIPTION</b>
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]
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.
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.
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.
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.
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.
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]
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.
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.
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

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<b>Objective</b>	<b>DESCRIPTION</b>
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.

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## ***Action Plan***

## ***Hertford County Public Schools 2007-2011***

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**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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## ***Action Plan***

## ***Hertford County Public Schools 2007-2011***

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

**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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## ***Action Plan***

## ***Hertford County Public Schools 2007-2011***

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

**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.

<b><i>Strategies</i></b>		<b><i>Monitoring Dates</i></b>	<b><i>Resources Required</i></b>	<b><i>Persons Responsible</i></b>	<b><i>Means of Evaluation</i></b>
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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# Action Plan

## Hertford County Public Schools 2007-2011

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

**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>
<del>1.4.1</del>	<del>2009/10/27</del>		<del>Director of Career and</del>	<del>Adopted career plan</del>
Develop and monitor four-year career plan to maximize student progress towards graduation.	2010/01/20	-Career plan	Technical Education	-Graduation rates
	2010/03/25	-Data management system	--Director of Student	-Monitor student progress
	2010/06/14	-Graduation rate data	Services	
		-9th Grade Success Academy		
		-Comer/PLC		
		-Early College High School		
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	Technical Education	-Monitor student progress
		-Talent Development High School	--Director of Student	
		-Early College High School	Services	



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## ***Action Plan***

## ***Hertford County Public Schools 2007-2011***

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

**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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## ***Action Plan***

## ***Hertford County Public Schools 2007-2011***

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

**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.

<b><i>Strategies</i></b>		<b><i>Monitoring Dates</i></b>	<b><i>Resources Required</i></b>	<b><i>Persons Responsible</i></b>	<b><i>Means of Evaluation</i></b>
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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## *Action Plan*

## *Hertford County Public Schools 2007-2011*

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

**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	2009/10/27	-K-2 Literacy assessment	--Assistant	-K-2 Data Dialogues
	Reading First results to plan	2010/01/20	(running records and	Superintendent	-Lesson Plans
New	instruction	2010/03/25	narrative retelling	Educational Program	
		2010/06/14	assessment)	Services	
			-Reading First assessments	--Principals	

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## ***Action Plan***

## ***Hertford County Public Schools 2007-2011***

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**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
		2010/01/20	universities	Human Resources	collaborations with colleges
		2010/03/25	-Job fairs	--Educational Program	and universities
		2010/06/14	-Teacher Cadet Program	Services Department	-Correlation between staff
			-Early Childhood		recruited and methods used
			Education Program		
			-Teaching Fellows		
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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## ***Action Plan***

## ***Hertford County Public Schools 2007-2011***

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**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)

<b><i>Strategies</i></b>		<b><i>Monitoring Dates</i></b>	<b><i>Resources Required</i></b>	<b><i>Persons Responsible</i></b>	<b><i>Means of Evaluation</i></b>
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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## ***Action Plan***

## ***Hertford County Public Schools 2007-2011***

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**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]

<b><i>Strategies</i></b>		<b><i>Monitoring Dates</i></b>	<b><i>Resources Required</i></b>	<b><i>Persons Responsible</i></b>	<b><i>Means of Evaluation</i></b>
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
New					
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
New					

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## ***Action Plan***

## ***Hertford County Public Schools 2007-2011***

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**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

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## ***Action Plan***

## ***Hertford County Public Schools 2007-2011***

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**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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## ***Action Plan***

## ***Hertford County Public Schools 2007-2011***

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**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 New	Implement and integrate 21st century technology throughout the school district in all grade levels. 2009/10/27 2010/01/20 2010/03/25 2010/06/14	-21st Century best practices list -Best practice workshops -NCSOS for technology	--Technology Teacher --Principals	-Monitoring reports -Walk-throughs -Observations (classroom) -Lesson plans -Assessment results reports -Student artifacts
4.1.2 New	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 2010/01/20 2010/03/25 2010/06/14	-List of strategies -Workshops -Sharing at PLC meetings -Faculty meetings -Website	--Technology Teacher --Principals	-Monitoring reports -Walk-throughs -Observations (classroom) -Lesson plans -Assessment results reports -Student artifacts

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## ***Action Plan***

## ***Hertford County Public Schools 2007-2011***

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

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## ***Action Plan***

## ***Hertford County Public Schools 2007-2011***

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**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.

<b><i>Strategies</i></b>		<b><i>Monitoring Dates</i></b>	<b><i>Resources Required</i></b>	<b><i>Persons Responsible</i></b>	<b><i>Means of Evaluation</i></b>
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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## ***Action Plan***

## ***Hertford County Public Schools 2007-2011***

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<b><i>Strategies</i></b>		<b><i>Monitoring Dates</i></b>	<b><i>Resources Required</i></b>	<b><i>Persons Responsible</i></b>	<b><i>Means of Evaluation</i></b>
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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## Action Plan

## Hertford County Public Schools 2007-2011

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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>
5.1.1	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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## ***Action Plan***

## ***Hertford County Public Schools 2007-2011***

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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]

<b><i>Strategies</i></b>		<b><i>Monitoring Dates</i></b>	<b><i>Resources Required</i></b>	<b><i>Persons Responsible</i></b>	<b><i>Means of Evaluation</i></b>
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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## ***Action Plan***

## ***Hertford County Public Schools 2007-2011***

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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>
5.2.1	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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## Action Plan

## Hertford County Public Schools 2007-2011

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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
New	year containing important dates for parents.	2010/01/20	-District and school	--School Level	
		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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## ***Action Plan***

## ***Hertford County Public Schools 2007-2011***

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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	
		2010/03/25	other districts	Services	
		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			

# **DISTRICT PROFILE DATA**

**2007-2011**

**Hertford County Public Schools**

## ***Profile Data: EOG Proficiency (Grades 3-5)***

### ***Hertford County Public Schools -- 2007-2011***

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	<u>School Years</u>									
	2001- 2002	2002- 2003	2003- 2004	2004- 2005	2005- 2006	2006- 2007	2007- 2008	2008- 2009	2009- 2010	2010- 2011
<b>Reading Grade 3</b>	63.8	67.1	65	68.2	66.1	71.9	30.3			
<b>Reading Grade 4</b>	51.5	64.4	68.4	64.1	68.5	75.9	36			
<b>Reading Grade 5</b>	67.5	72.5	75.8	76.3	74.1	82.3	30.1			
<b>Math Grade 3</b>	59.9	81.3	75.6	71.4	43.5	48.2	51.7			
<b>Math Grade 4</b>	80.7	81.8	86.6	82.5	46.2	46.4	44.1			
<b>Math Grade 5</b>	79.5	84.4	84.7	80.7	42.4	52.3	44.4			

#### **Notes**

Source: Supplemental Dissaggregated Performance Data (DPI)

## ***Profile Data: EOG Proficiency (Grades 6-8)***

### ***Hertford County Public Schools -- 2007-2011***

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	<u>School Years</u>									
	2001- 2002	2002- 2003	2003- 2004	2004- 2005	2005- 2006	2006- 2007	2007- 2008	2008- 2009	2009- 2010	2010- 2011
<b>Reading Grade 6</b>	51.3	61.2	57.3	70.6	72.2	72.5	37			
<b>Reading Grade 7</b>	55.9	65.9	72.1	66.4	76.5	76.2	29.3			
<b>Reading Grade 8</b>	66	76.5	73.6	79.5	72.8	79.3	26.8			
<b>Math Grade 6</b>	69.7	76.3	79	82.9	45.7	42.7	50.6			
<b>Math Grade 7</b>	71	64.2	66.9	70.4	37.2	40.8	46.8			
<b>Math Grade 8</b>	65.7	68.9	72.3	79.1	29.1	44.5	43.2			

#### ***Notes***

Source: Supplemental Dissaggregated Performance Data (DPI)

## ***Profile Data: EOG Proficiency (Grades 3-8 Composite)***

### ***Hertford County Public Schools -- 2007-2011***

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	<u>School Years</u>									
	2001- 2002	2002- 2003	2003- 2004	2004- 2005	2005- 2006	2006- 2007	2007- 2008	2008- 2009	2009- 2010	2010- 2011
<b>Reading Grade 3-8 Composite</b>	59.7	67.7	68.8	71.1	71.8	76.5	31.6			
<b>Math Grade 3-8 Composite</b>	71.1	76.3	77.3	77.8	40.5	45.8	47			
<b>EOG Composite (Reading &amp; Math) Grade 3-8 Composite</b>		61.3	61.5	64.5	35.8	41.5	25.7			

#### **Notes**

Source: Supplemental Dissaggregated Performance Data (DPI)

## ***Profile Data: EOC Proficiency (Grades 9-12)***

### ***Hertford County Public Schools -- 2007-2011***

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	<u>School Years</u>									
	2001- 2002	2002- 2003	2003- 2004	2004- 2005	2005- 2006	2006- 2007	2007- 2008	2008- 2009	2009- 2010	2010- 2011
<b>Algebra I</b>		52	51.1	47.9	54.8	36	44.4			
<b>Algebra II</b>		67.5	51.6	64.5	43.6	41.9	42.9			
<b>Biology</b>		32.9	26.9	33	24.8	49.8	58.1			
<b>Chemistry</b>		53.2	43.9	62.9	60		43.6			
<b>Civics/Economics</b>					27.4	25.9	44.1			
<b>English I</b>		60.9	58	60.5	64.6	42.1	55.4			
<b>Geometry</b>		48.1	29.3	31.9	43.2	34.5	48.3			
<b>History</b>					26.5	29.5	31.9			
<b>Physics</b>			75		25		87.5			
<b>Physical Science</b>		92.7	23.7	46.2	40		42.1			
<b>Math Grade 10</b>		43.8	42.1	71.4	15.4	40	50			
<b>Reading Grade 10</b>		34.1	45.6	66.7	8.3					
<b>EOC Composite</b>		48.7	40	48.8	42.4		46			

#### **Notes**

Source: Supplemental Dissaggregated Performance Data (DPI)

Check on 2004-05 scores. They were on the 2003-2005 report, but not on the 2004-2006 report.

## ***Profile Data: AYP Reading by Subgroup (Grades 3-8)***

### ***Hertford County Public Schools -- 2007-2011***

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	<u>School Years</u>									
	2001- 2002	2002- 2003	2003- 2004	2004- 2005	2005- 2006	2006- 2007	2007- 2008	2008- 2009	2009- 2010	2010- 2011
<b>All students</b>		67.9	68.8	71.6	71.6	75.8	31.5			
<b>American Indian</b>										
<b>Asian</b>										
<b>Black</b>		65.3	65.7	68.8	69.3	73	26.5			
<b>Hispanic</b>										
<b>Multi-Racial</b>										
<b>White</b>		80	83.2	84.3	81	89.1	52			
<b>Free/Reduced Lunch</b>		63.6	64	66	66.9	72.1	26.5			
<b>Limited English Proficient</b>										
<b>Students with Disabilities</b>		22.2	33.3	38.5	35.1	43.8	13.1			

#### **Notes**

## ***Profile Data: AYP Math by Subgroup (Grades 3-8)***

***Hertford County Public Schools -- 2007-2011***

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	<u>School Years</u>									
	2001- 2002	2002- 2003	2003- 2004	2004- 2005	2005- 2006	2006- 2007	2007- 2008	2008- 2009	2009- 2010	2010- 2011
<b>All students</b>		76.4	77.5	78.4	40.2	44.7	47.4			
<b>American Indian</b>										
<b>Asian</b>										
<b>Black</b>		73.7	74.8	76.4	38.6	41.5	43.5			
<b>Hispanic</b>										
<b>Multi-Racial</b>										
<b>White</b>		89.9	90.3	86.9	55.7	58.4	63			
<b>Free/Reduced Lunch</b>		73	74.1	74.7	37.9	39.4	42.2			
<b>Limited English Proficient</b>										
<b>Students with Disabilities</b>		36.2	53	50.5	28.7	25.6	26			

***Notes***



## ***Profile Data: AYP Reading by Subgroup (Grade 10)***

***Hertford County Public Schools -- 2007-2011***

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	<u>School Years</u>									
	2001- 2002	2002- 2003	2003- 2004	2004- 2005	2005- 2006	2006- 2007	2007- 2008	2008- 2009	2009- 2010	2010- 2011
<b>All students</b>		34.5	46.1	30.4	35	33.5	29.8			
<b>American Indian</b>										
<b>Asian</b>										
<b>Black</b>		31.6	41	27.6	31	29.5	26.4			
<b>Hispanic</b>										
<b>Multi-Racial</b>										
<b>White</b>			71.4		54.8	45.8				
<b>Free/Reduced Lunch</b>		32.7	36.1	28.1	30.2	26.1	27.5			
<b>Limited English Proficient</b>										
<b>Students with Disabilities</b>					9.8					

### **Notes**

## ***Profile Data: AYP Math by Subgroup (Grade 10)***

***Hertford County Public Schools -- 2007-2011***

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	<u>School Years</u>									
	2001- 2002	2002- 2003	2003- 2004	2004- 2005	2005- 2006	2006- 2007	2007- 2008	2008- 2009	2009- 2010	2010- 2011
<b>All students</b>		44.3	42.6	60.2	54.1	64.7	31.9			
<b>American Indian</b>										
<b>Asian</b>										
<b>Black</b>		39.6	36.9	57.5	51	61.3	28.9			
<b>Hispanic</b>										
<b>Multi-Racial</b>										
<b>White</b>			69		71.4	76.6				
<b>Free/Reduced Lunch</b>		41.5	35.3	62.6	54.5	57.4	26.8			
<b>Limited English Proficient</b>										
<b>Students with Disabilities</b>					27.9					

### **Notes**

## Profile Data: SAT Performance

### Hertford County Public Schools -- 2007-2011

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	<u>School Years</u>									
	2001- 2002	2002- 2003	2003- 2004	2004- 2005	2005- 2006	2006- 2007	2007- 2008	2008- 2009	2009- 2010	2010- 2011
<b>Hertford County</b>										
<b>% Tested</b>	58.4	55.2	52.3	50.5	46.4	48.2	43.7			
<b>Math Avg Score</b>	409	407	419	413	417	415	426			
<b>Verbal/CR Avg Score</b>	399	392	405	395	408	407	408			
<b>Writing</b>					402	401	396			
<b>M+Verbal/CR</b>	808	799	824	808	825	822	834			
<b>M+V/CR+W</b>					1227	1223	1230			
<b>North Carolina</b>										
<b>% Tested</b>	67	68	70	74	71	71	63			
<b>Math Avg Score</b>	505	506	507	511	513	509	511			
<b>Verbal/CR Avg Score</b>	493	495	499	499	495	495	496			
<b>Writing</b>					485	482	482			
<b>M+Verbal/CR</b>	998	1001	1006	1010	1008	1004	1007			
<b>M+V/CR+W</b>					1493	1486	1489			
<b>United States</b>										
<b>% Tested</b>	46	48	48	49	48	48	45			
<b>Math Avg Score</b>	516	519	518	520	518	515	515			
<b>Verbal/CR Avg Score</b>	504	507	508	508	503	502	502			
<b>Writing</b>					497	494	494			
<b>M+Verbal/CR</b>	1020	1026	1026	1028	1021	1017	1017			
<b>M+V/CR+W</b>					1518	1511	1511			

## ***Profile Data: Other High School Data***

### ***Hertford County Public Schools -- 2007-2011***

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		<u>School Years</u>									
		2001- 2002	2002- 2003	2003- 2004	2004- 2005	2005- 2006	2006- 2007	2007- 2008	2008- 2009	2009- 2010	2010- 2011
<b>Graduation Rate</b>											
<b>4-Year Cohort</b>						48.9	68.9	62.1			
<b>5-Year Cohort</b>							57.2	72.8			
<b>Dropout Rate</b>											
		4.6	4.1	2.9	3.7	3.9	2.1	2			

#### **Notes**

Source

Graduation Rate: AYP Graduation Rate Report

Dropout Rate: Dropout Data Reports 2001-02 and 2007-08 (Grades 7-12)

## ***Profile Data: 21st Century Professionals***

### ***Hertford County Public Schools -- 2007-2011***

---

	<u>School Years</u>									
	2001- 2002	2002- 2003	2003- 2004	2004- 2005	2005- 2006	2006- 2007	2007- 2008	2008- 2009	2009- 2010	2010- 2011
<b>% Fully Licensed Teachers</b>										
<b>Elementary</b>	78	78	82	90	86	91	92			
<b>Middle</b>	43	56	59	75	78	76	72			
<b>High</b>	61	70	69	78	73	82	77			
<b>Overall</b>										
<b>% Classes Taught by HQ Teachers</b>										
<b>Elementary</b>		93	73	85	92	96	99			
<b>Middle</b>		62	81	82	84	97	97			
<b>High</b>		86	85	86	87	87	87			
<b>Overall</b>										
<b>% Teachers With Advanced Degrees</b>										
<b>Elementary</b>	22	20	16	16	18	20	22			
<b>Middle</b>	9	14	15	9	14	16	15			
<b>High</b>	9	13	13	12	7	8	11			
<b>Overall</b>										

	<u>School Years</u>									
	2001- 2002	2002- 2003	2003- 2004	2004- 2005	2005- 2006	2006- 2007	2007- 2008	2008- 2009	2009- 2010	2010- 2011
<b>Avg # National Board Certified Teachers</b>										
<b>Elementary</b>	1	1	3	4	3	8	6			
<b>Middle</b>	0	0	0	0	1	1	1			
<b>High</b>	0	0	0	1	1	2	1			
<b>Overall</b>										

#### **Teacher Turnover Rate**

<b>Elementary</b>	23	18	16	31	15	15	15
<b>Middle</b>	35	21	23	54	20	32	16
<b>High</b>	30	28	25	25	22	28	28
<b>Overall</b>	30.6	18.8	17.5	16.5	15.4	18	16.6

#### **Notes**

Source: District Report Card

Overall Teacher Turnover Rate Source: 2003-04 and 2007-08 Teacher Turnover Reports Five-Year Average Section.

# Appendix

# Hertford County Public Schools

## 2008-2011 District Improvement Plan Targets

**Objective 1.1:** By the end of the 2010-2011 school year students will meet Adequate Yearly Progress (AYP) by meeting the following annual proficiency targets:

Reading Percent Proficient	2008-09	2009-10	2010-11
Grade 3	44.1	57.8	71.6
Grade 4	47.9	59.7	71.6
Grade 5	43.9	57.8	71.6
Grade 6	48.5	60.1	71.6
Grade 7	43.4	57.5	71.6
Grade 8	41.7	56.7	71.6
Grade 10	56.3	52.8	69.3

Math Percent Proficient	2008-09	2009-10	2010-11
Grade 3	70.6	79.6	88.6
Grade 4	71.6	80.1	88.6
Grade 5	70.1	79.4	88.6
Grade 6	71.4	80.0	88.6
Grade 7	68.0	78.3	88.6
Grade 8	64.8	76.7	88.6
Grade 10	76.2	80.2	84.2

**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 the following annual proficiency targets

EOC Percent Proficient	2008-09	2009-10	2010-11
Algebra 1 (All)	78.0	81.5	85.0
Algebra 1 (MS)	89.1	89.5	85.0
Algebra 1 (HS)	74.2	79.6	85.0
Algebra 2	77.8	81.4	85.0
Biology	74.1	79.5	85.0
Chemistry	70.0	77.5	85.0
Civics/Economics	61.2	72.4	85.0
English	75.9	80.5	85.0
Geometry	72.6	78.8	85.0
History	61.1	72.6	85.0
Physical Science	71.6	78.3	85.0
Physics	82.1	83.6	85.0



# Hertford County Public Schools

## 2008-2011 District Improvement Plan Targets

**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 the following interim annual proficiency targets

Writing Percent Proficient	2008-09	2009-10	2010-11
Grade 4	64.8	74.9	85.0
Grade 7	68.6	76.8	85.0
Grade 10	71.4	78.2	85.0

**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 the following annual targets

Graduation Cohort Rate	2008-09	2009-10	2010-11
4-Year	68.0	74.4	80.0
5-Year	71.1	78.1	85.0

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

Percent Proficient	2008-09	2009-10	2010-11
Grade 8	77.4	81.2	85.0
Grade 12	94.2	94.6	95.0

**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]

Average Score	2008-09	2009-10	2010-11
M+CR	854	874	894
M+CR+W	1254	1274	1294

# Hertford County Public Schools

## 2008-2011 District Improvement Plan Targets

**Objective 1.7:** By the end of the 2010-11 school year students completing the K-2 curriculum will demonstrate proficiency in Reading and Math on the Grade 3 Pre-Test by meeting the following annual proficiency targets in the next school year:

Percent Proficient Grade 3 Pre	2009-10	2010-11	2011-12
Reading	33.2	52.4	71.6
Math	70.6	79.6	88.6

**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 the following annual targets.

% Fully Licensed	2008-09	2009-10	2010-11
Elementary School	90.8	92.7	94.5
Middle School	76.3	81.0	85.8
High School	83.8	87.0	90.3

% Classes - HQ Teachers	2008-09	2009-10	2010-11
Elementary School	96.8	97.5	98.1
Middle School	82.7	86.2	89.6
High School	93.6	94.9	96.2

% Teachers with Adv Degrees	2008-09	2009-10	2010-11
Elementary School	28.2	29.1	30.0
Middle School	25.3	27.7	30.0
High School	25.3	27.7	30.0

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

Targets	2008-09	2009-10	2010-11
	100.0	100.0	100.0

# Hertford County Public Schools

## 2008-2011 District Improvement Plan Targets

**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 the following annual targets:

Teacher Turnover Targets

2008-09	2009-10	2010-11
16.8	14.8	12.8

**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.

District Priorities  
(School Priorities for SIP)

2008-09	2009-10	2010-11
Bullying		TBD
Adult/Student Respect		TBD
Student Behavior		TBD
Student Input in Decisions		TBD

**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.

Targets

2008-09	2009-10	2010-11
Plan Review / Feedback	Plan Review / Feedback	Plan Review / Feedback

**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.

Targets

2008-09	2009-10	2010-11
Plan Review / Feedback	Plan Review / Feedback	Plan Review / Feedback

# Hertford County Public Schools

## 2008-2011 District Improvement Plan Targets

**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.

**Targets**

2008-09	2009-10	2010-11
Identify 2 for DIP/SIP	2 New TCL BPs	4 New TCL BPs

**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.

**Targets**

2008-09	2009-10	2010-11
Data Analysis / Review / Revise	Data Analysis / Review / Revise	Data Analysis / Review / Revise

**Objective 5.1:** By June of 2011 develop 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]

**Targets**

2008-09	2009-10	2010-11
Phase 1 Document	Phases 1-2 Document	Phases 1-3 Document

**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.

**Targets**

2008-09	2009-10	2010-11
Communication Plan Document	Data Analysis / Review / Revise	Data Analysis / Review / Revise

# Hertford County Public Schools

## 2008-2011 District Improvement Plan Targets

**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.

**Targets**

2008-09	2009-10	2010-11
Learning Plan Document	Data Analysis / Review / Revise	Data Analysis / Review / Revise

**Objective 5.4:** By June of 2011 develop a process to systematically monitor district and school operations for impact and effectiveness of initiatives for the following areas:  
 -Child nutrition  
 -Maintenance  
 -Transportation

**Targets**

2008-09	2009-10	2010-11
Child Nutrition	Maintenance	Transportation

**Objective 5.5:** By June of 2011 develop a process to systematically monitor district and school operations for impact and effectiveness of initiatives for finance/purchasing.

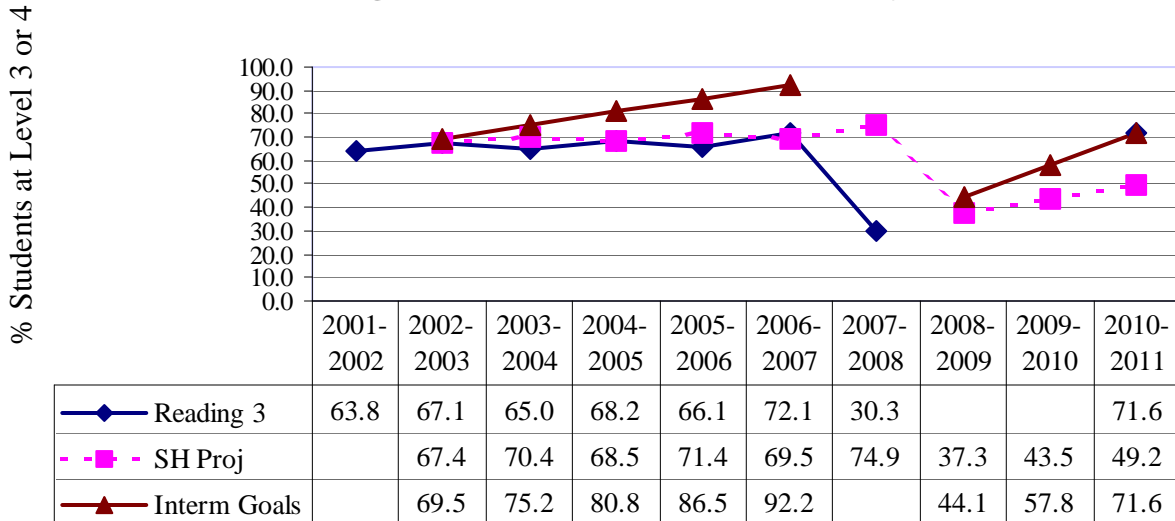
**Targets**

2008-09	2009-10	2010-11
Data Analysis / Review	Phase 1 Document	Phase 2 Document

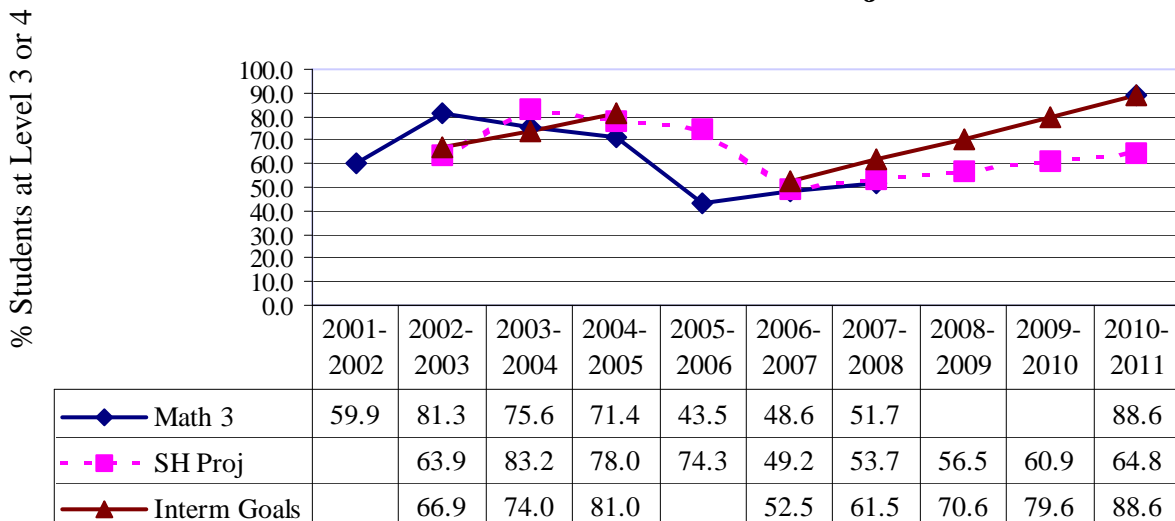


## Hertford County Public Schools

### Third Grade: Ten-Year Trend EOG Reading and Current Safe Harbor Projections



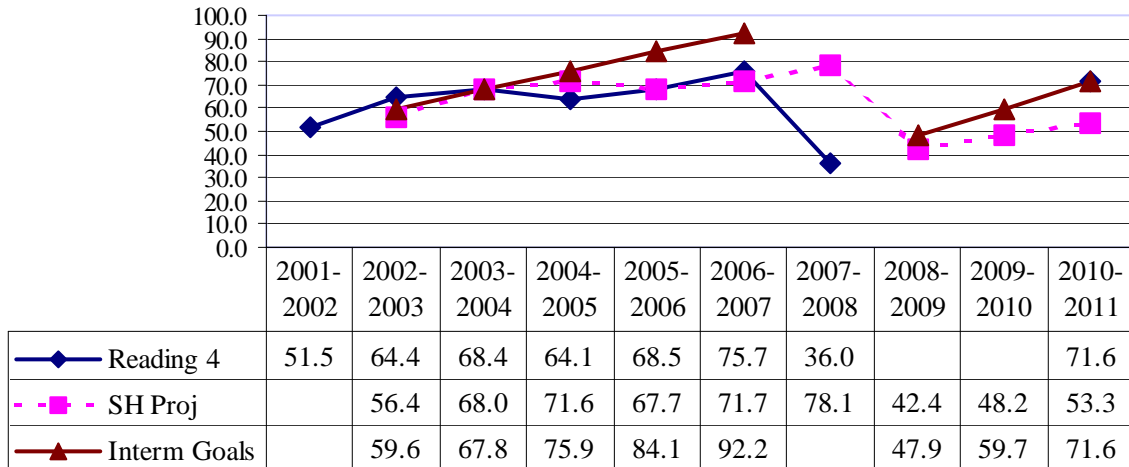
### Third Grade: Ten-Year Trend EOG Math and Current Safe Harbor Projections



- Safe harbor trends reflect a reduction in the percent of students NOT proficient by 10% from the preceding year for the subject area.
- The subgroup still must meet other requirements to qualify for safe harbor, such as, 95% participation and progress on the Other Academic Indicators (OAI)
- Since safe harbor trends are based on the preceding year percent proficient, they may change each year.

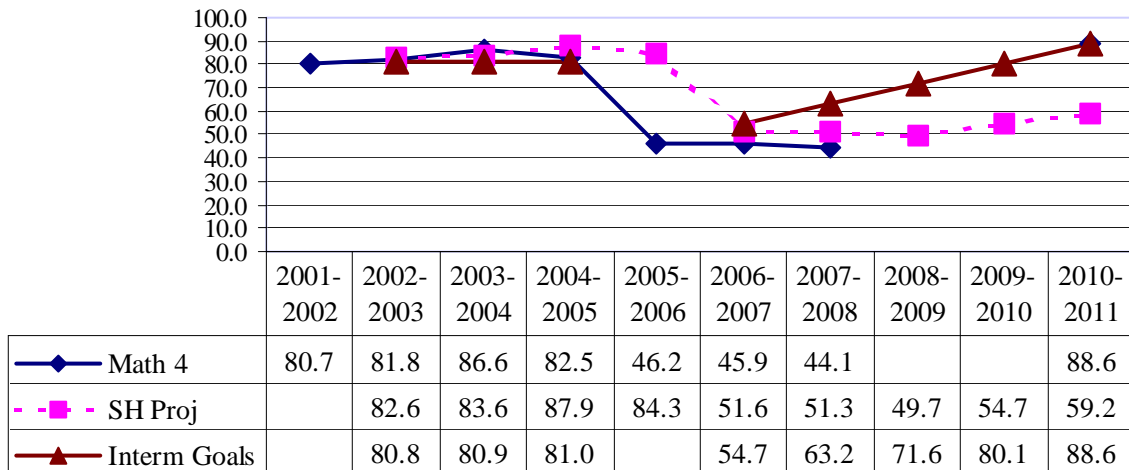
### Fourth Grade: Ten-Year Trend EOG Reading and Current Safe Harbor Projections

% Students at Level 3 or 4



### Fourth Grade: Ten-Year Trend EOG Math and Current Safe Harbor Projections

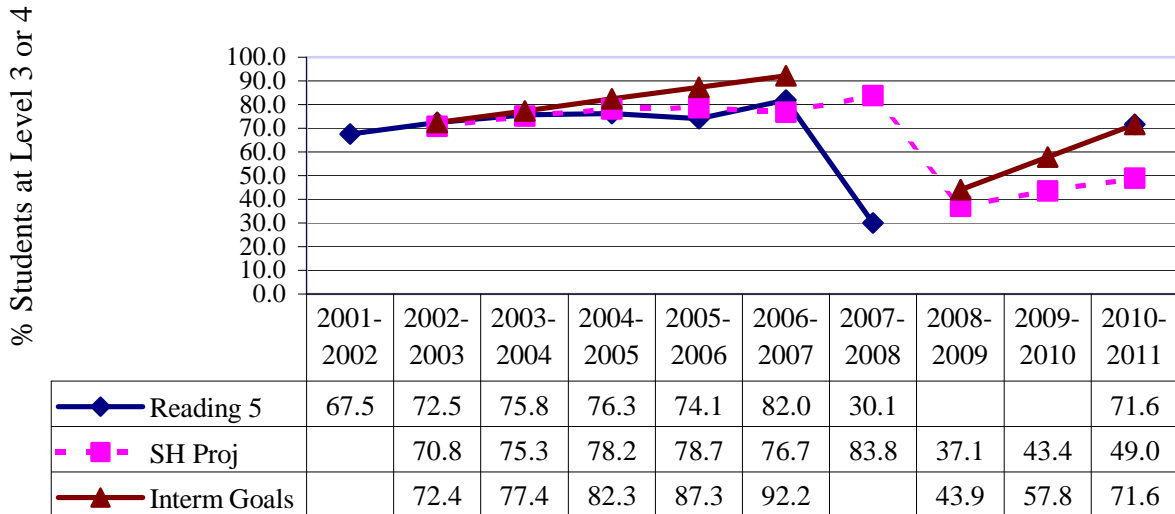
% Students at Level 3 or 4



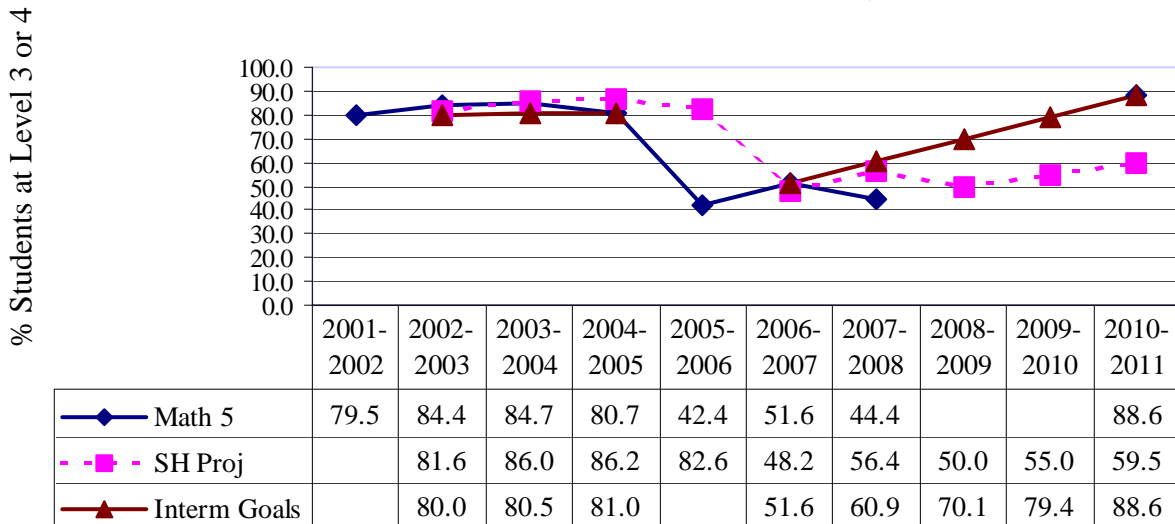
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### Fifth Grade: Ten-Year Trend EOG Reading and Current Safe Harbor Projections

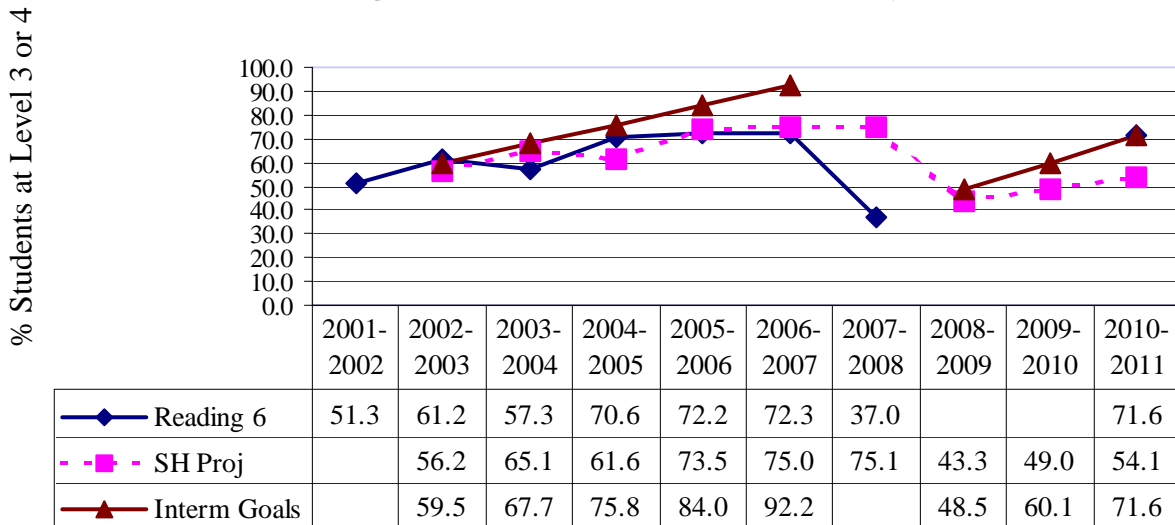


### Fifth Grade: Ten-Year Trend EOG Math and Current Safe Harbor Projections

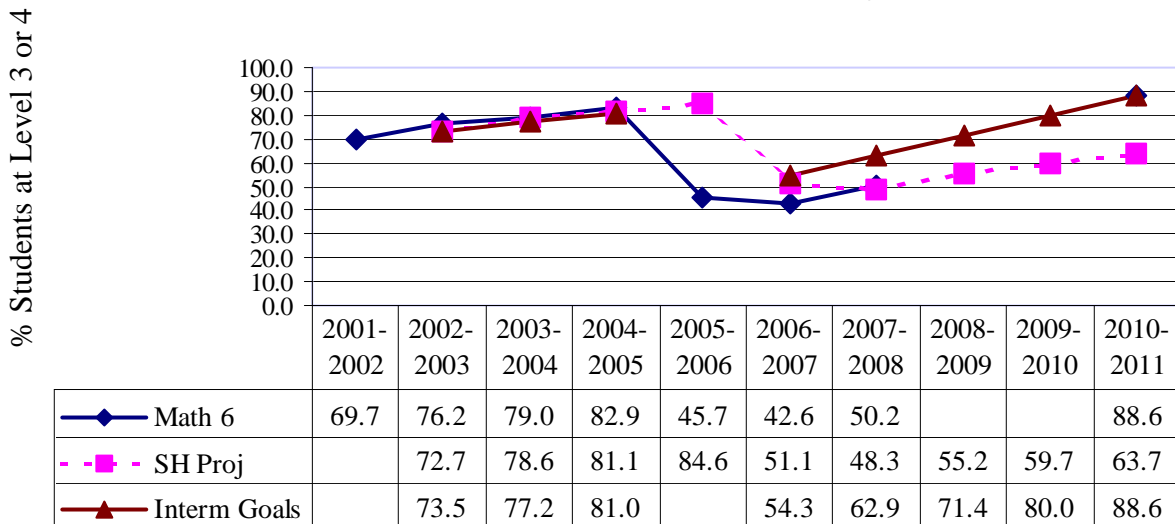


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### Sixth Grade: Ten-Year Trend EOG Reading and Current Safe Harbor Projections

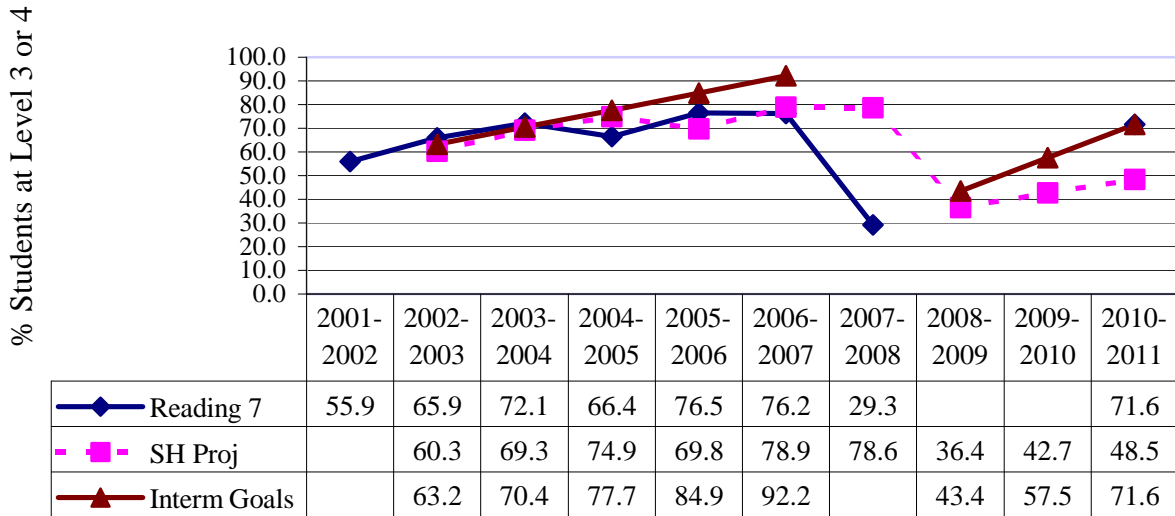


### Sixth Grade: Ten-Year Trend EOG Math and Current Safe Harbor Projections

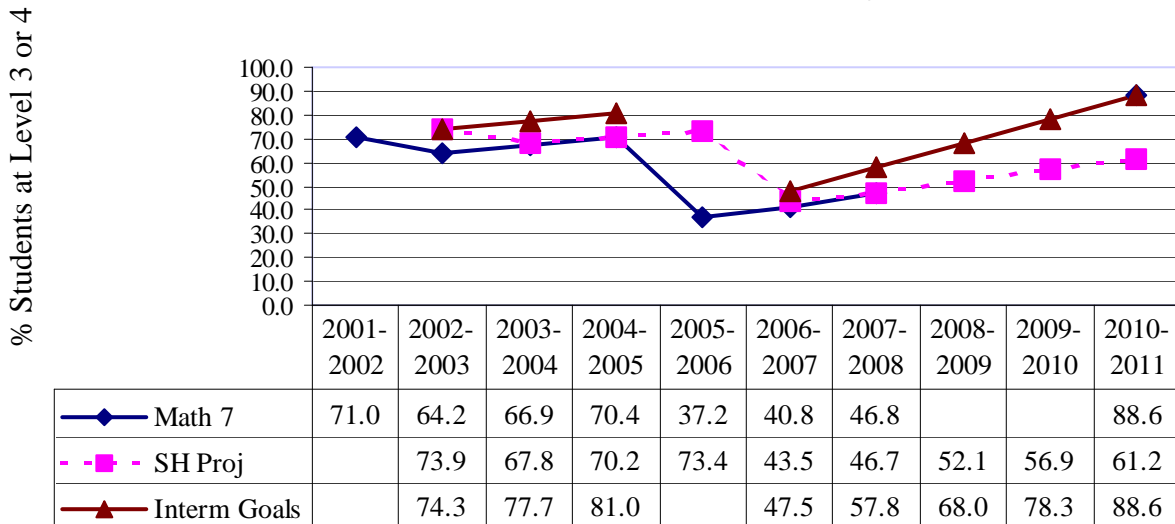


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### Seventh Grade: Ten-Year Trend EOG Reading and Current Safe Harbor Projections

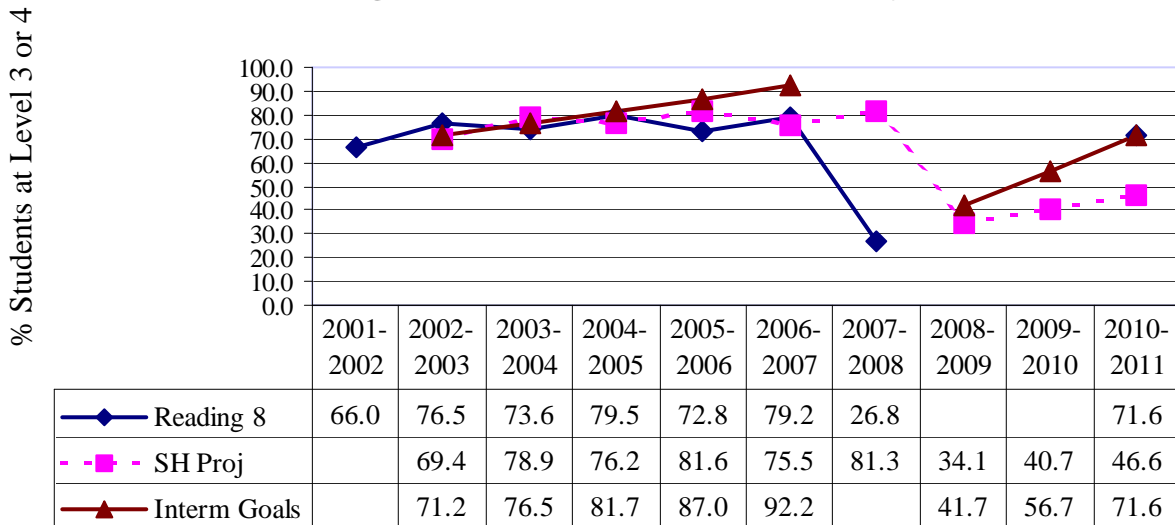


### Seventh Grade: Ten-Year Trend EOG Math and Current Safe Harbor Projections

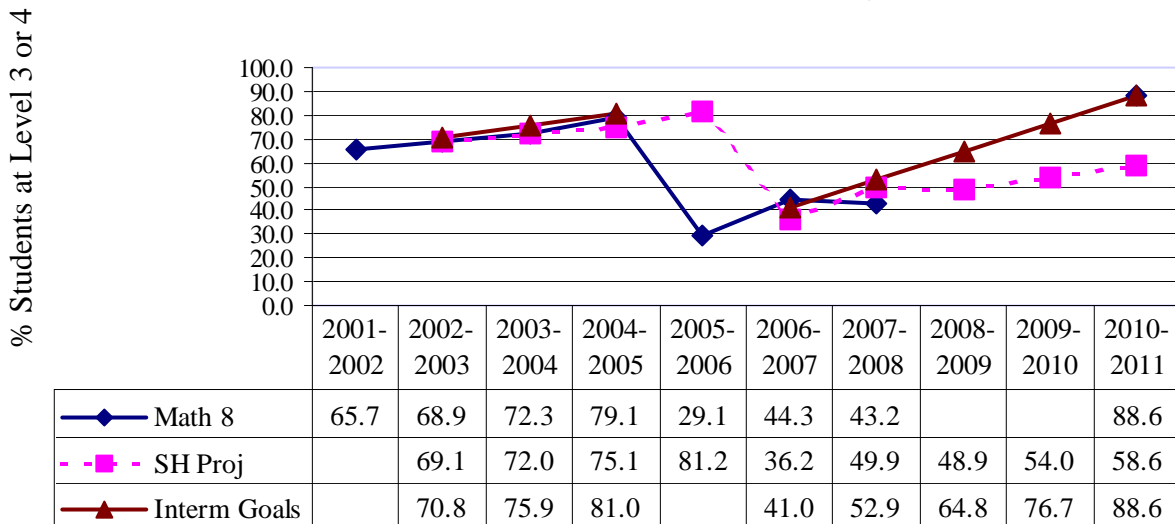


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- Since safe harbor trends are based on the preceding year percent proficient, they may change each year.

### Eighth Grade: Ten-Year Trend EOG Reading and Current Safe Harbor Projections



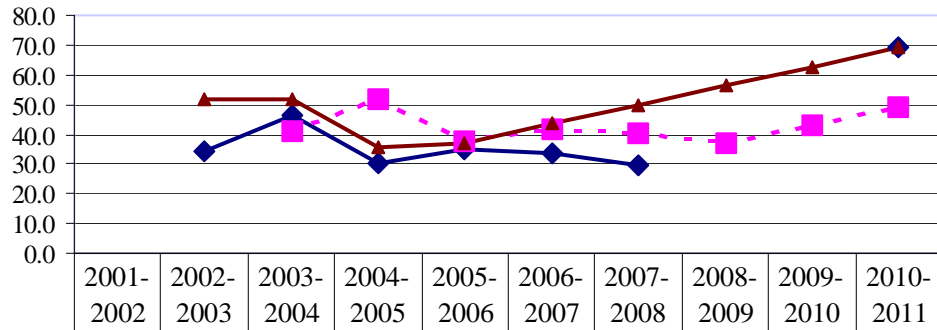
### Eighth Grade: Ten-Year Trend EOG Math and Current Safe Harbor Projections



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### Tenth Grade: Ten-Year Trend EOG Reading and Current Safe Harbor Projections

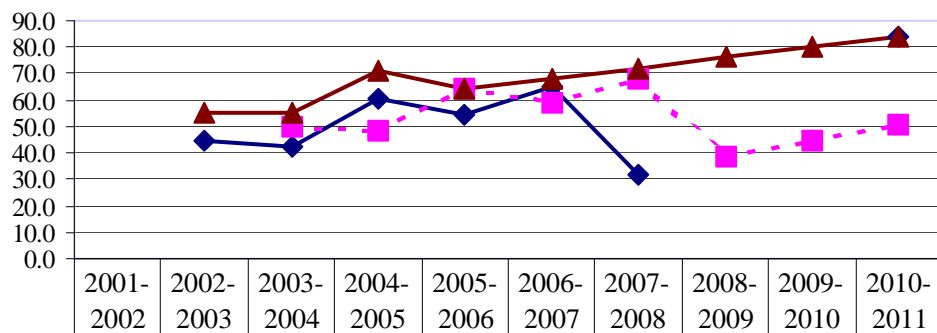
% Students at Level 3 or 4



◆ Reading 10		34.5	46.1	30.4	35.0	33.5	29.8			69.3
■ SH Proj			41.1	51.5	37.4	41.5	40.2	36.8	43.1	48.8
▲ Interm Goals		52.0	52.0	35.4	36.9	43.4	49.9	56.3	62.8	69.3

### Tenth Grade: Ten-Year Trend EOG Math and Current Safe Harbor Projections

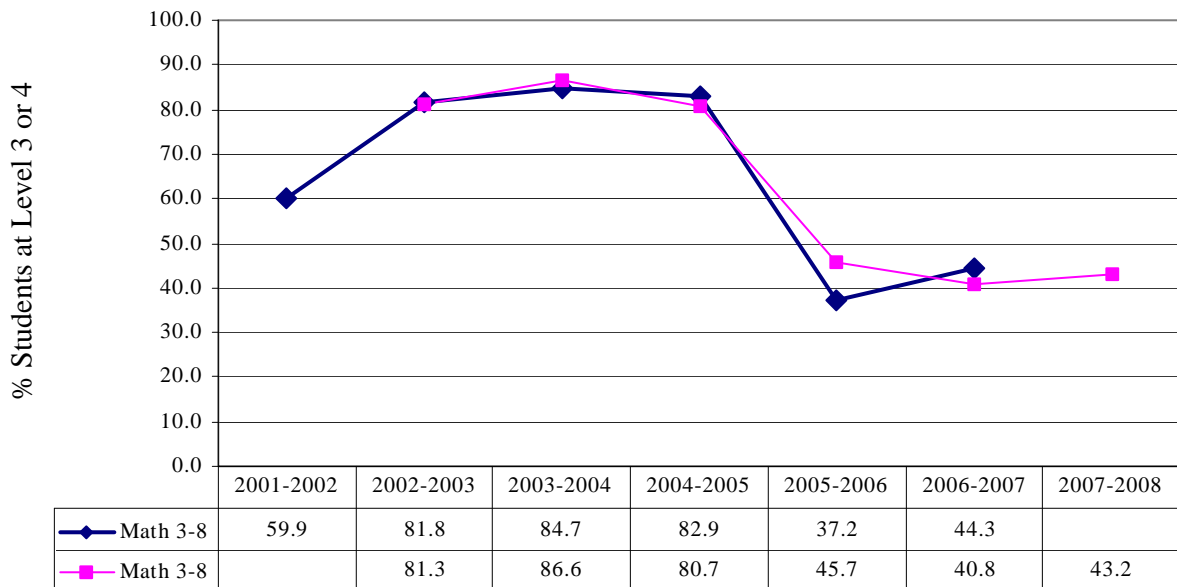
% Students at Level 3 or 4



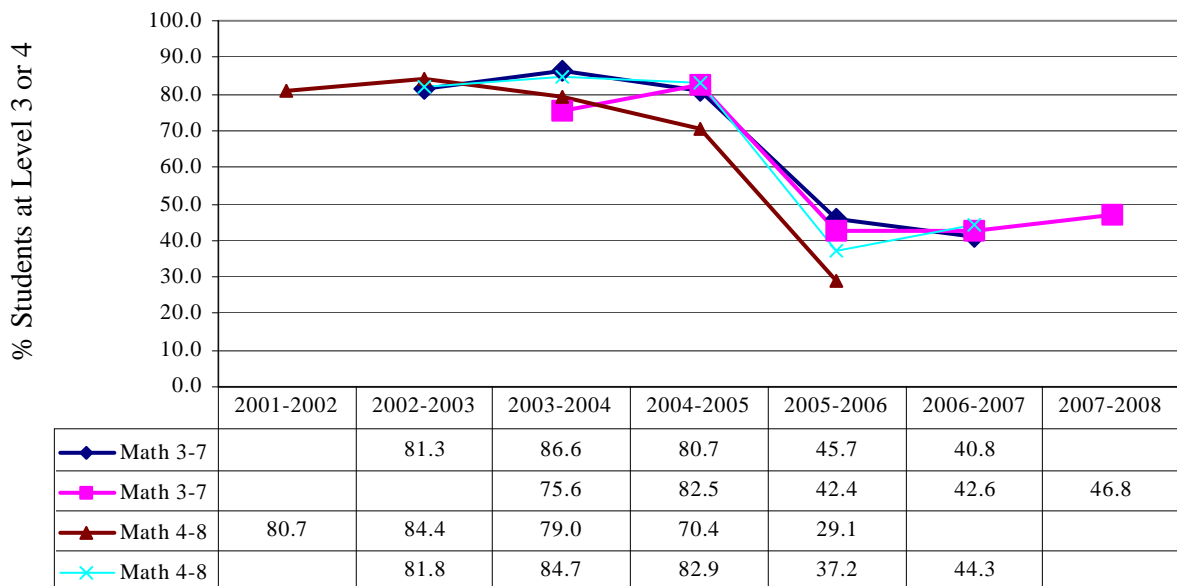
◆ Math 10		44.3	42.6	60.2	54.1	64.7	31.9			84.2
■ SH Proj			49.9	48.3	64.2	58.7	68.2	38.7	44.8	50.4
▲ Interm Goals		54.9	54.9	70.8	64.2	68.2	72.2	76.2	80.2	84.2

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- Since safe harbor trends are based on the preceding year percent proficient, they may change each year.

### Six Year EOG Math Cohorts 2001-2008

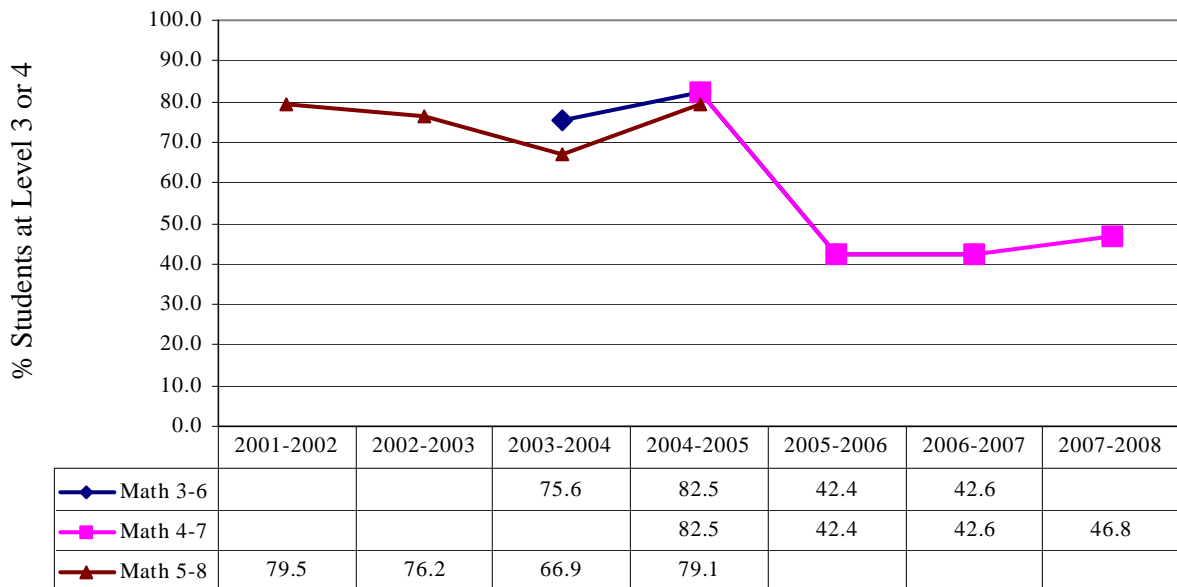


### Five Year EOG Math Cohorts 2001-2008



- Safe harbor trends reflect a reduction in the percent of students NOT proficient by 10% from the preceding year for the subject area.
- The subgroup still must meet other requirements to qualify for safe harbor, such as, 95% participation and progress on the Other Academic Indicators (OAI)
- Since safe harbor trends are based on the preceding year percent proficient, they may change each year.

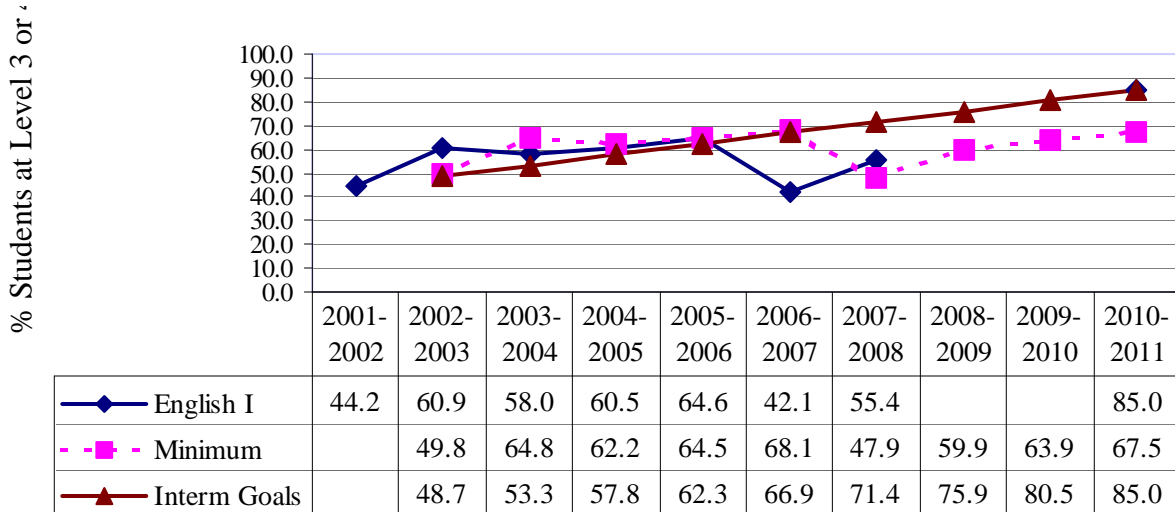
**Four Year EOG Math Cohorts 2001-2008**



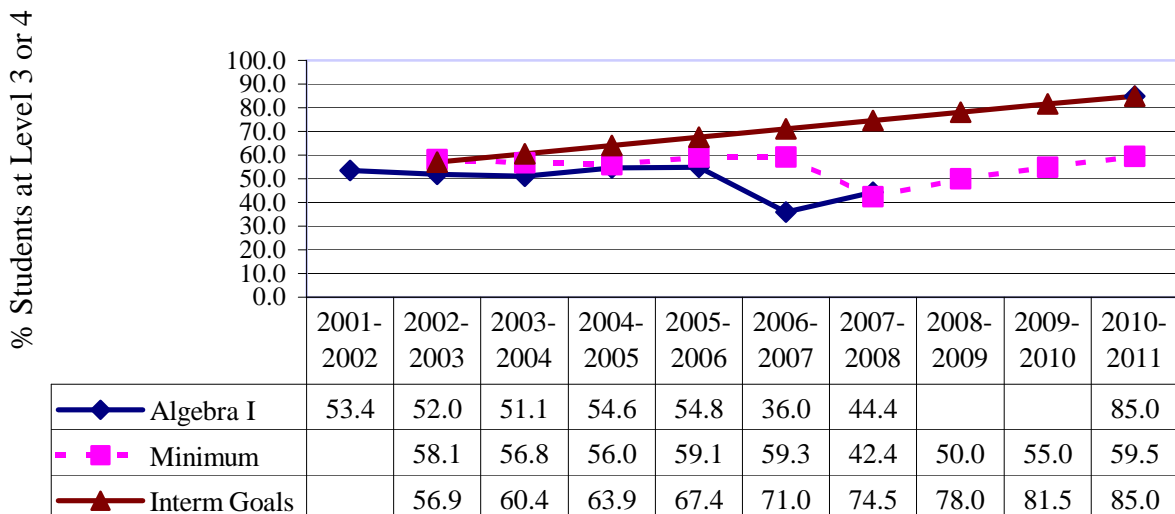
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# Hertford County Schools

## English I: Ten-Year Trend Current Minimum Recommended Projections



## Algebra I: Ten-Year Trend (All) Current Minimum Recommended Projections

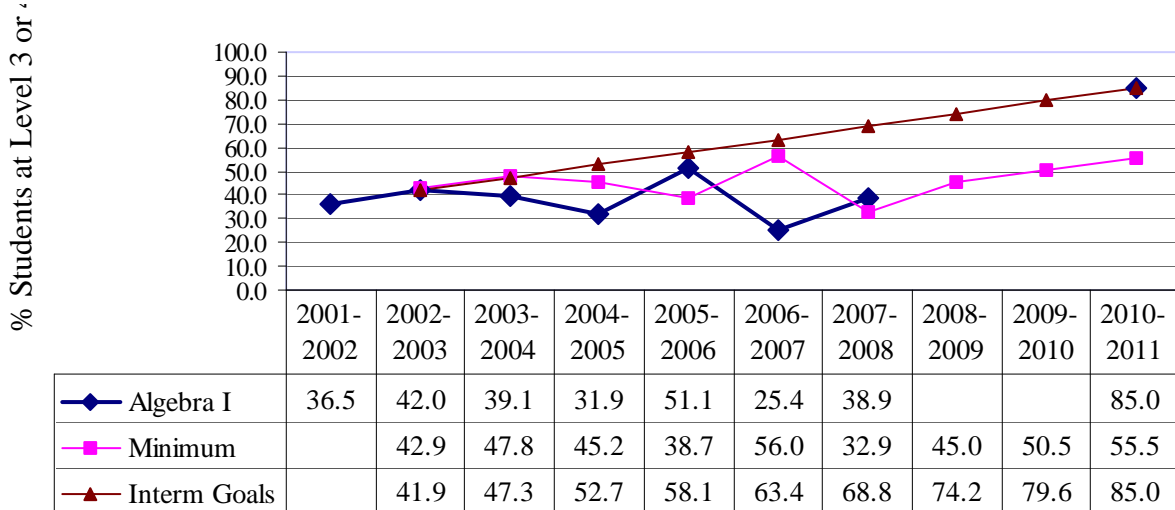


Minimum recommended trends reflect a reduction in the percent of students **NOT** proficient by 10% from the preceding year for the subject area similar to AYP safe harbor.

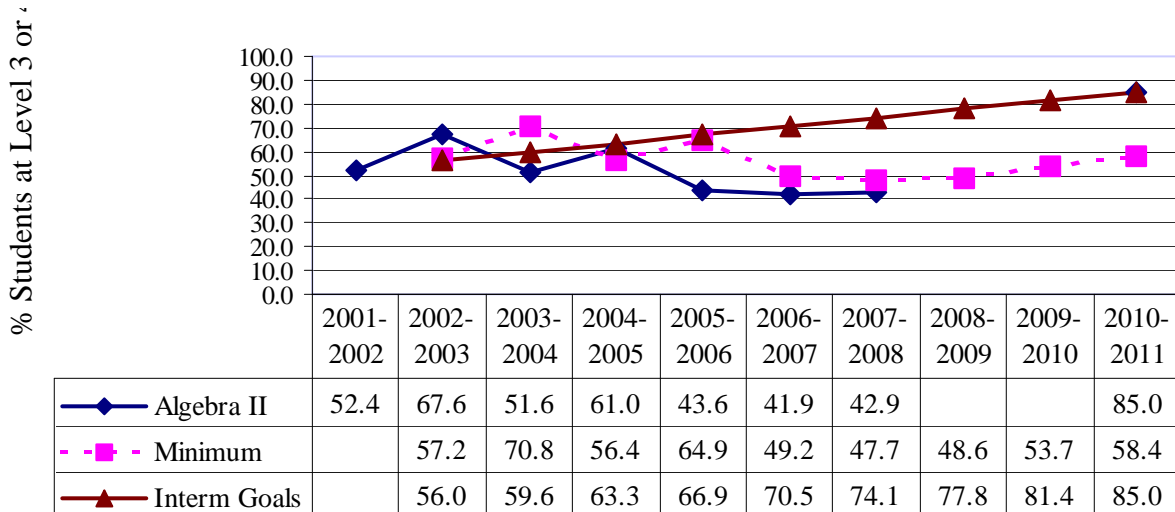
**This is a planning tool only!**



### Algebra I: Ten-Year Trend (HS Only) Current Minimum Recommended Projections



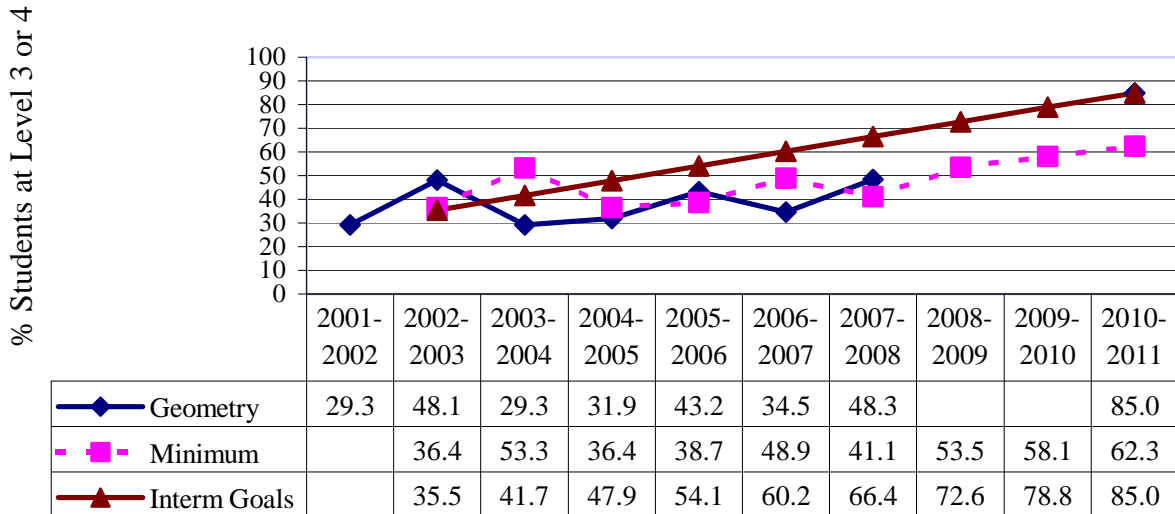
### Algebra II: Ten-Year Trend Current Minimum Recommended Projections



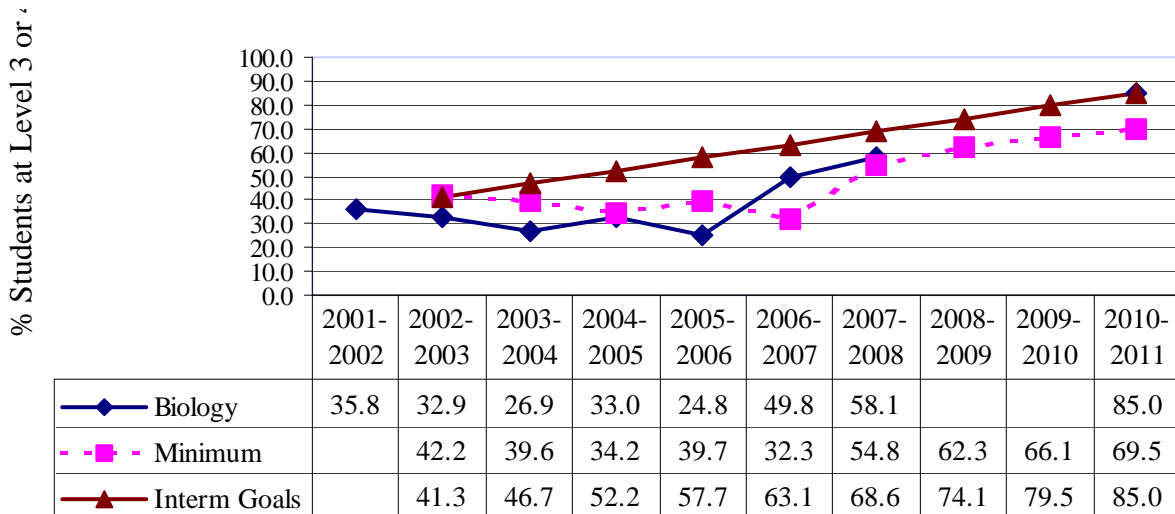
Minimum recommended trends reflect a reduction in the percent of students **NOT** proficient by 10% from the preceding year for the subject area similar to AYP safe harbor.

**This is a planning tool only!**

### Geometry: Ten-Year Trend Current Minimum Recommended Projections



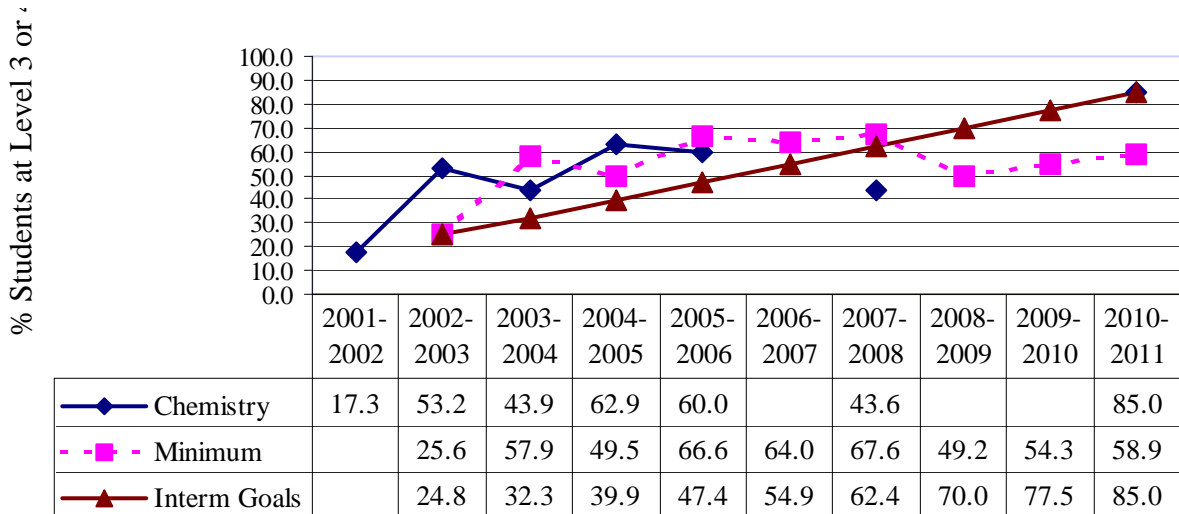
### Biology: Ten-Year Trend Current Minimum Recommended Projections



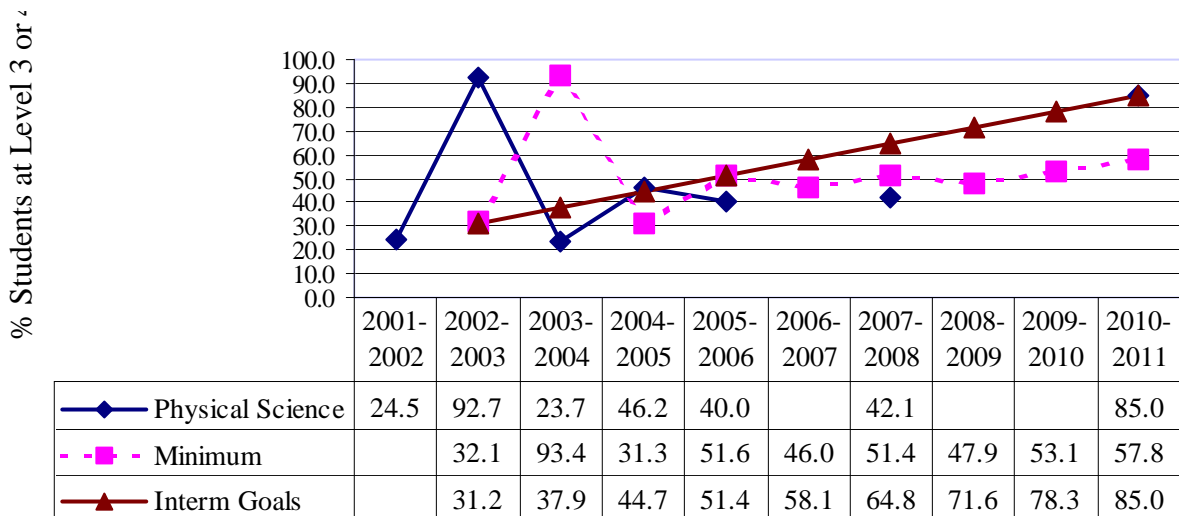
Minimum recommended trends reflect a reduction in the percent of students **NOT** proficient by 10% from the preceding year for the subject area similar to AYP safe harbor.

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### Chemistry: Ten-Year Trend Current Minimum Recommended Projections



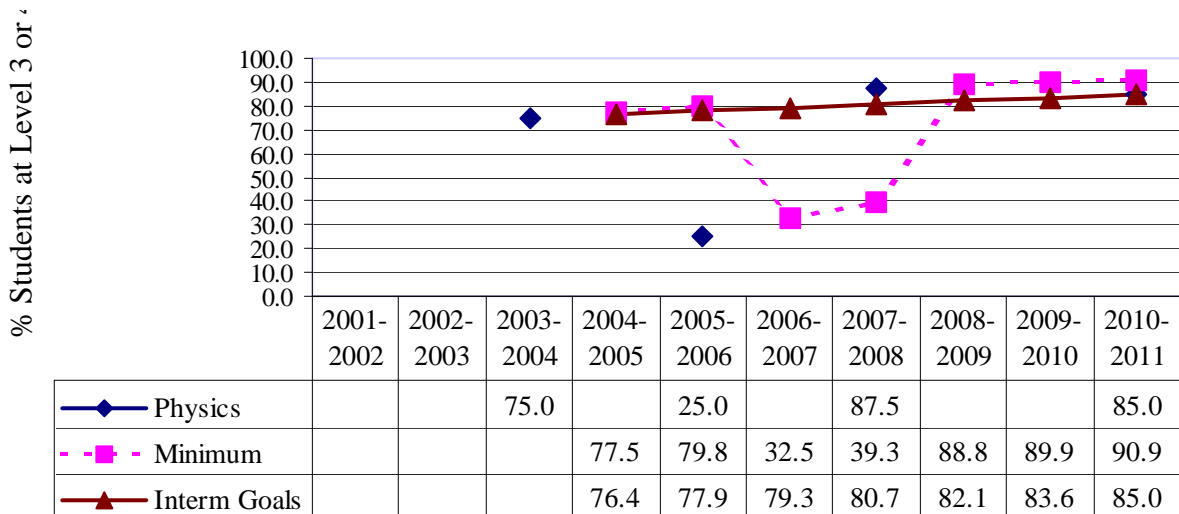
### Physical Science: Ten-Year Trend Current Minimum Recommended Projections



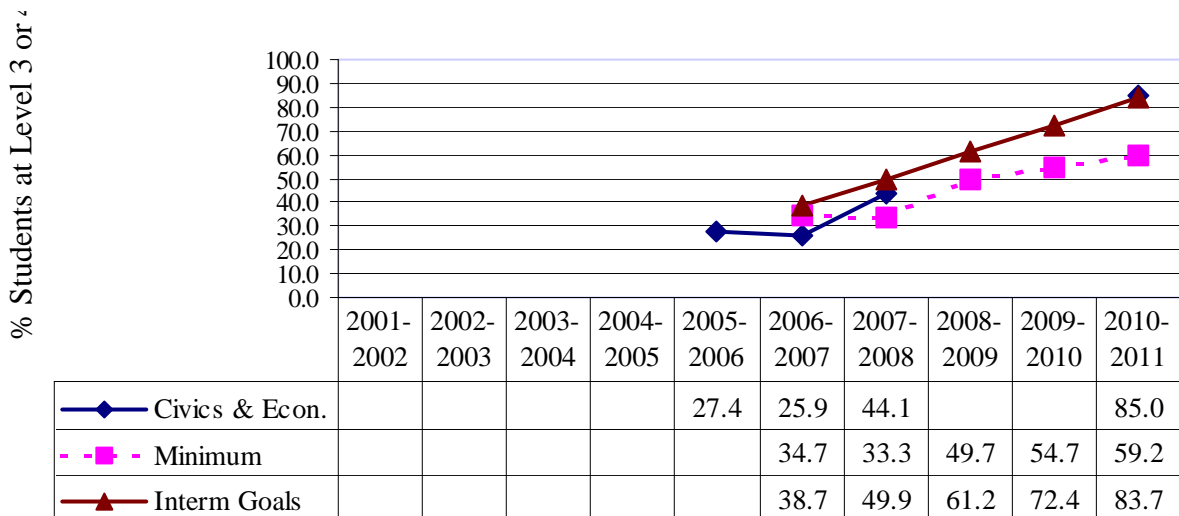
Minimum recommended trends reflect a reduction in the percent of students **NOT** proficient by 10% from the preceding year for the subject area similar to AYP safe harbor.

**This is a planning tool only!**

### Physics: Ten-Year Trend Current Minimum Recommended Projections



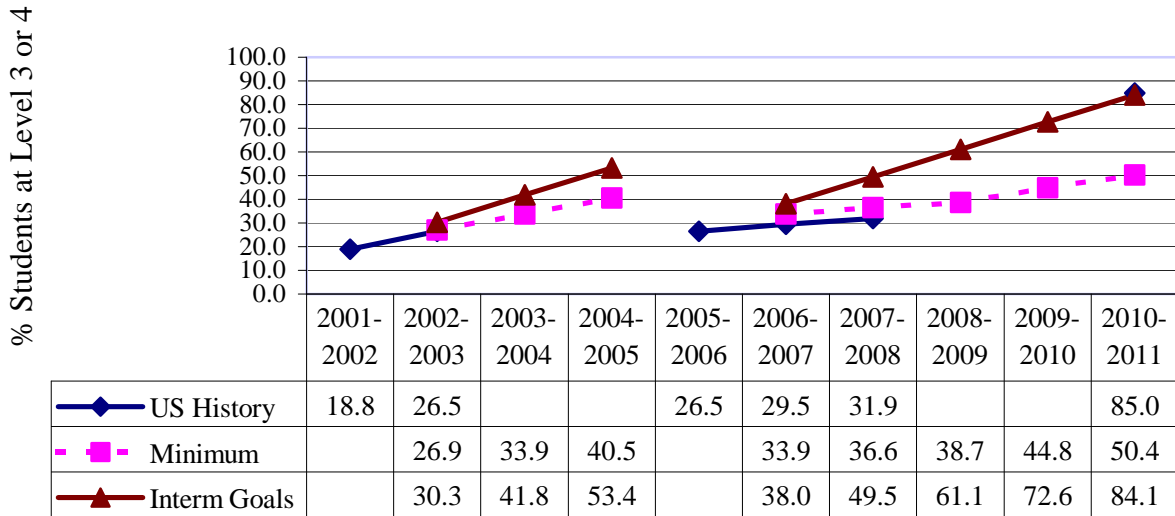
### Civics and Economics: Ten-Year Trend Current Minimum Recommended Projections



Minimum recommended trends reflect a reduction in the percent of students **NOT** proficient by 10% from the preceding year for the subject area similar to AYP safe harbor.

**This is a planning tool only!**

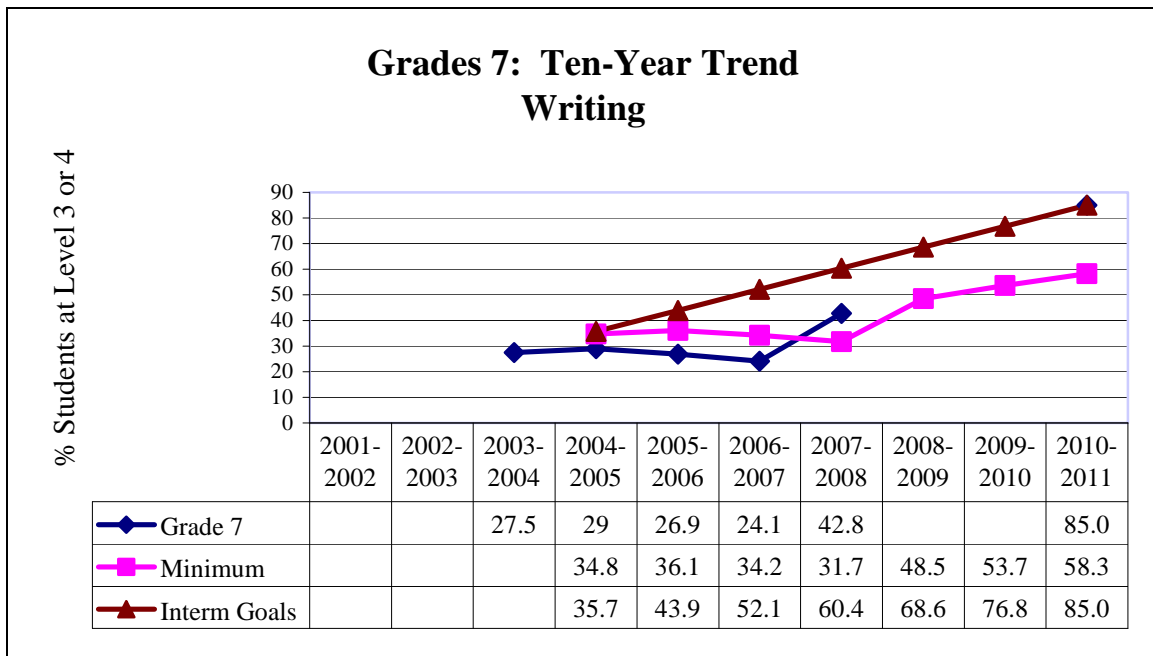
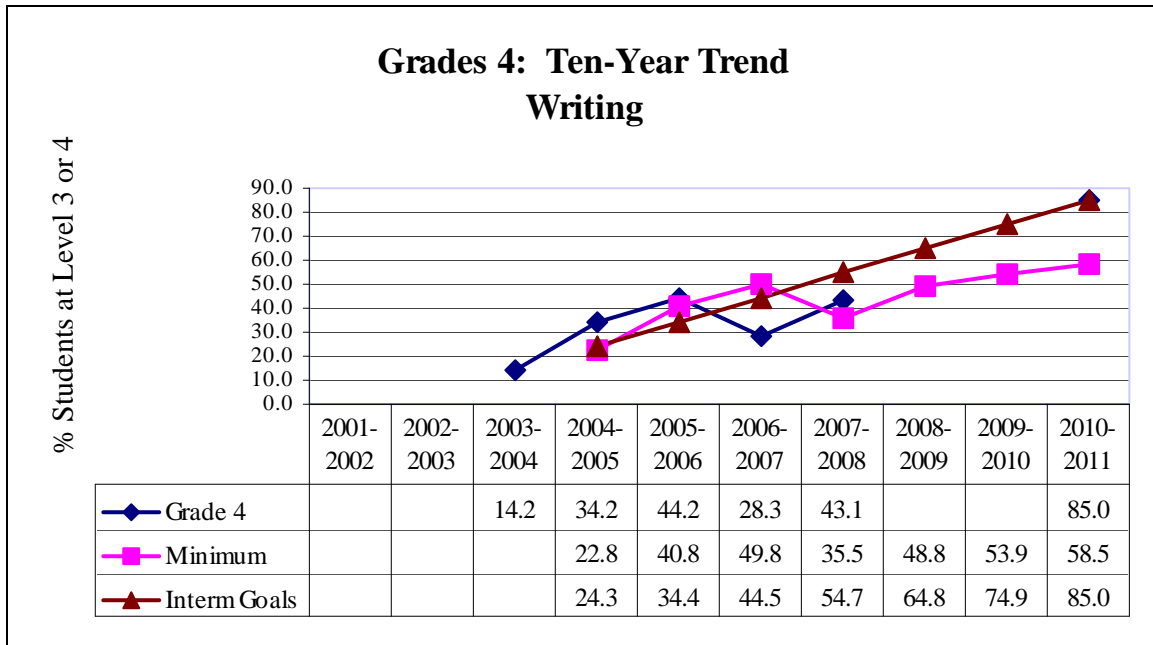
## US History: Ten-Year Trend Current Minimum Recommended Projections



Minimum recommended trends reflect a reduction in the percent of students **NOT** proficient by 10% from the preceding year for the subject area similar to AYP safe harbor.

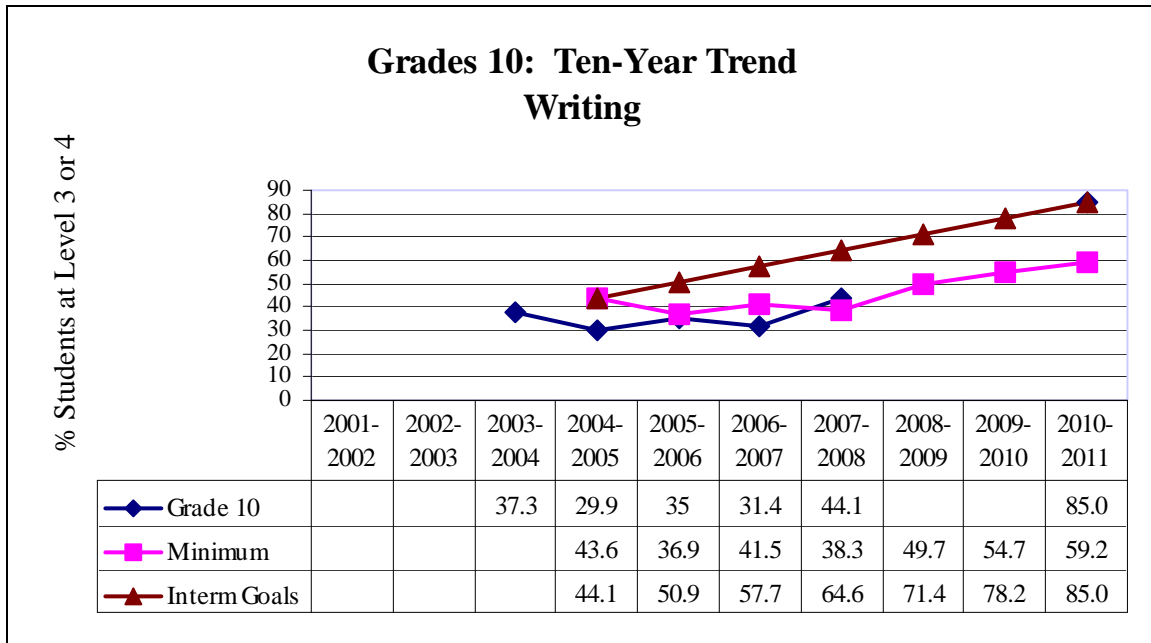
**This is a planning tool only!**

# Hertford County Schools



Minimum recommended trends reflect a reduction in the percent of students **NOT** proficient by 10% from the preceding year for the subject area similar to AYP safe harbor.

**This is a planning tool only!**

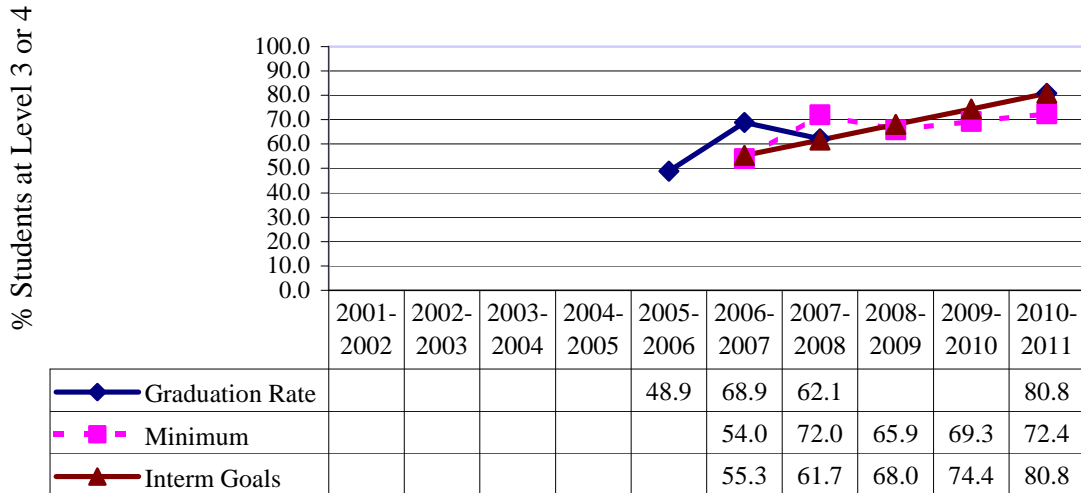


Minimum recommended trends reflect a reduction in the percent of students **NOT** proficient by 10% from the preceding year for the subject area similar to AYP safe harbor.

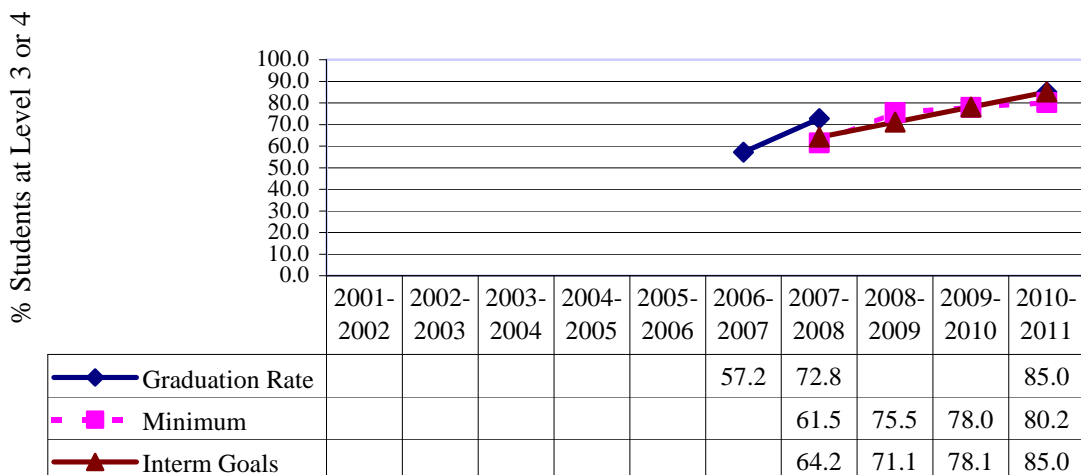
**This is a planning tool only!**

## Miscellaneous Trends Hertford County Public Schools

**Graduation Rate (4 years): Ten-Year Trend  
Current Minimum Recommended Projections**



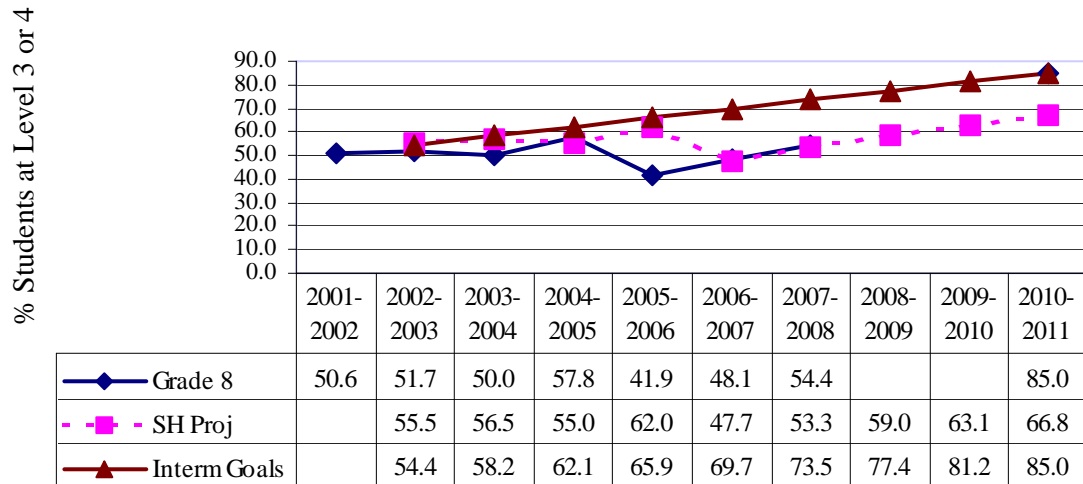
**Graduation Rate (5 years): Ten-Year Trend  
Current Minimum Recommended Projections**



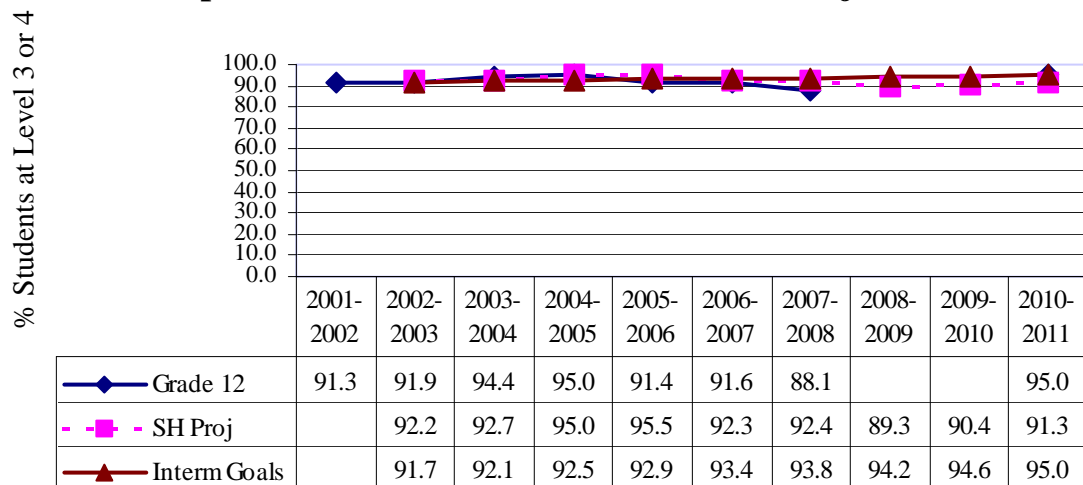
**This is a planning tool only!**



### Eighth Grade: Ten-Year Trend Computer Skills and Current Safe Harbor Projections

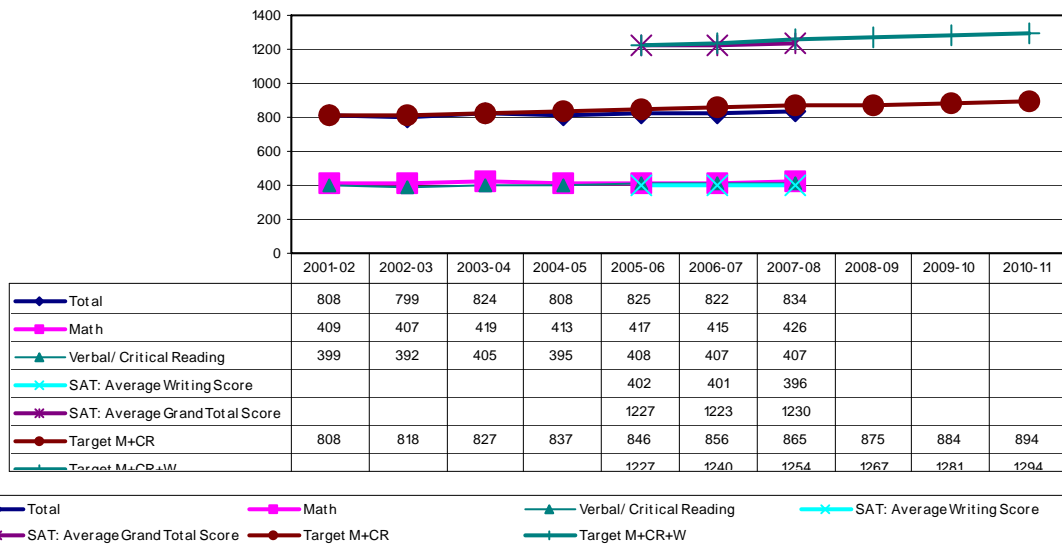


### Twelfth Grade: Ten-Year Trend Computer Skills and Current Safe Harbor Projections

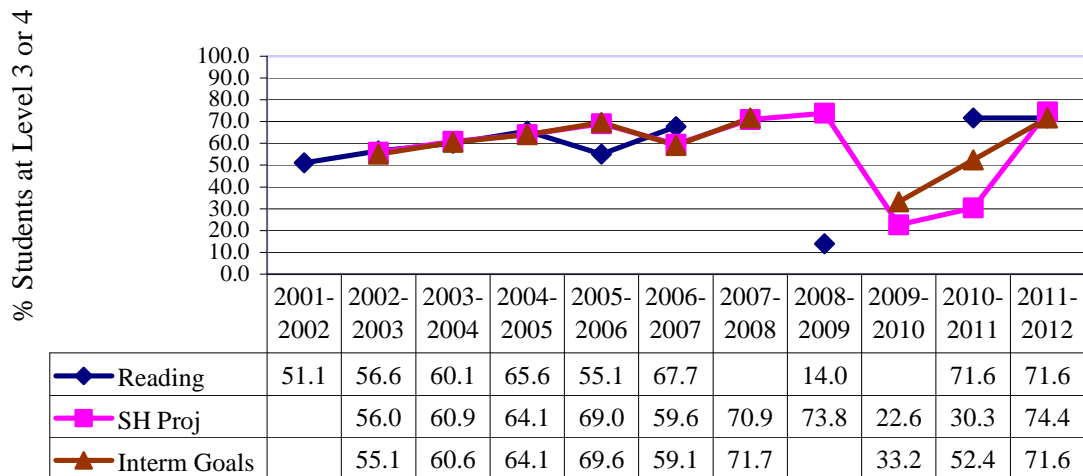


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### Hertford County Public Schools SAT Performance and Targets

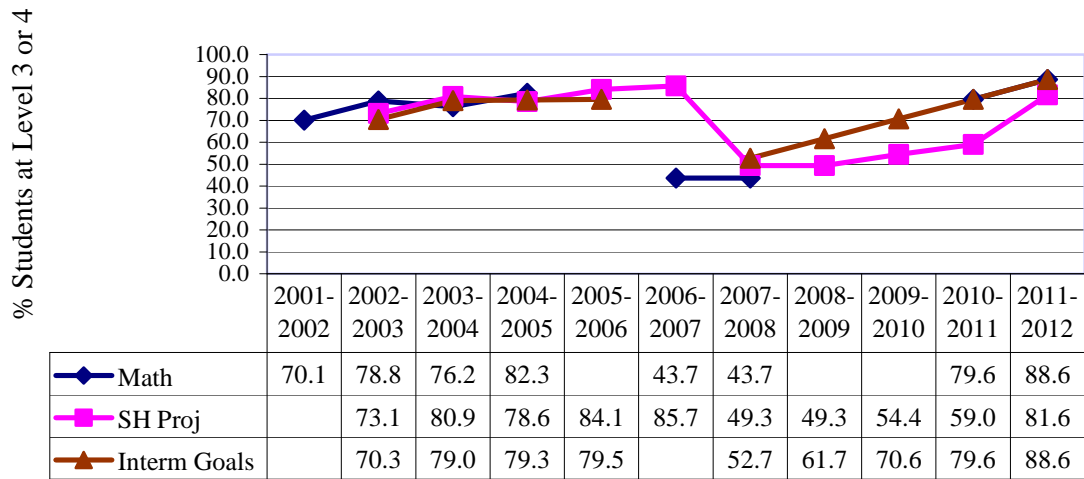


### Third Grade PreTest: Ten-Year Trend Reading and Current Safe Harbor Projections



**This is a planning tool only!**

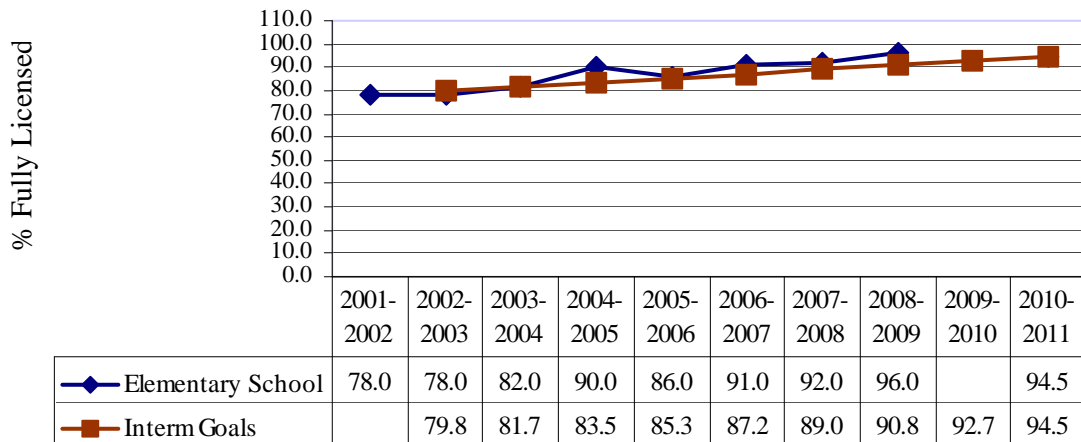
### Third Grade PreTest: Ten-Year Trend Math and Current Safe Harbor Projections



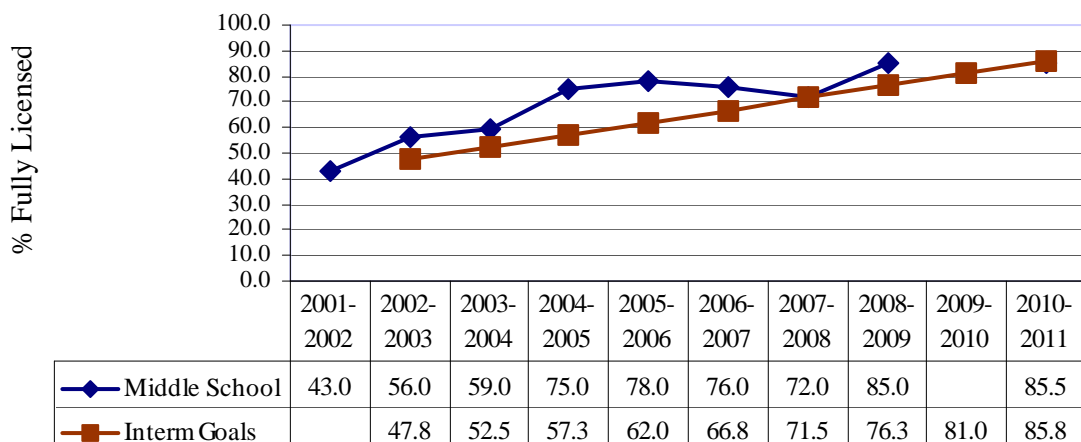
**This is a planning tool only!**

## Miscellaneous Trends Hertford County Public Schools

**% Fully Licensed Teachers: Ten-Year Trend  
Elementary School Trends and Projections**

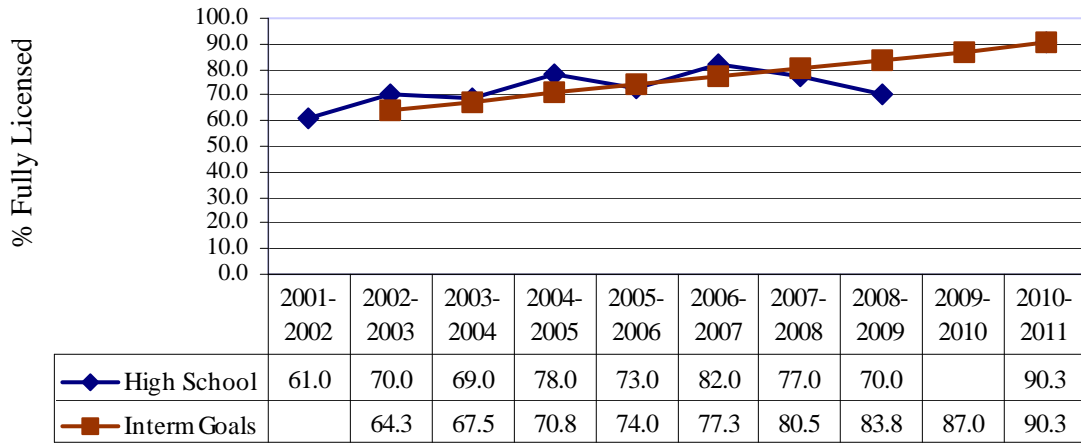


**% Fully Licensed Teachers: Ten-Year Trend  
Middle School Trends and Projections**

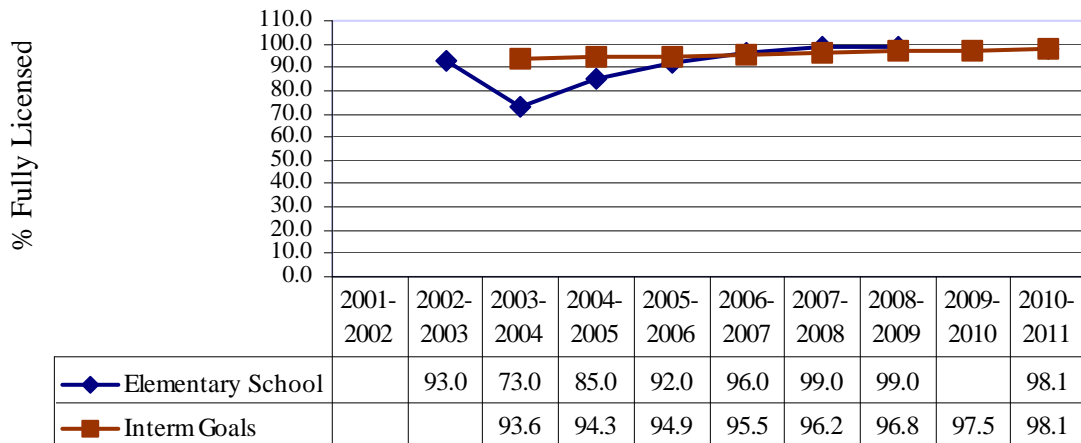


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### % Fully Licensed Teachers: Ten-Year Trend High School Trends and Projections

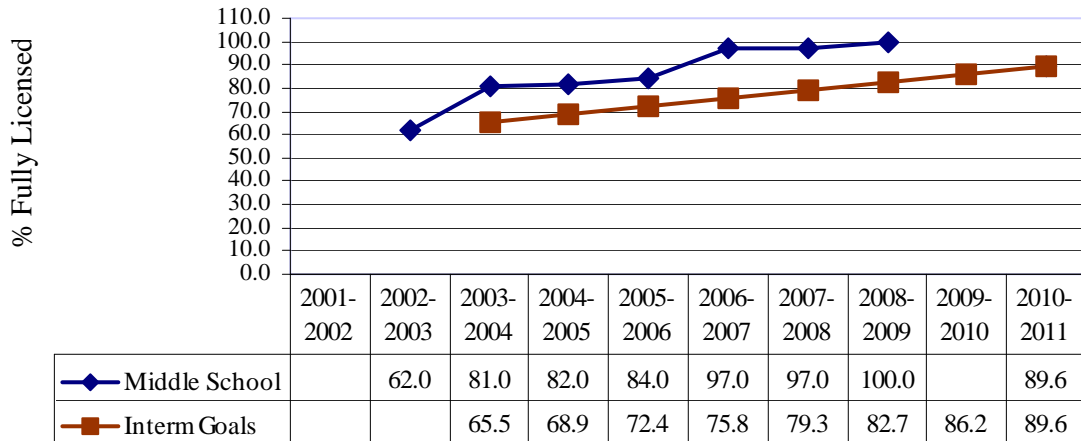


### % Classes Taught by Highly Qualified Teachers: Ten-Year Elementary School Trends and Projections

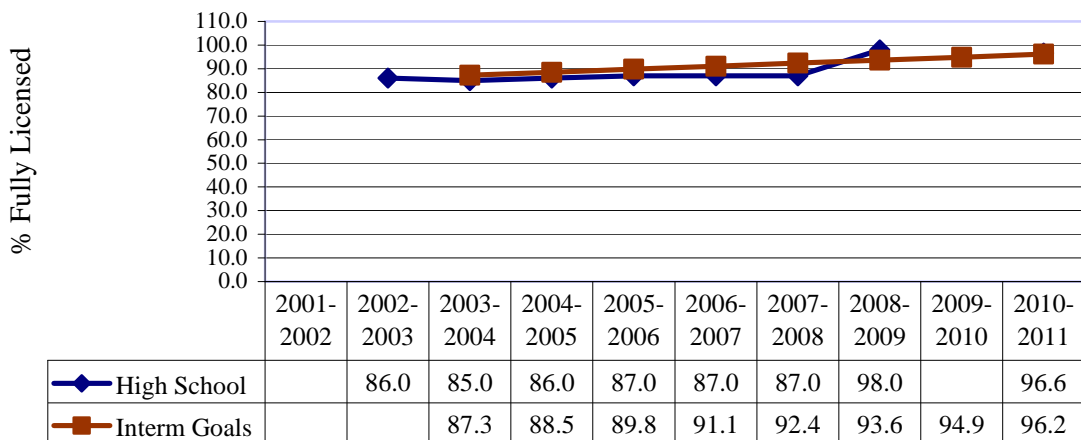


**This is a planning tool only!**

### % Classes Taught by Highly Qualified Teachers: Ten-Year Middle School Trends and Projections

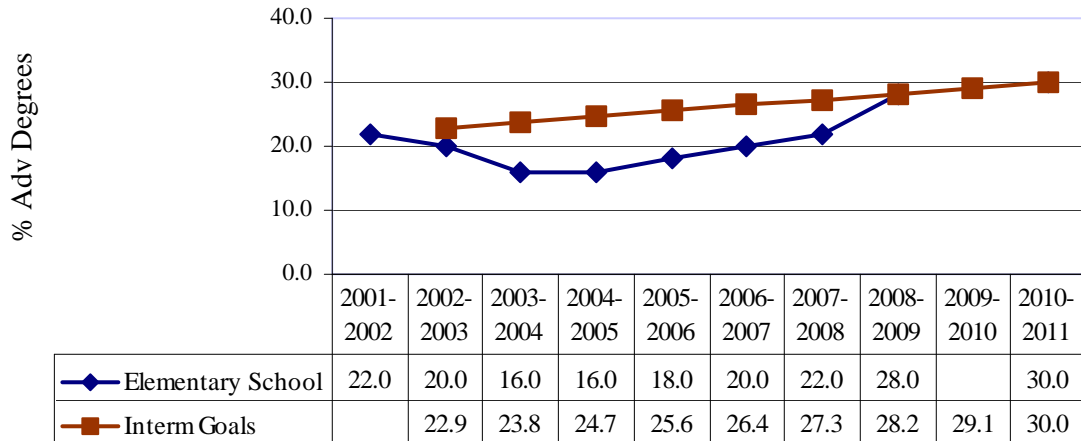


### % Classes Taught by Highly Qualified Teachers: Ten-Year High School Trends and Projections

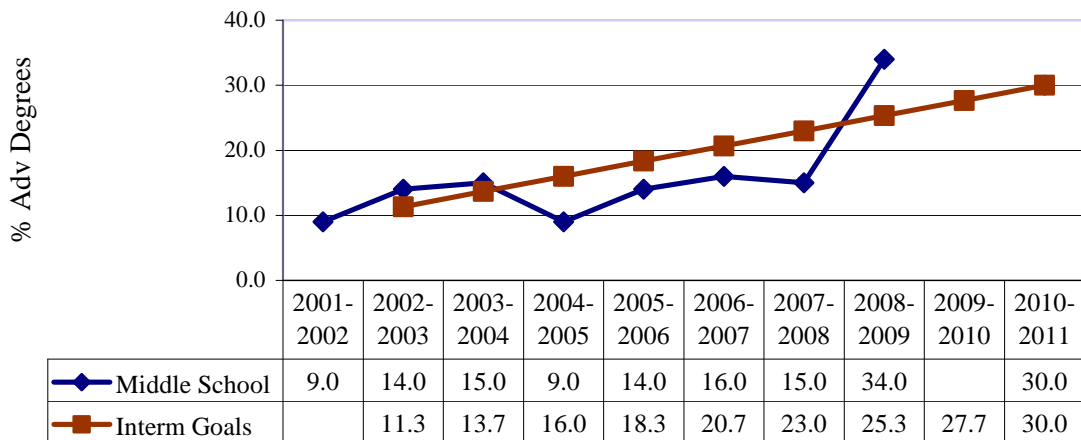


**This is a planning tool only!**

### % Teachers With Advanced Degrees: Ten-Year Elementary School Trends and Projections

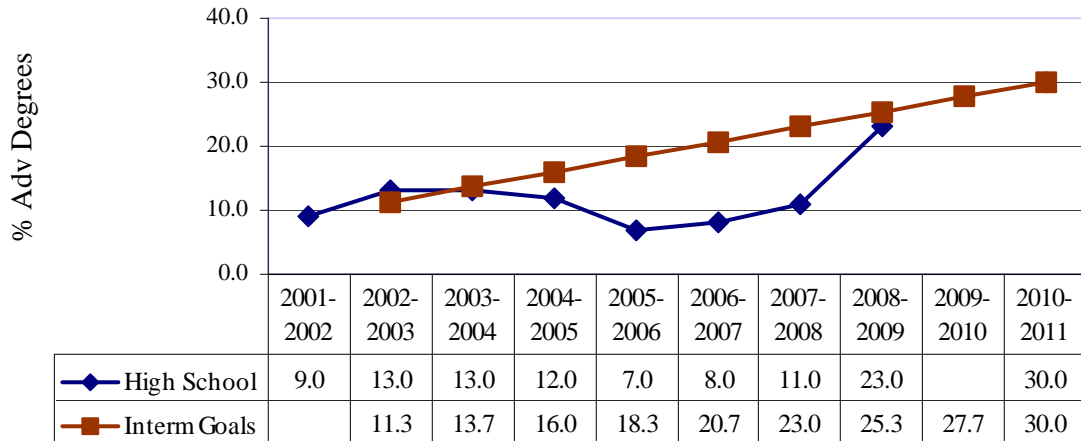


### % Teachers With Advanced Degrees: Ten-Year Middle School Trends and Projections

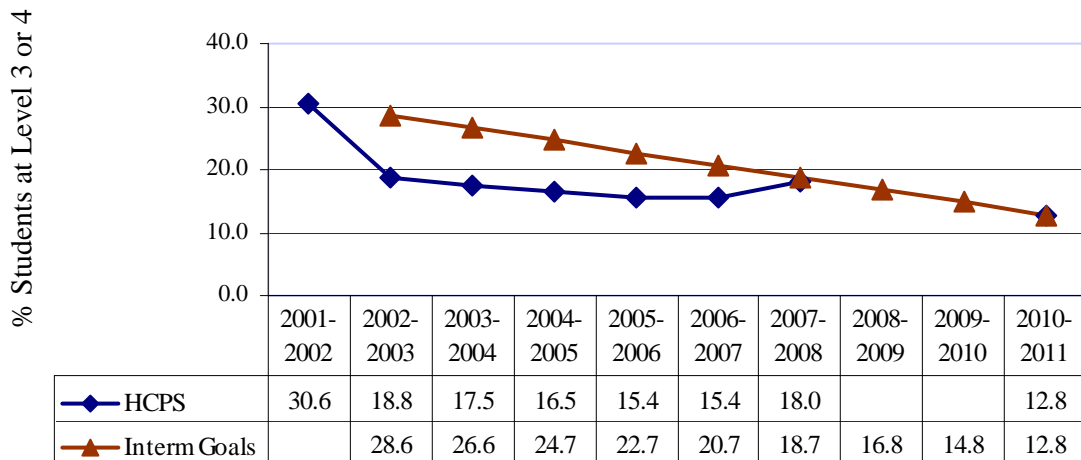


**This is a planning tool only!**

### % Teachers With Advanced Degrees: Ten-Year High School Trends and Projections



### Teacher Turnover: Ten-Year Trend Trends and Projections



**This is a planning tool only!**