

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

Vision/Mission/Beliefs ***Hertford County Public Schools*** ***2007-2011***

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

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

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

Mission

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

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.

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.

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

GOAL	DESCRIPTION
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)

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

Objective	DESCRIPTION
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)

Objective	DESCRIPTION
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

Objective	DESCRIPTION
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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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	-Data management system	--Assistant	-Lesson plans
	2010/01/20	-ABC Tools	Superintendent	-Classroom visits
	2010/03/25	-EVAAS	Educational Program	-PEPs
	2010/06/14	-Report card -AYP reports -Formative assessments	Services --Director of Testing & Accountability	-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	-Standard Course of Study	--Assistant	-Updated pacing guides with emphasis on district priorities
	2010/01/20	-Pacing guides	Superintendent	
	2010/03/25		Educational Program	
	2010/06/14		Services --Educational Program Services Department	

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Hertford County Public Schools 2007-2011

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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Hertford County Public Schools 2007-2011

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.

<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.
(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>
1.4.1	2009/10/27		Director of Career and	Adopted career plan
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	2009/10/27	-Career plan	--Director of 7-12	-Dropout rates
Identify and provide early intervention and recovery strategies to address prospective dropouts.	2010/01/20	-Data management system	Instruction	-Monitor early intervention strategies
	2010/03/25	-Dropout data	--Director of Career and	
	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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Hertford County Public Schools 2007-2011

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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Hertford County Public Schools 2007-2011

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.

<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 2010/01/20 2010/03/25 2010/06/14	-SAT workshops	--Assistant Superintendent Educational Program Services --Director of 7-12 Instruction	-Lesson plans -Classroom visits -PEPs -Workshop attendance records
1.6.2 Encourage PSAT participation as preparation for SAT.	2009/10/27 2010/01/20 2010/03/25 2010/06/14	PSAT preparation materials	--Assistant Superintendent Educational Program Services --Director of 7-12 Instruction	-PSAT participation rates -Correlation to SAT results

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Hertford County Public Schools 2007-2011

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 New	Increase instructional rigor	2009/10/27	-Classworks	--Assistant	-Walkthrough Data
		2010/01/20	-Reading First	Superintendent	-Lesson Plans
		2010/03/25	-Professional Development	Educational Program	
		2010/06/14	-Thinking Skills Maps	Services --Principals	
1.7.2 New	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
		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 2010/01/20 2010/03/25 2010/06/14	-Area colleges and universities -Job fairs -Teacher Cadet Program -Early Childhood Education Program -Teaching Fellows	--Executive Director of Human Resources --Educational Program Services Department	-Agendas and minutes of collaborations with colleges and universities -Correlation between staff recruited and methods used
2.1.2 Redesign new teacher induction program to meet changing Federal and State guidelines.	2009/10/27 2010/01/20 2010/03/25 2010/06/14	-Collaborative to Support Initially Licensed Professionals	--Executive Director of Human Resources	-Revised induction program

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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 2010/06/14		Educational Program Services	-Classroom Observations
				--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
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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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
New		2010/01/20			-Walk-throughs
		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
New		2010/01/20			-Walk-throughs
		2010/03/25			-Observations (classroom)
		2010/06/14			-Lesson plans -Assessment results reports -Student artifacts

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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>
4.1.3	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
New				-Copies of various products including but not limited to meeting minutes, lesson plans, teacher and principal appraisals

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

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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 New	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
5.1.2 New	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
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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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>
5.1.4	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	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	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	

Action Plan

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>
5.2.3	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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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	2009/10/27	-Current process	--Assistant	-Documented process
	2010/01/20	-Sample processes from	Superintendent Auxiliary	
New	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	2009/10/27	-Current process	--Finance Officer	-Documented process
	2010/01/20	-Sample processes from		
New	2010/03/25	other districts		
	2010/06/14			

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