



# Weldon City Schools

## Weldon City Schools 2010 - 2015 School Years

District Strategic Plan (DSP) – *Revised December 6, 2013*

### OVERVIEW:

It is the goal of the Weldon City Schools Board of Education that every student in Weldon City graduate from high school globally competitive for work, postsecondary education, and prepared for life in the 21<sup>st</sup> Century.

### PURPOSE:

The purpose of this plan is to acknowledge, provide, and outline processes for the school leaders involved in the Weldon City School District that support the mission of the district.

### VISION:

The Weldon City Schools District will serve as a model district for the state of North Carolina based upon success generated through students' academic and behavioral performances.

### MISSION:

The mission of Weldon City School District is to create and maintain a highly effective education system in which every student receives the highest quality education. School employees and parents work together to prepare students to become caring, competent, and responsible citizens who value education as a lifelong process.

**The Process for District and School Improvement:** The Transformation Model and research-based best practices help focus the entire school system on continuous school improvement planning such as: organizational structure, policies and procedures, mission and goals, curriculum, organizational culture and assumptions, to enhance teaching and learning to improve student achievement. Therefore, it is necessary for school leaders to evaluate their school's school improvement process which involves four necessary and connected steps: 1) a Needs Assessment to identify significant student learning needs and school needs;

2) a School Improvement Plan that specifies the actions that will be taken to address the identified student learning needs and school needs; 3) an Evaluation of Results which identifies the multiple measures used to indicate if goals are met; and 4) the Next Steps necessary to continue the process of improving student learning.

## **RESOURCES:**

An integral and necessary part of school improvement is the appropriate, efficient and effective management of all school resources, including instructional and support materials, personnel, budget, facilities, infrastructure, business partnerships, and family involvement.

### **Instructional Leadership**

Principals and other school leaders have the opportunity to bring about lasting school improvement through instructional leadership. School leaders play a critical role in both providing opportunities for, and engaging in, discourse and continuous learning with their staff about the curriculum, teaching and learning strategies, teaching tools, support strategies, community resources, and strategies for parental involvement. The school leader, as instructional leader, provides a clear focus and vision of the district and school's goals around teaching and learning, as well as the steps necessary to successfully meet these goals.

### **Shared Accountability**

School leaders are accountable to multiple constituents including their supervisor, board, district, community, staff, and particularly their students and parents, each with varying interests and needs. Thus, school leaders need to clearly specify student learning and school improvement goals that will help set priorities among multiple and often competing needs. Today's school leaders are finding that they are most successful under a model of shared accountability for student learning, professional growth, and community impact. A shared accountability model helps empower constituents to be both significant and integral contributors.

## **DISTRICT STRATEGIC PLAN ACTION PROCESS:**

Effective and successful school and district leadership is based on nine best practices. These nine practices are from the Framework for Action Process and include:

- Using data to drive decisions,
- Developing goals and priorities for an effective plan for implementation,
- Recruiting, nurturing, and retaining a high quality staff,
- Implementing quality professional learning communities,
- Implementing strategies for the teaching and learning environment ensuring all students learning,
- Implementing a strategic literacy plan,
- Maintaining student engagement and plans transitions to ensure on-time graduation,
- Engaging parents and the community in partnerships, and
- Re-evaluating practices and procedures impact on learning,
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**DISTRICT STRATEGIC PLAN ACTION PROCESS DIAGRAM (360 Degrees Feedback):**



**DESIRED OUTCOMES:**

By the end of the district and school improvement cycle, the participants will exhibit the following:

- School Board, district and school leaders build a shared vision focused on raising expectations for student achievement;
- School Board, district and school leaders are both instructional leaders and school managers;
- School Board, district and school leaders must demonstrate assessment literacy;
- School Board, district and school leaders are data-based and standards-based decision makers;
- School Board, district and school leaders are reflective practitioners;
- School Board, district and school leaders are collaborative, use open communication, engage in shared decision-making, and delegate responsibility and authority where appropriate;
- School Board, district and school leaders seek out, utilize and contribute to promising practices that enhance student learning, including new, creative, and risk-taking ideas;
- School Board, district and school leaders create a professional climate that builds human capacity by providing and engaging in quality professional development for their staff and themselves; and
- School Board, district and school leaders continuously work towards and demonstrate the skills and competencies identified in the North Carolina Standards.

**EVALUATION:**

By the end of the 2012-2013 school year, each schools performance composite will be at or above 82% proficiency. For details of each department’s support of the Weldon City School District Bold Goals, see the detailed department action plan.

**Performance Composite Results (4- year Trend)**

School Years	2008 - 2009	Growth	2009 - 2010	Growth	2010 - 2011	Growth	2011 - 2012	Growth	2012 - 2013	Growth
<b>School Name</b>										
WES	47.7	Not Met	57.6	Met	61.8	Met	50.0	Not Met	20	Met
WMS	50.0	Not Met	52.5	Met	55.5	Met	54.6	Met	13.8	Not Met
RVEC	N/A	N/A	68.5	Not Met	80.3	Met	87.6	Met	14	Met
WSHS	46.5	Met	57.7	Met	63.0	Met	73.8	Met	33.9	Met

**Strategic Priority #1:** Student achievement outcomes which prepare students for the future – (Student Achievement)

**Strategic Priority #2:** Accountability structures with monitoring systems that offer effective feedback – (Accountability, Monitor & Feedback)

**Strategic Priority #3:** Effective communications throughout the district – (Effective Communications)

**Weldon City Schools District’s Best Practices from the Framework for Action Process, Experiential Research and Transformation Model**

District Goal(s)	Areas of Focus	360 Degrees Feedback Cycle	Person(s) Responsible
<ul style="list-style-type: none"> <li>• Obtain an 82% or better student performance composite as indicated by state examinations during the 2012-2013 school year. (In support of Strategic Priority #1)</li> <li>• Develop, implement, monitor and evaluate a systematic systems or processes and provide on-going effective feedback as evidenced by the student achievement during the 2012-2013 school year. (In support of Strategic Priority #2)</li> <li>• Increase district-wide systematic communications which effectively reflect intended outcomes as evidenced by the district’s pre and post surveys during the 2012-2013 school year.</li> </ul>	<p><b>School Board will:</b></p> <ul style="list-style-type: none"> <li>• Develop and uphold district policies and procedures in support of students and staff members’ success with a special focus on support in academic policies and interventions.</li> <li>• Support the superintendent’s recommendations concerning the district’s process for achieving the District’s Strategic Priorities.</li> <li>• Implement the North Carolina Standards for Superintendent’s process with fidelity.</li> <li>• Establish and implement an effective communications protocol between board and superintendent.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Review, implement and support policies, procedures and program evaluations</li> <li>✓ Support the District’s Strategic Plan</li> <li>✓ Effectively communicate expectations</li> <li>✓ Provide resources for academic and social supports</li> <li>✓ Provide opportunities for sharing the progress of district and school strategic plans</li> <li>✓ Provide effective feedback concerning the progress of district and school strategic plans and performances</li> <li>✓ Re-evaluate policies and procedures for impact on learning</li> </ul>	<ul style="list-style-type: none"> <li>➤ Board Members</li> <li>➤ Superintendent (Dr. Elie Bracy, III)</li> <li>➤ District Transformation Coach (Dr. James C. Ellerbe)</li> </ul>

<p>(In support of Strategic Priority #3)</p> <p><b><u>Strategic Priorities</u></b></p> <ol style="list-style-type: none"> <li>1. Student Achievement</li> <li>2. Accountability, Monitor &amp; Feedback</li> <li>3. Effective Communications</li> </ol>	<p>----- -----</p> <p><b>Superintendent’s Cabinet will:</b></p> <p><b>Strategic Priority #1 - Student Achievement: Student achievement outcomes that prepare students for the future</b></p> <ul style="list-style-type: none"> <li>• Goal 1.1: Develop a dissemination plan that reflects research-based practices regarding the Common Core State Standards and Essential Standards.</li> <li>• Goal 1.2: Create a Plan of Action that establishes expectations for a rigorous academic and positive learning environment.</li> <li>• Goal 1.3: Provide clearly articulated and rigorous PREK - 12 curricula aligned to the Common Core State Standards and Essential Standards.</li> <li>• Goal 1.4: Utilize technology as an essential tool to inform, differentiate, and maximize student learning.</li> </ul> <p><b>Strategic Priority #2 - Accountability, Monitor &amp; Feedback: Accountability</b></p>	<p>----- -----</p> <ul style="list-style-type: none"> <li>✓ Revise, implement, monitor, provide feedback, and evaluate the District’s Strategic Plan</li> <li>✓ Support schools in implementing quality professional learning communities</li> <li>✓ Support schools in implementing strategies for teaching and learning</li> </ul> <ul style="list-style-type: none"> <li>✓ Support and ensure school leaders’ effectiveness by implementing with fidelity the North Carolina School</li> </ul>	<p>----- --</p> <ul style="list-style-type: none"> <li>➤ Dr. Elie Bracy, III</li> <li>➤ Cabinet Members</li> <li>➤ Dr. James C. Ellerbe</li> </ul>
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<p><b><u>Strategic Priorities</u></b></p> <ol style="list-style-type: none"> <li>1. Student Achievement</li> <li>2. Accountability, Monitor &amp; Feedback</li> <li>3. Effective Communications</li> </ol>	<p><b>structures with monitoring systems that build capacity and offer effective feedback</b></p> <ul style="list-style-type: none"> <li>• Goal 2.1: Develop an accountability system that builds the capacity of educators and monitors outlined priorities by collecting and responding to feedback.</li> <li>• Goal 2.2: Mobilize technology as a central and critical solution for increasing our district and school capacity to generate relevant data in an effective and efficient manner.</li> </ul> <p><b>Strategic Priority #3 - Effective Communication: Effective communication throughout the district</b></p> <ul style="list-style-type: none"> <li>• Goal 3.1: Inform stakeholders of the district's Rigorous Curriculum Design Model and its corresponding Plan of Action.</li> <li>• Goal 3.2: Develop a system to gather and respond to ongoing evaluative feedback.</li> </ul>	<p>Executives: Principal Evaluation Process</p> <ul style="list-style-type: none"> <li>✓ Establish and facilitate data retreats and meetings to monitor to district's process on bold goals.</li> <li>✓ Use data to drive decisions</li> </ul> <ul style="list-style-type: none"> <li>✓ Engage parent and community partnerships</li> <li>✓ Re-evaluate practices and procedures for impact on learning</li> <li>✓ Develop, discuss, and implement a strategic planning process, which provides a roadmap for academic achievement, and re-culturing the district and schools.</li> </ul>	
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<p><b><u>Strategic Priorities</u></b></p> <ol style="list-style-type: none"> <li>1. Student Achievement</li> <li>2. Accountability, Monitor &amp; Feedback</li> <li>3. Effective Communications</li> </ol>	<p>----- -----</p> <p><b>Human Resource Department will:</b></p> <ul style="list-style-type: none"> <li>• Gain an understanding of the new Educator Effectiveness Standards, and implement the supports needed to monitor schools effective use of the evaluation system with fidelity.</li> <li>• Provide orientation for new teachers and substitutes</li> <li>• Provide mentor support for new teachers</li> <li>• Develop and implement a recruitment and retention plan</li> <li>• Communicate the process for hiring personnel</li> <li>• Create partnerships with teacher cadets programs, universities, teaching fellows, etc. for potential home grown</li> </ul>	<p>----- -----</p> <ul style="list-style-type: none"> <li>✓ Ensure Human Resource plans are developed and appropriately monitored</li> <li>✓ Provide on-going support with Human Resource Management System (HRMS) updates and the System for Evaluation &amp; Assessment (SEA)</li> <li>✓ Support personnel in developing professionally</li> <li>✓ Provide systematic monitoring and feedback</li> <li>✓ Monitor evaluation timelines and render feedback</li> <li>✓ Collaborate with Testing &amp; Accountability for data outcomes and modifications</li> <li>✓ Evaluate Human Resource plans to determine success with Strategic Priorities #1 - #3</li> </ul>	<p>----- -----</p> <ul style="list-style-type: none"> <li>➤ Tracy Gary</li> <li>➤ Dr. James C. Ellerbe</li> <li>➤ (School Transformation Coach) Dr. Virginia Cárdenas</li> <li>➤ (Elementary Instructional Coach) Tracy Arnold</li> <li>➤ (Secondary Instructional Coach) Jo Beth Clark</li> <li>➤ RCDM Facilitators/Mentors</li> </ul>
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<p><b><u>Strategic Priorities</u></b></p> <ol style="list-style-type: none"> <li>1. Student Achievement</li> <li>2. Accountability, Monitor &amp; Feedback</li> <li>3. Effective Communications</li> </ol>	<p>Core State Standards and Essential Standards.</p> <ul style="list-style-type: none"> <li>• Goal 1.2: Create a Plan of Action that establishes expectations for a rigorous academic and positive learning environment.</li> <li>• Goal 1.3: Provide clearly articulated and rigorous PREK - 12 curricula aligned to the Common Core State Standards and Essential Standards.</li> <li>• Goal 1.4: Utilize technology as an essential tool to inform, differentiate, and maximize student learning.</li> </ul> <p><b>Strategic Priority #2 - Accountability, Monitor &amp; Feedback: Accountability structures with monitoring systems that build capacity and offer effective feedback</b></p>	<p>types) for evaluative purposes</p> <ul style="list-style-type: none"> <li>✓ Analyze performance data to improve instruction and student achievement</li> <li>✓ Develop and implement consistent use of 21st century technology skills that provides job readiness and college preparedness</li> <li>✓ Provide on-going professional development to support curriculum and instructional efforts district wide</li> <li>✓ Provide instructional coaching support for all targeted areas</li> <li>✓ Instruct using research-based and technology strategies</li> <li>✓ Schedule planning phases and time for professional learning communities</li> <li>✓ Support the effective use and implementation of Home Base components district-wide</li> <li>✓ Facilitate transition to on-line testing for at least 50% of the state Ready EOG/EOC assessments 2013-2014</li> <li>✓ Evaluate performances through formative (benchmark, common assessments and daily) and summative assessments</li> </ul>	
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	<ul style="list-style-type: none"> <li>• Goal 2.1: Develop an accountability system that builds the capacity of educators and monitors outlined priorities by collecting and responding to feedback.</li> <li>• Goal 2.2: Mobilize technology as a central and critical solution for increasing our district and school capacity to generate relevant data in an effective and efficient manner.</li> </ul> <p><b>Strategic Priority #3 - Effective Communication: Effective communication throughout the district</b></p> <ul style="list-style-type: none"> <li>• Goal 3.1: Inform stakeholders of the district's Rigorous Curriculum Design Model and its corresponding Plan of Action.</li> <li>• Goal 3.2: Develop a system to gather and respond to ongoing evaluative feedback.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Communicate goals and objectives continuously to achieve desired and intended outcomes</li> <li>✓ Collaborate with Rigorous Curriculum Design Model (RCDM) Team(s) to gather and respond to ongoing feedback related to the implementation of the RCDM strategies, deliverables, and progress monitoring</li> </ul>	<p>-----</p> <p>--</p> <p>➤ Shana Brown-Pendergrass</p>
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	<p>----- -----</p> <p><b>Exceptional Children and Student Services Department will:</b></p> <ul style="list-style-type: none"> <li>• Ensure that all students are meeting their yearly IEP goals</li> <li>• Maintain compliance with exceptional children's records</li> <li>• Collaborate with NC Pre-Kindergarten, CADA Headstart, EC, AIG and Title I to provide appropriate services</li> <li>• Facilitate continuous professional development for AIG, CECAS, Corrective Reading and other exceptional program initiatives</li> <li>• Schedule regular meetings with the Student Assistance Team to ensure collaboration with all entities</li> <li>• Monitor operations and ensure compliance of the Alternative Learning School</li> </ul>	<p>----- -----</p> <ul style="list-style-type: none"> <li>✓ Develop Federal Programs Plan</li> <li>✓ Update and maintain website and manuals</li> <li>✓ Provide training to staff and community</li> </ul>	<p>----- --</p> <ul style="list-style-type: none"> <li>➤ Matilda Campbell</li> <li>➤ Finance Team</li> </ul> <p>----- --</p> <ul style="list-style-type: none"> <li>➤ Terry Alston</li> </ul>
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	<p><b>Finance Department will:</b></p> <ul style="list-style-type: none"> <li>• Update written financial procedures and processes to provide guidance for personnel</li> <li>• Assess the effectiveness of the financial communication practices implemented for schools</li> <li>• Update regularly the Weldon City Schools Website</li> </ul> <p>----- -----</p> <p><b>Federal Programs and Parent Involvement will:</b></p> <ul style="list-style-type: none"> <li>• Increase communications with all stakeholders.</li> <li>• Ensure compliance with Federal guidelines</li> <li>• Ensure all children have a fair, equal opportunity to obtain a high quality</li> </ul>	<ul style="list-style-type: none"> <li>✓ Provide systematic monitoring &amp; feedback</li> <li>✓ Analyze data through reports from School Reach</li> <li>✓ Provide Desk Reviews</li> <li>✓ Evaluate evidence data</li> </ul> <p>----- -----</p> <ul style="list-style-type: none"> <li>✓ Update and revise the current technology plan</li> <li>✓ Conduct an access inventory twice a year to ensure stakeholders have accessible appropriate technology</li> <li>✓ Identify and train technical support personnel in each school to troubleshoot minor technology needs</li> <li>✓ Implement with fidelity the online work order system</li> <li>✓ Implement appropriate technologies to manage data and problem-solve</li> <li>✓ Identify data sources</li> <li>✓ Identify the type and function of information systems</li> <li>✓ Deliver continuous professional development for SMART Board and other 21<sup>st</sup> century instructional tools such as: Web 2.0 Tools, flip cameras, document cameras etc.</li> </ul> <p>----- -----</p>	<p>----- -----</p> <p>➤ Alicianiah Hossein</p>
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	<p>education and reach, at a minimum, proficiency on state academic achievement standards and assessments.</p> <p>----- -----</p> <p><b>Technology Department will:</b></p> <ul style="list-style-type: none"> <li>• Effective technical support among all stakeholders</li> <li>• Utilize technology for data management and problem solving</li> <li>• Provide professional development and/or PLC sessions with a focus on improving faculty and staff's knowledge and skills to integrate technology into classroom instruction</li> </ul> <p>----- -----</p>	<ul style="list-style-type: none"> <li>✓ Ensure Child Nutrition plan is developed and appropriately monitored</li> <li>✓ Market the Child Nutrition Program</li> <li>✓ Provide current updates to the Child Nutrition website and Menu Advisory</li> <li>✓ Make site-visits and observations then provide feedback</li> <li>✓ Facilitate professional developments for training and re-training purposes</li> <li>✓ Collaborate with Testing &amp; Accountability for student achievement outcomes and share results with staff members</li> <li>✓ Evaluate Child Nutrition Plan to determine success with Strategic Priorities #1 - #3</li> </ul>	<p>----- -- ➤ Michael Thompson</p> <p>----- -- ➤ Dr. Elie Bracy, III</p>
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	<p><b>Child Nutrition Department will:</b></p> <ul style="list-style-type: none"> <li>• Establish procedures to increase student participation in the Child Nutrition Program, which will better prepare them for learning.</li> <li>• Certify under new meal policy #6 and establish a district meal charging policy</li> <li>• Establish consistent procedures for communication with all stakeholders</li> </ul> <p>----- -----</p> <p><b>Maintenance Department will:</b></p> <ul style="list-style-type: none"> <li>• Ensure work orders are systematically processed and addressed to support a conducive learning environment.</li> <li>• Evaluate personnel and projects for quality standards and compliance issues.</li> <li>• Establish consistent procedures for communicating with all stakeholders.</li> </ul>	<p>----- -----</p> <ul style="list-style-type: none"> <li>✓ Develop and monitor Maintenance Plan</li> <li>✓ Communicate plan and work order issues</li> <li>✓ Ensure progress is recorded and website updated</li> <li>✓ Site-visits, observations and feedback sessions</li> <li>✓ Facilitate training sessions as needed</li> <li>✓ Collaborate with Testing &amp; Accountability about student achievement outcomes</li> <li>✓ Evaluate Maintenance Plan</li> </ul>	
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