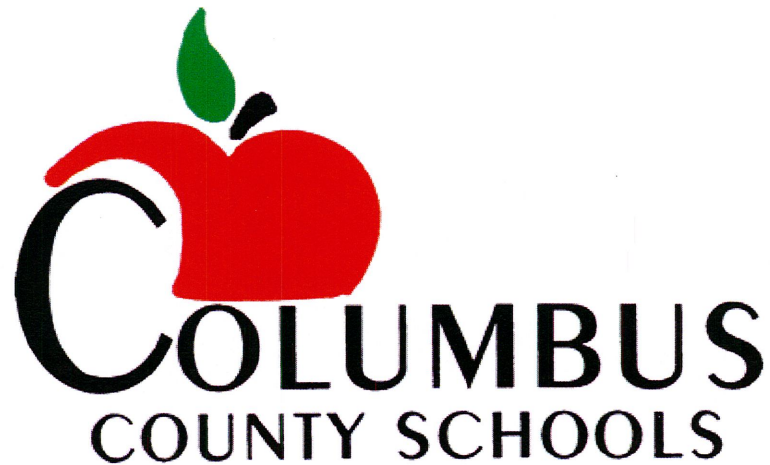# Columbus County Schools

Five Year

Strategic Plan

2011-2016

"Preparing Today's Students for Tomorrow's World"

Columbus County Board of Education

Junior Dew
4170 Honey Hill Rd.
Hallsboro, NC
28442

Norris Ebron
13277 Old Lake Rd.
Riegelwood, NC
28456

Worley T. Edwards
1309 Garland Duncan Rd.
Chadbourn, NC
28431

Monte Herring
(Chairman)
P.O. Box 12
Cerro Gordo, NC
28430

Barbara Yates
(Vice Chairman)
4820 Old Lumberton Rd.
Whiteville, NC
28472

COLUMBUS
COUNTY SCHOOLS

Strategic Planning Committees

Goal I	**Kathy Lewis**	**Phyllis Pope**	**Kim Edwards**
	9-12	6-8	PreK-5
Globally Competitive Students	Curriculum/AIG Director	Curriculum/AIG/ESL Supervisor	Curriculum/AIG Director
Goal 2	**Heather Wing**	**Debra Spivey**	**Donna Bartley**
Healthy and Responsible Students	Pupil & Personnel Services Director	Exceptional Children's Director	Food and Nutrition Supervisor
Goal 3	**Linda Gore**	**Tammy Dorman**	**Terry Dudney**
21st Century Professionals	Human Resources	Professional Development Coordinator	Finance Director
Goal 4	**Kelly Jones**	**Kenwood Royal**	
Innovation in NC Public Schools	Public Relations/Arts/ Webmaster Director	Federal Programs Director	
Goal 5	**Ken Buck**	**Jonathan Williams**	
Governed and Supported by 21st Century Systems	Career/Technical/Media Director	Assistant Superintendent	

District Profile Data Facilitator————————————————**Tamra Carter (Assisted All Meetings)**

Columbus County Schools Superintendent————————————-**Alan Faulk (Assisted All Meetings)**

Vision

Columbus County Schools will be a system of excellence where students are prepared for life-long learning, productive work, healthy living, and responsible citizenship in a global society.

Mission

The mission of Columbus County Schools is to instill in students the academic and social skills essential for responsible and productive citizenship in a global society.

Motto

"Preparing Today's Students for Tomorrow's World"

COLUMBUS COUNTY SCHOOLS

Beliefs

Teachers and students should be actively involved in the learning process.

All students should have equal access to learning opportunities.
Teaching and administrative practices should create a climate where students are motivated to learn the curriculum.

Parental and community involvement is essential to the improvement of schools and the educational process of students.

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

Student self-discipline is essential for optimal teaching and learning to occur.

A safe and supportive learning environment promotes student achievement.

Students need to develop not only 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 staff (administrators, teachers, and support staff) to high quality standards, expectations, and performance.

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

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

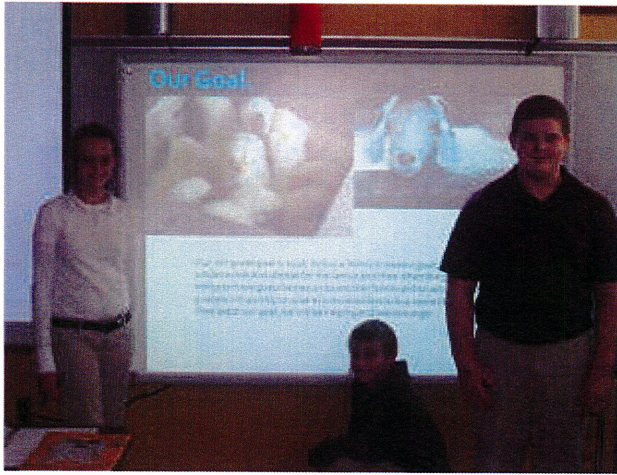# SBE Goal 1: NC Public Schools will produce globally competitive students.

CCS Priority Goal 1: Student Academic Success

CCS Strategic Objective 1.1: Prepare students to master a rigorous, relevant curriculum.

Strategies	Key Personnel	Performance Measure	Resources
CCS 1.1.1 Align all instruction to North Carolina's Common Core/Essential Standards.	- Curriculum Directors/Supervisors - Principals - Lead Teachers - Teachers - Superintendent - Assistant Superintendent	Completed Columbus County Schools' Common Core/Essential Standards Resource Documents (K-12)	- NCDPI Website - Columbus County School Website (K-12 Resource Pages) - Textbooks/Supplementary Materials - NCDPI Crosswalk/Unpacking Documents
CCS 1.1.2 Utilize a balanced assessment system (formative, summative and benchmark) to consistently monitor and ensure student mastery of curriculum.	- Testing & Accountability Coordinator - Curriculum Directors/Supervisors - Principals - Teachers - Superintendent - Assistant Superintendent	- Percent of students proficient on District Benchmark Results - Percent of students proficient on DIBELS measure (K-3) - Percent of students proficient on Math Investigation Unit	- ClassScape Assessment System - Mclass System - Kamico Data Collecting Site - NCFalcon - Teacher Made Tests - Successmaker Reports - Waterford Reports - Bell Ringers - Summarizing Strategies (Exit

|			
		Assessments • Percent of students proficient on End-of-Grade reading (grades 3-8), mathematics (grades 3-8) and science (grades 5 & 8) • Percent of students proficient on End-of-Course tests in Algebra I, English I and Biology • Percent of students proficient on CTE Post Assessments • Number of schools meeting or exceeding ABCs expected growth • Percent of AYP targets met by schools and district	Slips)
CCS 1.1.3 Utilize a system of intervention to assist identified students.	• Curriculum Directors/Supervisors • Principals • Teachers • Lead Teachers	• Percent of students proficient on District Benchmark Results • Percent of students proficient on DIBELS measure (K-3) • Percent of students proficient on Math Investigation Unit	• Soar to Success • Early Success • Road to the Code • Successmaker • Waterford • Master Schedules depicting Intervention schedules • Personalized Education Plan

		Assessments K-2	
		• Master schedules • Percent of students proficient on End-of-Grade reading (grades 3-8), mathematics (grades 3-8) and science (grades 5 & 8) • Percent of students proficient on End-of-Course tests in Algebra I, English I and Biology • Percent of students proficient on CTE Post Assessments • Number of schools meeting or exceeding ABCs expected growth • Percent of AYP targets met by schools and district	

The Hunger Games Global Awareness Project
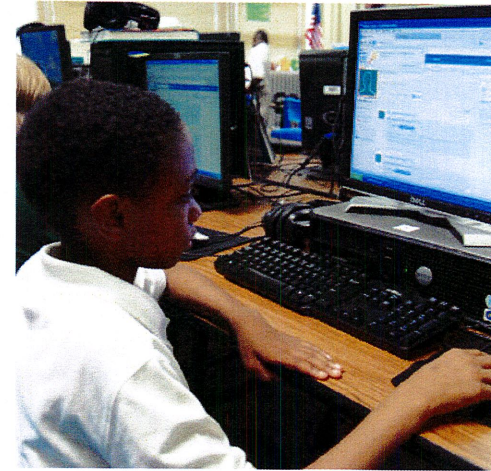
Students Utilizing Edmodo
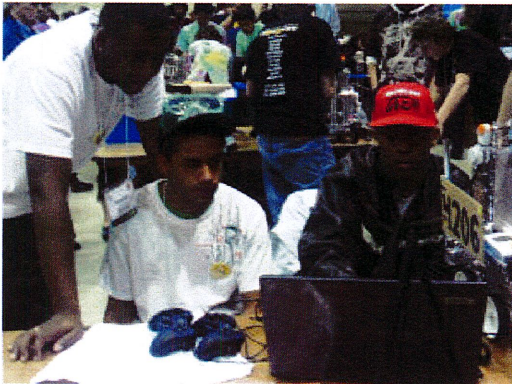
ROCAME Club Competes at Robotics Competition

SBE Goal 1: NC Public Schools will produce globally competitive students.

CCS Priority Goal 1: Student Academic Success

CCS Strategic Objective 1.2: Ensure that students will graduate ready to work and/or continue their education.

Strategies	Key Personnel	Performance Measure	Resources
CCS 1.2.1 Expand virtual learning opportunities for middle and high school students.	• Curriculum Directors/Supervisors • Principals • Lead Teachers • Teachers • Superintendent • Assistant Superintendent • Virtual Facilitators • Counselors	• Percent of students successfully completing virtual courses • CCS graduation rate as compared to NC graduation rate	• NCVPS Portal • Registration Forms (Dual Enrollment and NCVPS)
CCS 1.2.2 Offer a variety of high school experiences that meet the needs of a diverse population of students (i.e. Columbus Career and College Academy, STEM high schools, NCVPS, etc.).	• Principals • Teachers • Counselors • Lead Teachers • Virtual Facilitators • Lab Managers	• Percent of students successfully completing virtual courses • CCS graduation rate as compared to NC graduation rate	• Student Enrollment for CCCA • Student Enrollment for NCVPS • Student Dual Enrollment • Master Schedules • Lesson Plans • STEM Professional Development

			Agendas
CCS 1.2.3 Ensure the district graduation rate meets or exceeds the state graduation rate.	• Principals • Teachers • Counselors • Lead Teachers • Virtual Facilitators • Media Specialist • Lab Managers	• CCS graduation rate as compared to NC graduation rate	• Graduate Data Submission System • Graduation Report
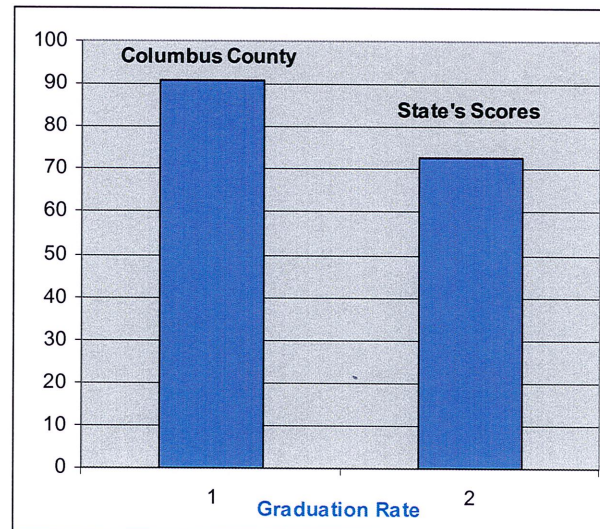
SBE Goal 2: NC Public School students will be healthy and responsible.

CCS Priority Goal 2: Provide Safe and Nurturing Schools

CCS Strategic Objective 2.1: Provide safe, orderly, and healthy learning environments that are inviting, respectful, inclusive and flexible for the success of all students.

Strategies	Key Personnel	Performance Measure	Resources
2.1.1 Maintain and enforce the uniform dress code.	• All Columbus County Schools personnel • Community Stakeholders • Parents • Students	• Attendance data • Suspension data • Classroom walkthroughs • Office referral data	• Community Stakeholders • Parents • Students • Pupil Personnel Services • Area Merchants • School Clothing Closet
2.1.2 Establish and maintain a learning environment that promotes respect, communication, and collaboration effectively with all school community stakeholders.	• All Columbus County Schools personnel • Community Stakeholders • Parents • Students	• Attendance data • Suspension data • Classroom walkthroughs • Office referral data • Columbus County graduation rate as compared to NC graduation rate • Number of alternative referrals/incidences and School Resource Officer reports in schools	• Community Stakeholders • Parents • Students • Pupil Personnel Services • All Columbus County Schools personnel

		• Stakeholder Survey data	
2.1.3 Maintain and enhance the Positive Behavior Intervention Support program that promotes systematic incentives by showcasing and celebrating good behavior for all students.	• All Columbus County Schools personnel • Community Stakeholders • Positive Behavior Intervention Support – School Based Team • Parents • Students	• Attendance data • Suspension data • Classroom walkthroughs • Office referral data • Columbus County graduation rate as compared to NC graduation rate • Number of alternative referrals/incidences and School Resource Officer reports in schools	• Community Stakeholders • Parents • Students • Pupil Personnel Services • All Columbus County Schools personnel • North Carolina Dept. of Public Instruction Positive Behavior Intervention Support - Regional Consultant • Positive Behavior Intervention Support – School Based Teams

Career paths nurtured and developed

High schools celebrating success with the arts

Motivating all students

BobCat Heroes

The UNIVERSITY of NORTH CAROLINA at CHAPEL
Traveling Science Lab

Utilizing universities to challenge and encourage our students for future planning

SBE Goal 2: NC Public School students will be healthy and responsible.

CCS Priority Goal 2: Provide Safe and Nurturing Schools

CCS Strategic Objective 2.2: Promote healthy, active lifestyles in which students are encouraged to make responsible choices.

Strategies	Key Personnel	Performance Measure	Resources
2.2.1 Ensure and enforce the instruction of NC Standard Course of Study/Essential Standards in Healthful Living and Physical Education.	• Teachers • Lead Teachers • Curriculum Directors/Supervisors/ Coordinators • Central office Administration • Principals • Guidance Counselors	• Master Schedules • Lessons Plans • Pre and Post Assessments (6-12) • Classroom Walkthroughs	• Instructional materials and equipment • NC Standard Course of Study/Essential Standards Textbooks
2.2.2 Provide universal breakfast and breakfast in the classroom for K-8 to support, promote and reinforce the importance of breakfast.	• Principal • Teacher • Director of Food Service • Central Office Administrator • Food Service Staff	• Breakfast Participation Report	• Nutritional Guidelines School Breakfast funding
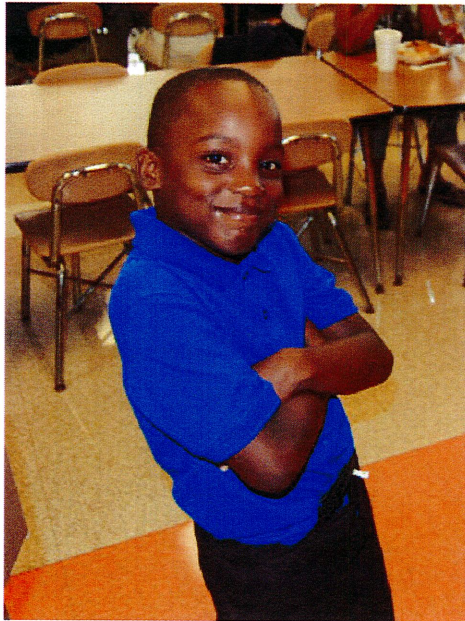
Creative meal planning makes dining so much fun!

SBE Goal 3: NC Public Schools will be led by 21st century professionals.

CCS Priority Goal 3: Distinguished Leaders, Teachers, and Personnel

CCS Strategic Objective 3.1: Recruit, retain, and support highly qualified teachers, principals, and personnel to ensure each student can compete in a global society.

| Strategies	Key Personnel	Performance Measure	Resources
3.1.1 Collaborate with universities and colleges to recruit highly qualified teachers, principals, and other personnel who represent the demographics of our communities.	• Human Resource Department Beginning Teacher Staff Development • Recruitment Coordinator	• Rosters from universities, colleges and regional job fairs (i.e. recruitment) • Human Resource Management System Data • Percent of highly qualified teachers • Percent of National Board Certified Teachers	• Recruitment Coordinator • Human Resource Department • Human Resource Management System
3.1.2 Hold all employees to high expectations and support them in meeting those expectations utilizing district guidelines and the new North Carolina Teacher Evaluation Process.	• School Administrators • Human Resource Department • Central Office Administration	• Review /quarterly audit of teacher observations, professional development plans with annual summary reports • Percent of teachers proficient or above	• Board policy manual • McRel evaluation • NC General Assembly Statute • Columbus County Schools' websites

Beginning Teacher Professional Development

Continual Professional Development

Professional Learning Communities
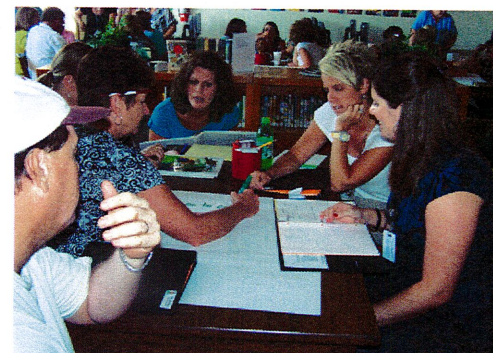
SBE Goal 3: NC Public Schools will be led by 21st century professionals.

CCS Priority Goal 3: Distinguished Leaders, Teachers, and Personnel

CCS Strategic Objective 3.2: Support our teachers, principals, and other personnel in a manner that promotes a continuous learning environment focusing on 21st century skills.

Strategies	Key Personnel	Performance Measure	Resources
3.2.1 Support teachers, principals, and other personnel through mentoring programs and/or professional development growth plans.	• Human Resource Department • Beginning Teacher Coordinator • Staff Development Coordinator • Mentors • Lead Teachers	• Agendas • Rosters • Mentor Logs • Beginning Teachers Survey • Beginning Teacher Support Plan	• Budgets-Title I /Title II/Race to the Top • Disadvantaged Student Supplemental Funding • Budget Plan Spreadsheet • Title II Plan
3.2.2 Provide opportunities for county-wide collaboration, both vertically and horizontally, through Professional Learning Communities.	• School Administrators • Lead Teachers • Central Office Administration • Teachers • Lab facilitators • Teacher Assistants	• Agendas • Rosters • Teacher Survey • Teacher Data Notebooks	• Schoollink • PLC data notebooks

3.2.3 Ensure that long range high quality, researched based professional development plans will focus on 21st century skills.	• School Administrators • Lead Teachers • Central Office Administration • School Improvement Teams	• Schoollink /Professional Development Guidelines • Schoollink calendar/evaluations • Prior Approval Forms/High Quality Checklists	• Schoollink • Budget Plan Spreadsheet

Together, we strive to grow in knowledge to maximize student achievement.

SBE Goal 4: Leadership will guide innovation in NC Public Schools.

CCS Priority Goal 4: Stakeholder Collaboration for Student Success

CCS Strategic Objective 4.1: Columbus County Schools will establish a platform for community involvement in all schools to promote a positive climate.

Strategies	Key Personnel	Performance Measure	Resources
4.1.1 Implement advisory councils for parents, teachers, students, minority, faith based organizations and business/ industry for schools and district-wide feedback.	• Advisory council facilitators • Public information officer • Parent coordinators • Principals • Parent leaders	• Number of stakeholders involved on councils	• Rosters, Minutes, surveys
4.1.2 Invite advisory councils to participate in school functions.	• Superintendent advisory council facilitators • Public relations director • Parent coordinators • Principals • Parent leaders	• Records and photos from school meetings	• Database of advisory council members
4.1.3 Establish partnerships with local businesses to provide work experiences.	• Superintendent, Career/Technical Director • Career Development Coordinator	• Record of student placements	• Database of partners

	• Career Technical Education Teachers • Counselors		
4.1.4 Establish a guest speakers database to facilitate the sharing of expertise with schools.	• Career/Technical Director • Career Development Coordinator • Technical education teachers • Counselors • Businesses and industry	• Database	• Business directories

Parent nights conducted in all academic areas

SBE Goal 4: Leadership will guide innovation in NC Public Schools.

Priority Goal 4: Stakeholder Collaboration for Student Success

Strategic Objective 4.2: Columbus County Schools will communicate transparently information, expectations, and accomplishments with all stakeholders.

| Strategies	Key Personnel	Performance Measure	Resources
4.2.1 Publicize school needs to the community (volunteers, materials, etc.).	• Public information officer • Superintendent • Media • Teachers • Principals	• Documentation of publicity	• District Leadership Team
4.2.2 Celebrate accomplishments through media and websites.	• School and district webmasters • Testing coordinator • Principals	• District and school websites • Media clips • Copies	• District Leadership Team
4.2.3 Utilize district and school websites for information dissemination.	• School and district webmasters • Principals	• Websites	• Web training resources
4.2.4 Distribute individual student progress reports to	• NCWISE data managers	• Records of distributed materials	• Teacher training

parents.	• Principals • teachers		

Students have the opportunity to visit local symphony

Local businesses visit classrooms to motivate students
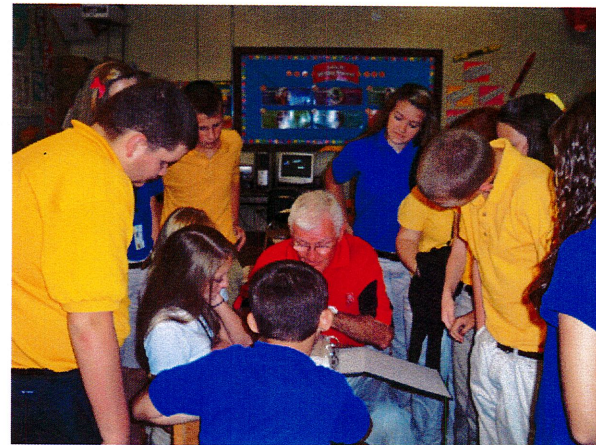
SBE Goal 4: Leadership will guide innovation in NC Public Schools.

> **CCS Priority Goal 4:** Stakeholder Collaboration for Student Success
>
> **CCS Strategic Objective 4.3:** All schools will commit to system improvement based on stakeholder feedback and student needs.

Strategies	Key Personnel	Performance Measure	Resources
4.3.1 Create needs assessments to identify areas of strengths and weaknesses.	- Public Information Officer - Curriculum Coordinators - Survey creators	Survey results	- Zoomerang Survey Software - Title II survey - Migrant survey - ESL survey - NCDPI surveys
4.3.2 Align school improvement plans to district plans.	- Principals - Teachers - District Leadership Team - School Improvement Teams - Data Teams - Testing and Accountability Coordinator	School Improvement Plans	District Strategic Plan, School Improvement Plans

SBE Goal 4: Leadership will guide innovation in NC Public Schools.

CCS Priority Goal 4: Stakeholder Collaboration for Student Success

CCS Strategic Objective 4.4: Columbus County Schools will seek additional funding to support change and reward accomplishments.

Strategies	Key Personnel	Performance Measure	Resources
4.4.1 Seek grant funding to provide additional educational opportunities.	• Central office administration • Teachers	• Amount of funding received	• Grant information, catalogs etc
4.4.2 Recognize teachers who receive grants.	• PIO • Webmaster • Principals • Curriculum Coordinators	• Articles, website, etc.	• Media • Newsletters • Board meeting minutes, etc.
4.4.3 Develop a county-wide recognition program for students.	• PIO • Principals • Webmaster • Media	• Articles, website, rewards	• Publicity materials
4.4.4 Celebrate accomplishments through media and district/school website.	• Webmasters • Principals	• Posted accomplishments from all schools on websites • Recognition banners • Newspaper articles • Board of Education meeting minutes (Good News) • State publications	• Photographs • E-mails • Articles
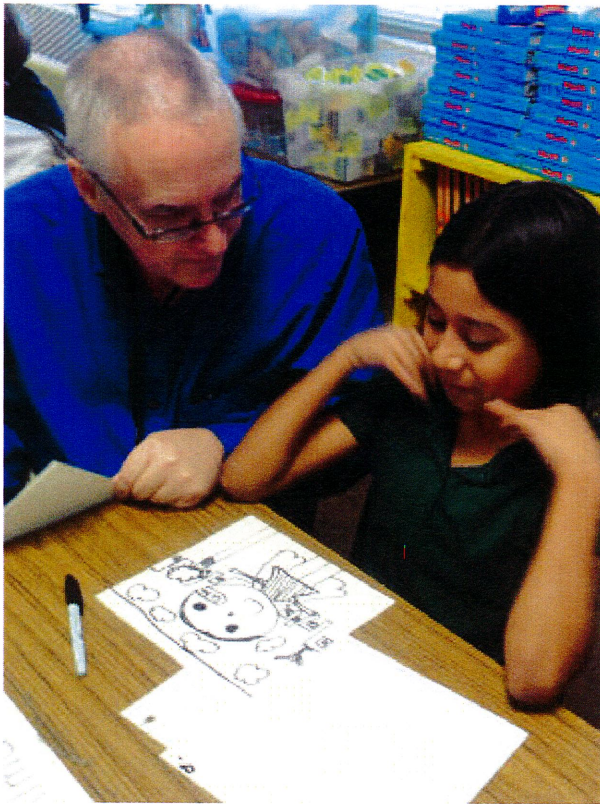
High school art teacher and his class collaborate with a 3rd grade class to create stories using the latest technology while stimulating creativity

Retired Teachers' Organization donates to our schools

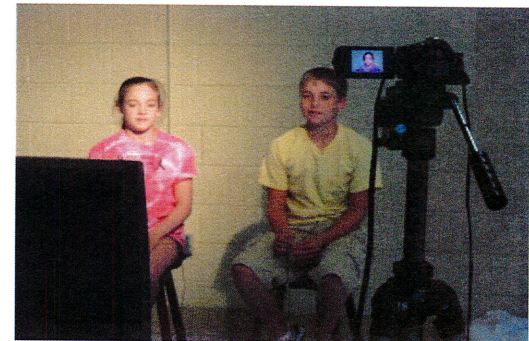# SBE Goal 5: NC Public Schools will be governed and supported by 21st century systems.

CCS Priority Goal 5: 21st Century Technology

CCS Strategic Objective 5.1: Maintain functional and efficient facilities across the school district.

Strategies	Key Personnel	Performance Measure	Resources
5.1.1 Inspect all LEA facilities to determine needs and to establish priorities.	• Principals • Assistant Superintendent • Finance Director • Maintenance Director • Superintendent • Energy Management Specialist	• Memoranda • District maintenance/custodial walkthroughs • Board Minutes • Energy Management Reports	• Memoranda • Custodial Records • Maintenance Records • Energy Management Records • Fire Drill Reports
5.1.2 Solicit funding to implement the Columbus County Schools Capital Improvement Plan.	• Principals • Assistant Superintendent • Finance Director • Maintenance Director • Superintendent • Energy Management Specialist	• Purchase Orders • Contracts Awarded	• Capital Improvement Plan • Local, State, and Federal Funding Allocations

Students use technology in various, rigorous ways to enhance instruction as well as motivate student learning

Elementary, middle, and high school production studios and technology programs are a huge hit with all students

SBE Goal 5: NC Public Schools will be governed and supported by 21ˢᵗ century systems.

> ### CCS Priority Goal 5: 21st Century Technology
>
> ### CCS Strategic Objective 5.2: Implement and utilize technology in support of continuous school improvement.

Strategies	Key Personnel	Performance Measure	Resources
5.2.1 Apply for ERATE funds for telecommunications, internet access, and/or internal connections projects.	- Superintendent - Assistant Superintendent - Technology Director - Finance Director - ERATE Consultant	- ERATE Form 470 - ERATE Form 471 - Board Minutes - Funding Commitment Letters	Federal, State, and Local Funding
5.2.2 Utilize LEA and other school technology funds to enhance school and LEA technology infrastructure to facilitate online real-time assessments at each school.	- Technology Director - Technology Department - Testing & Accountability Coordinator - School Testing Coordinator - School Improvement Teams - Finance Director - Superintendent - Assistant Superintendent	- Increase the number of wireless access points and wireless LAN controllers - Increase the number of "power over ethernet" switches at all locations - Increase the number of mobile workstations	Federal, State, and Local Funding

5.2.3 Provide technology support to all schools in order to ensure that core systems are functional.	• Superintendent • Assistant Superintendent • Technology Director • Finance Director • Computer Technicians • LAN/WAN Engineer	• Implementation of Wonderdesk Online Technology Ticketing System	• Federal, State, and Local Funding
5.2.4 Utilize NC Education Cloud based technology services.	• Technology Director	• Implementation of NC Cloud firewall services • Implementation of NC Cloud filtering services	• Federal, State, and Local Funding
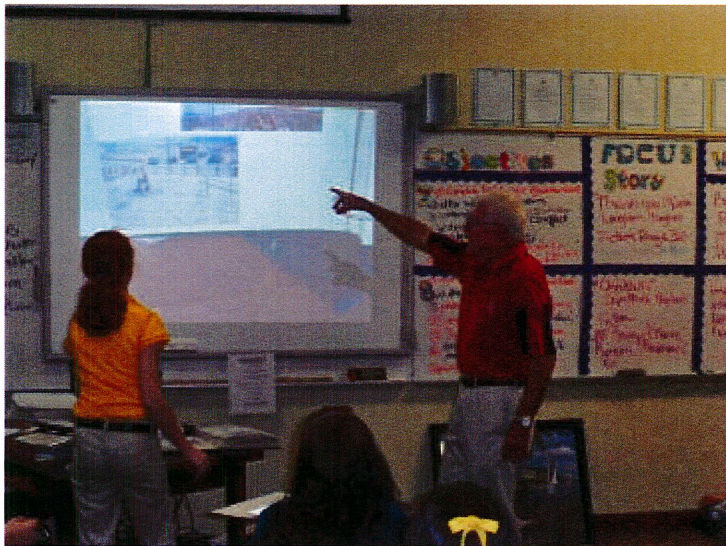
Instructional technology is a district initiative

Options are given to all students in order to stimulate their career planning
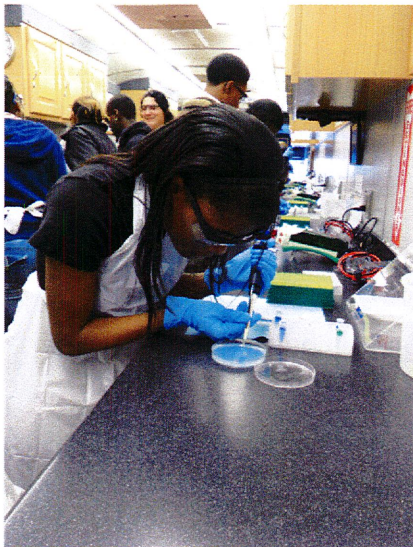
21st Century Learning

is a major focus