# COLUMBUS
## COUNTY SCHOOLS

# District Strategic Plan
# 2019

# Columbus County Board of Education

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# 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"

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# **<u>Beliefs</u>**

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: Every student in the NC Public School System graduates from high school prepared for work, further education and citizenship

| CCS Priority Goal 1: Prepare students to master a rigorous, relevant curriculum. | | | |
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| **Strategies** | **Key Personnel** | **Performance Measure** | **Resources** |
| 1.1 Align all instruction to the North Carolina Standard Course of Study. | <ul><li>Curriculum Directors/Supervisors</li><li>Principals</li><li>Lead Teachers</li><li>Teachers</li><li>Superintendent</li><li>Assistant Superintendent</li><li>Parents</li></ul> | <ul><li>Completed Columbus County Schools' NC Standard Course of Study Resource Documents (K-12)</li></ul> | <ul><li>NCDPI Website</li><li>Columbus County School Website (K-12 Resource Pages)</li><li>Textbooks/Supplementary Materials</li><li>NCDPI Crosswalk/Unpacking Documents</li><li>DPI K-12 VIK (Virtual Implementation Kit)</li><li>MATCH Wellness program with ECU</li><li>MTSS</li><li>Grade 6-8 Science kits, in partnership with NC Museum of Natural Science</li></ul> |
| 1.2 Utilize a balanced assessment system (formative, summative and benchmark) to consistently monitor and ensure student mastery of curriculum. | <ul><li>Testing & Accountability Coordinator</li><li>Curriculum Directors/Supervisors</li><li>Principals</li><li>Teachers</li><li>Superintendent</li><li>Assistant Superintendent</li></ul> | <ul><li>Percent of students proficient on District Benchmark/Common Formative Assessment Results</li><li>Percent of students proficient on Reading 3D measure (K-3)</li><li>Percent of students proficient on weekly/unit assessments</li></ul> | <ul><li>District benchmarks/common formative assessments through SchoolNet Assessment System in HomeBase and other platforms</li><li>NC Check-ins</li><li>mClass System</li><li>Teacher Made Tests</li><li>Teacher Anecdotal Records</li><li>Waterford Reports</li><li>Bell Ringers</li></ul> |

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| | | | • Summarizing Strategies (Exit Slips)<br>• MTSS<br>• KEA Platform<br>• Access assessment<br>• Think Central<br>• 3$^{rd}$ grade RTA portfolios |
| 1.3 Utilize a system of intervention to assist identified students. | • Curriculum Directors/Supervisors<br>• Principals<br>• Teachers<br>• Lead Teachers<br>• Parents | • Percent of students proficient on District Benchmark Results<br>• Percent of students proficient on Reading 3D measure (K-3)<br>• Master schedules reflect intervention/enrichment period<br>• Percent of students proficient on math diagnostic and progress monitoring assessments<br>• Increase in identified subgroup proficiency and growth | • Soar to Success<br>• Early Success<br>• Road to the Code<br>• K-1 Waterford<br>• Master Schedules depicting Intervention/Enrichment periods<br>• Personalized Education Plans<br>• MTSS<br>• ConnectEd<br>• Think Central<br>• EVAAS<br>• Educators Handbook<br>• West Quest<br>• 504 Plans<br>• Additional focus on TSI, CSI, and Low Performing schools |

# SBE Goal 2:  Every student has a personalized education

| CCS Priority Goal 2: Ensure students will graduate ready to work and/or continue their education. | | | |
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| **Strategies** | **Key Personnel** | **Performance Measure** | **Resources** |
| 2.1 Expand virtual learning opportunities for K-12 students. | <ul><li>Curriculum Directors/Supervisors</li><li>Principals</li><li>Lead Teachers</li><li>Teachers</li><li>Superintendent</li><li>Assistant Superintendent</li><li>Virtual Facilitators</li><li>Counselors</li><li>Parents</li></ul> | <ul><li>Percent of students successfully completing virtual courses</li><li>CCS graduation rate as compared to NC graduation rate</li><li>Percent of students proficient on both formative and summative assessment throughout the year</li><li>Increase in number of potential dropouts that finish high school requirements</li></ul> | <ul><li>NCVPS Portal</li><li>CCP</li><li>Chromebook 1-to-1 in grades 4-8</li><li>GradPoint</li><li>Study Sync</li><li>K-1 Waterford</li><li>Blended learning via online platforms</li><li>Pearson Connexus</li></ul> |
| 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.). | <ul><li>Principals</li><li>Teachers</li><li>Counselors</li><li>SCC Liaisons</li><li>Virtual Facilitators</li><li>Lab Managers</li><li>Parents</li></ul> | <ul><li>Percent of students successfully completing virtual courses</li><li>CCS graduation rate as compared to NC graduation rate</li><li>Percent of students proficient in AP exams</li></ul> | <ul><li>Student Enrollment for CCCA</li><li>Student Enrollment for NCVPS</li><li>Student Enrollment via CCP</li><li>Community parent forums for students enrolled in CCP</li><li>Master Schedules</li><li>Lesson Plans</li><li>Collaborative staff sessions in topics such as data disaggregation,</li></ul> |

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| | | | technology, instructional rounds, etc.<br>● AP course offerings<br>● CTE Career Pathways with SCC<br>● Work-based learning opportunities through CTE |
| 2.3 Ensure the district graduation rate meets or exceeds the state graduation rate. | ● Principals<br>● Teachers<br>● Counselors<br>● Lead Teachers<br>● Dropout Prevention Coordinator<br>● Testing/Accountability Coordinator<br>● Virtual Facilitators<br>● Media Specialist<br>● Lab Managers<br>● Parents | ● CCS graduation rate as compared to NC graduation rate | ● Graduate Data Submission System<br>● Graduation Report<br>● Students enrolled in college courses via CCP<br>● Pearson Connexus<br>● West Quest<br>● Intervention time in high schools<br>● Tracking students who leave and come into our district |
| 2.4 Establish partnerships with local businesses to provide work experiences. | ● Superintendent<br>● Career/Technical Education Director<br>● Career Development Coordinators<br>● Career Technical Education Teachers<br>● Counselors<br>● Parents | ● Record of student placements | ● Database of partners<br>● Business & Industry Advisory Council<br>● Job shadowing opportunities with businesses |
| 2.5 Establish a careers speaker bureau to facilitate the sharing of expertise with schools. | ● Career/Technical Director<br>● Career Development Coordinator<br>● Technical education teachers | ● Speaker Bureau List | ● Business directories |

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| | ● Counselors<br>● Businesses and industry<br>● Parents | | |

# SBE Goal 3: Every student, every day has excellent educators

| CCS Priority Goal 3: Support teachers, principals, and other personnel in a manner that promotes a continuous learning environment focusing on 21st century skills. | | | |
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| **Strategies** | **Key Personnel** | **Performance Measure** | **Resources** |
| 3.1 Collaborate with universities and colleges to recruit in-field teachers, principals, and other personnel who represent the demographics of our communities. | ● Human Resources Director<br>● Beginning Teacher Support Coordinator<br>● Recruitment Personnel<br>● Administrators | ● Rosters from universities, colleges and regional job fairs (i.e. recruitment)<br>● Human Resource Management System Data<br>● Percent of teachers that teach in-field<br>● Percent of National Board Certified Teachers | ● Recruitment Personnel<br>● Human Resource Department<br>● Human Resource Management System<br>● TeacherMatch application system |
| 3.2 Hold all employees to high expectations and support them in meeting those expectations utilizing district guidelines and the North Carolina Educator Evaluation Process. | ● School Administrators<br>● Human Resources Department<br>● Central Office Administration | ● Regularly audit teacher observations and professional development plans<br>● Percent of teachers proficient or above | ● Board policy manual online<br>● New Hire orientation sessions<br>● NCEES<br>● NC General Assembly Statutes<br>● Columbus County Schools website |
| 3.3 Support teachers, principals, and other personnel through mentoring programs, tuition reimbursement, and/or professional development plans. | ● School-based Administrators<br>● Human Resources Department<br>● Beginning Teacher Support Coordinator<br>● Professional Development Coordinator | ● Agendas<br>● Rosters<br>● Mentor Logs<br>● Beginning Teacher Surveys<br>● Beginning Teacher Support Program Plan | ● Budgets-Title I /Title II<br>● Disadvantaged Student Supplemental Funding<br>● Title II Plan<br>● Local supplement<br>● Tuition Reimbursements |

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| | • Mentors<br>• Lead Teachers<br>• District Administrators | • Number of teachers and administrators completing licensure requirements | |
| 3.4 Provide opportunities for county-wide collaboration, both vertically and horizontally, through Professional Learning Communities. | • School Administrators<br>• Lead Teachers<br>• Central Office Administration<br>• Teachers<br>• Lab facilitators<br>• Teacher Assistants | • Agendas<br>• Rosters<br>• Teacher Surveys<br>• Teacher Data Notebooks | • PLC data notebooks<br>• PLC and PD Sign-in sheets, minutes, and agendas<br>• Sharing of ideas and resources through online platform |
| 3.5 Ensure long-range, high quality, research-based professional development plans will focus on 21$^{st}$ century skills. | • School Administrators<br>• Lead Teachers<br>• Central Office Administration<br>• School Improvement Teams | • PD calendar<br>• Prior Approval Forms | • PD sign in sheets, agendas, minutes, and follow-up |

**SBE Goal 4: Every school district has up-to-date financial, business, and technology systems to serve its students, parents and educators.**

| CCS Priority Goal 4: Implement and utilize appropriate financial and technology systems in support of continuous school improvement. | | | |
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| **Strategies** | **Key Personnel** | **Performance Measure** | **Resources** |
| 4.1 Apply for ERATE funds for telecommunications, internet access, and/or internal connections projects. | ● Superintendent <br> ● Assistant Superintendent <br> ● Chief Technology Officer <br> ● Finance Officer <br> ● DPI ERATE Consultant | ● ERATE Form 470 <br> ● ERATE Form 471 <br> ● Board Minutes <br> ● Funding Commitment Letters | ● Federal, State, and Local Funding |
| 4.2 Utilize LEA and other school technology funds to enhance school and LEA technology infrastructure to facilitate online real-time assessments at each school. | ● Chief Technology Officer <br> ● Technology Department <br> ● Testing & Accountability Coordinator <br> ● School Testing Coordinator <br> ● School Improvement Teams <br> ● Finance Officer <br> ● Superintendent <br> ● Assistant Superintendent | ● Increase the number of wireless access points <br> ● Increase the number of "power over ethernet" switches at all locations <br> ● Increase the number of mobile workstations <br> ● Increase fiber links speeds from MDF to IDF | ● Federal, State, and Local Funding |
| 4.3 Provide technology support to all schools in order to ensure that core systems are functional. | ● Superintendent <br> ● Assistant Superintendent <br> ● Chief Technology Officer <br> ● Finance Director <br> ● Computer Technicians <br> ● Network Engineer | ● Implementation of OS Ticket Technology Support Ticketing System | ● Federal, State, and Local Funding |
| 4.4 Utilize NC Education Cloud based technology services. | ● Chief Technology Officer | ● Implementation of NC Cloud firewall services <br> ● Implementation of NC Cloud filtering services | ● Federal, State, and Local Funding |

| 4.5 Implement an effective 1-to-1 initiative in grades 4-8, including adequate hardware and software | ● Chief Technology Officer<br>● Curriculum Coordinator<br>● Principals<br>● Teachers | ● Use of online services<br>● Use of ZScaler filtering software | ● Federal, State, and Local Funding |
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# SBE Goal 5: Every student is healthy, safe, and responsible.

| CCS Priority Goal 5: In functional, safe, and efficient facilities, promote healthy, active lifestyles in which students are encouraged to make responsible choices | | | |
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| **Strategies** | **Key Personnel** | **Performance Measure** | **Resources** |
| 5.1 Inspect all LEA facilities to determine needs and to establish priorities. | ● Principals<br>● Assistant Superintendent<br>● Finance Officer<br>● Maintenance Director<br>● Superintendent | ●Memoranda<br>●District maintenance/custodial walkthroughs<br>●Board Minutes<br>●Principal monthly inspections<br>●Fire Marshal inspection data | ● Memoranda<br>● Custodial Records<br>● Maintenance Records<br>● Fire Drill Reports |
| 5.2 Solicit funding to implement the Columbus County Schools Capital Improvement Plan. | ● Principals<br>● Assistant Superintendent<br>● Finance Officer<br>● Maintenance Director<br>● Superintendent | ●Purchase Orders<br>●Contracts Awarded<br>●Completing construction of two new K-8 schools anticipated December 2020 | ● Capital Improvement Plan<br>● Local, State, and Federal Funding Allocations |
| 5.3 Ensure and enforce the instruction of NC Standard Course of Study/Essential Standards in Healthful Living and Physical Education. | ● Teachers<br>● Lead Teachers<br>● Curriculum Directors/Supervisors/ Coordinators<br>● Central office Administration<br>● Principals<br>● School Counselors | ●Master Schedules<br>●Lessons Plans<br>●Classroom Walkthroughs | ● Instructional materials and equipment<br>● NC Standard Course of Study/Essential Standards<br>● Textbooks<br>● Elementary Olympic Programs<br>● Girls on the Run and STRIDE<br>● MATCH Wellness Grant for 7th graders through ECU |
| 5.4 Provide free breakfast and under the Community Eligibility Provision (CEP) to | ● Principal<br>● Teacher<br>● Director of Food Service | ●Breakfast Participation Reports | ● Nutritional Guidelines<br>● School Breakfast funding |

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| K-12 and breakfast in the classroom for K-8 and 2nd chance breakfast for grades 9-12 to support, promote and reinforce the importance of breakfast. | ● Central Office Administrator<br>● Food Service Staff | | |
| 5.5 Provide free lunch under the Community Eligibility Provision (CEP) to all K-12 students. | ● Principal<br>● Teacher<br>● Director of Food Service<br>● Central Office Administrator<br>● Food Service Staff | ●Lunch Participation Report | ● Nutritional Guidelines<br>● School Lunch funding |
| 5.6 Maintain and enforce the uniform dress code. | ● All Columbus County Schools personnel<br>● Community Stakeholders<br>● Parents<br>● Students | ●Attendance data<br>●Suspension data<br>●Classroom walkthroughs<br>●Office referral data | ● Community Stakeholders<br>● Parents<br>● Students<br>● Student Support Services<br>● Area Merchants<br>● School Clothing Closets |
| 5.7 Establish and maintain a learning environment that promotes respect, communication, and collaboration effectively with all school community stakeholders. | ● All Columbus County Schools personnel<br>● Community Stakeholders<br>● Parents<br>● Students | ●Attendance data<br>●Suspension data<br>●Classroom walkthroughs<br>●Office referral data<br>●Columbus County graduation rate as compared to NC graduation rate<br>●Number of alternative referrals/incidences and School Resource Officer reports in schools<br>●Stakeholder Survey data | ● Community Stakeholders<br>● Parents<br>● Students<br>● Pupil Personnel Services<br>● All Columbus County Schools personnel<br>● Educators Handbook<br>● Superintendent Advisory Council meetings (Teacher, Student, Faith-based, Business & Industry, Parents) |
| 5.8 Maintain and enhance the Positive Behavior Intervention Support program/MTSS that promotes systematic incentives | ● All Columbus County Schools personnel<br>● Community Stakeholders<br>● MTSS District Team | ●Attendance data<br>●Discipline and Suspension data<br>●Classroom walkthroughs | ● Community Stakeholders<br>● Parents<br>● Students<br>● Student Support Services |

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| by showcasing and celebrating good behavior for all students. | ● Positive Behavior Intervention Support /MTSS–School Based Team<br>● System of care agency partners/Trilium-LME<br>● Behavior Support Team<br>● JCPC<br>● Dropout Prevention Coordinator<br>● Parents<br>● Students | ●Office referral data<br>●Columbus County graduation rate as compared to NC graduation rate<br>●Number of alternative referrals/incidences and School Resource Officer reports in schools | ● All Columbus County Schools personnel<br>● North Carolina Dept. of Public Instruction Positive Behavior Intervention Support and MTSS - Regional Consultants<br>● Educators Handbook<br>● School-based mental health collaboration/Trilium-LME<br>● Positive Behavior Intervention Support/MTSS – School Based Teams<br>● Collaboration with system of care agency partners |

# Goal 6:  Ensure equity of educational opportunity for all students

| **CCS Priority Goal 6:** Establish plans and policies to ensure equitable distribution of educational opportunities for all subgroups | | | |
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| **Strategies** | **Key Personnel** | **Performance Measure** | **Resources** |
| 6.1 Use processes involving stakeholders to create district policies, plans, and applications to address the needs of all subgroups | ● Board of Education<br>● District leadership teams<br>● School-based administrators and leadership teams<br>● Parents<br>● Teachers and other school personnel | ● Increase in proficiency and growth for summative and formative assessments<br>● Increase in the proficient use of NCStar to help guide school improvement<br>● Increase in attendance at district and school-based PLC's and PD | ● District Leadership PLC's<br>● Superintendent's Advisory Councils<br>● Needs-based assessments<br>● CCP Community Forums<br>● District-wide strategic and budget plans<br>● PD plans<br>● CTE local plan<br>● AIG local plan<br>● Federal Programs application/plan in CCIP<br>● PD and PLC sign-in sheets, agendas, and minutes<br>● NCStar coaching comments |
| 6.2 Implement all goals and strategies of Columbus County Schools District Strategic Plan | ● All school personnel | ● All performance measures of Columbus County Schools District Strategic Plan | ● All resources of Columbus County Schools District Strategic Plan |