



Davie
COUNTY SCHOOLS
innovate • achieve • excel



2013-2017 Strategic Plan

Davie County Schools will be the national model in creating educational excellence through innovative and personalized experiences.

Table of Contents

Strategic Plan Core Elements	3
Davie County Schools District Overview	4
2007-2012 Strategic Plan Report Card	7
Strategic Plan Process	12
Strategic Plan Committee	13
Why Do A Strategic Plan?	15
Vision Statement	16
Mission Statement	16
Core Beliefs and Values	17
Strengths and Weaknesses	17
Opportunities and Threats	18
Strategic Priorities	20
Goals and Strategies	20
World Class Teaching and Learning	22
Highly Effective and Inspired Educators and Staff	26
Enhanced Learning Environment	28
Community, Business and Higher Education Collaboration	30
Parent Engagement	31
Communication and Public Relations	33

Adopted February 5, 2013
Davie County Board of Education

Davie County Schools Strategic Plan Core Elements

Vision Statement

Davie County Schools will be the national model in creating educational excellence through innovative and personalized experiences.

Mission Statement

Davie County Schools will spark curiosity and passion for learning, promote individual excellence and challenge students to accept personal responsibility as citizens in a diverse community. The school district will create safe, world class learning environments, facilitated by highly effective faculty and staff. The district will invite collaboration through intentional partnerships with the community and beyond, opening the doors to a global perspective.

Core Beliefs and Values

Core Value	Explanation
Respect	<i>We will treat everyone with kindness, compassion, empathy and sensitivity and will practice civility in our interactions.</i>
Dedication and Commitment	<i>A passion for success and perseverance leads to success. We will take ownership and responsibility for our actions and be self-disciplined.</i>
Teamwork, Collaboration and Relationships	<i>Working together for the common good requires individuals to harmonize their contributions and work towards a common vision.</i>
Integrity	<i>We will conduct ourselves in an honest, respectful and transparent manner in everything.</i>
High Expectations	<i>We shall seek excellence in all our endeavors. We will strive to meet the highest expectations of our community within the parameters of our mission. We shall do our best without compromise. We will provide the highest level of instruction to our students.</i>

Strategic Priorities

The strategic planning team identified six strategic priorities as the foundation for the strategic plan.

- **World Class Teaching and Learning**
- **Highly Effective and Inspired Educators and Staff**
- **Enhanced Educational Environment**
- **Community, Business and Higher Education Collaboration**

- **Parent Engagement**
- **Communication and Public Relationships**

Davie County Schools District Overview

Demographics

- 6482 students
- 52% male, 48% female
- 1% Asian
- 12% Hispanic
- 6% Black
- 77% White
- 4% Multiracial

Attendance

- 95.7%, 3-Year Average Attendance Rate
- Ranked 13th out of 115 school districts in NC

4-Year Cohort Graduation Rate

- 2010-11 = 76.6%
- 2011-12 = 83.2%

Academic Performance in 2011-12

- SAT scores above the state and nation
- 11 of 12 schools met expected growth
- 4 schools made High Growth
- The district met High Growth
- The district met 98.2% of Annual Measurable Objectives (Ranked 13th out of 115 school districts in NC)

Human Resources

- Teachers and Teacher Assistants in Davie County Schools
 - Certified Teachers: 441
 - National Board Certified Teachers: 81
- Teacher Assistants: 158
 - 98.1% Highly Qualified
- 88% of DCS teachers consider their school a “good place to work and learn.”
- Experienced teaching core: over 50% of DCS teachers have taught 10+ years

Operations

- 75 school buses
- Using real-time GPS tracking for all school buses and activity buses
- All school buses equipped with video surveillance
- Transport over 3300 students daily

- Buses travel approximately 4000 miles per day
- School Bus Safety Inspection Rating consistently in the top 5% in North Carolina
- Maintain over one million square feet of facilities
- Serve over 5300 meals each day

Curriculum and Instruction Strengths

- STEM Robotics Summer Camp
- Growing Relationship with Davidson County Community College
 - CORE 44: High School dual enrollment program leading to high school and community college credit
 - CTE Partnerships
 - Robotics: Summer camp program, cross training between faculties and collaboration on challenge design
 - iPad: shared professional development opportunities
- STEM Center
 - 2012-13: Current 9th Grade with 134 students and 8 teachers
 - 2013-14: 9th Grade Projection: 150 students and 12 teachers
 - 2014-15: 9th Grade Projection: 175 students and 18 teachers
- Common Instructional Framework
- Professional Development
- Technology
- iPad
- Google Chrome Books
- Thriving Arts Community
- Common Core and NC Essential Standards – retooling our teaching force to adequately understand and implement this rigorous course of study
- Developing Professional Learning Communities of teachers who share content areas or grade levels so that they can help each other adjust and redesign their lessons and units according to student progress data
- Instructional Challenges:
 - New Testing Required for All Content Areas
 - Measures of Student Learning (MSL) or Common Exams
- Teacher Accountability now measured by Standard 6 in the North Carolina Educator Evaluation System using MSL, EOG, and EOC data

Technology Update

Total Number of Interactive Devices

• SmartBoards	430
• Projectors	484
• Podiums	16
• Document Cameras	98
• Voting Devices	1,230
• Digital Cameras	132

- Interactive Video Conferencing (IVC) 11

Total number of computers

• Desktops	2,930
• Laptops	892
• Netbooks	178
• Macs	73
• iPads	<u>53</u>
	4,126

2007-2012 Strategic Plan Report Card

A summary of measures from the last strategic plan

High Student Performance -Every student masters essential knowledge and skills

100% of schools will meet adequate yearly progress.

- AYP is a federal component of No Child Left Behind and is no longer measured in NC.
- When it was last measured, DCS made 47 out of 56 (83.9%) AYP targets.

The LEA will meet 100% of its subgroup targets.

- DCS met 98.2% of Annual Measurable Objectives in 2011-12.

100% of schools will meet ABC growth targets.

- 11 of 12 schools met expected growth targets in 2011-12.
- 4 schools met high growth targets.

SAT scores will be at or above state, regional, and national averages.

- 2012 SAT scores increased to 1528, DCS ranked highest among surrounding school districts, 11th highest district out of 115 school districts in NC

Every student will graduate from high school.

- 2011-12 4-Year Cohort Graduation Rate was 83.2%, the highest recorded since first measuring in 2005-06.

Healthy, Safe, Orderly and Caring Schools - Learning environments inviting and supportive of high student performance

Class sizes at all grade levels (K-8) and high school EOC courses will be at or below state averages.

- In 2011-12, average class size in grades K-5 was at the state average, average class size at grades 6-8 was one to two students above the state average, average class size in English I and Algebra I were at the state average, Biology was 2 students above state average.

Attendance percentages for the district will be at or above state average.

- Student attendance was at 95.7%, and ranked 13th highest out of 115 school districts over the past 3 years.

100% of the interactive classrooms will be fully operational.

- 100% of interactive classrooms are fully operational- 420 total.
- All projectors in middle and high schools were replaced in 2012.

100% of all K-8 students shall participate in 30 minutes of moderate to vigorous physical activity daily.

- All elementary school students have physical activity 30 minutes per day and middle school students average 35-40 minutes daily.

100% of students, parents, and staff will receive wellness education.

We have several school-by-school initiatives related to both parents and staff, but not a consistent parent/staff effort across the system related to wellness education.

Several examples of existing programs include:

- DARE for 5th grade (parent component)
- Water safety for 2nd grade
- Family life education for 4th grade girls and 5th grade girls and boys
- Davie Domestic violence puppet show for 3rd grade
- Girls on the Run after school program
- Mobile mammogram for staff
- Flu vaccine for staff
- Lice information sheet sent home to parents
- Parent notifications sent home about specific health issues when need arises
- Zumba offered to staff on Wednesday afternoons at WRD
- Nutrition information for parents distributed every year

Schools free of controlled and illegal substances and all harmful behaviors

The rate of incidents of crime will be at or below the state and regional rates.

- The rate of reportable offenses for grades 9-12 in Davie County was 9.5 per 1000; the state average rate was 14.15 per 1000.

There will be a reduction in incidents of student tobacco use infractions on district facilities and grounds.

- The number of tobacco related suspensions have decreased; all campuses are tobacco free.

Quality Teachers, Administration, and Staff - Professional preparation aligned with state priorities

100% of all employees will be evaluated.

- All licensed educators are evaluated using the North Carolina Educator Evaluation System including all principals, assistant principals, and teachers. All other employees are evaluated with instruments that are provided by the state or are consistent with NCDPI regulations.

100% of staff will participate in high quality staff development.

- For the past two years, professional development has been tailored to helping teachers adjust to the new Common Core Standards for Language Arts and Mathematics. In addition the North Carolina Essential Standards for all other content areas is being addressed. 100% of all instructional staff

have participated in these sessions for the 2011-2012 school year and the current school year.

A system to recruit, retain and compensate highly qualified teachers, administrators, and staff

The percentage of teachers and teacher assistants meeting highly qualified standards will be above regional, state and national averages.

- 98.14% of all teachers in DCS are highly qualified (HQ), 98% of teachers in NC are HQ.
- 98.1% of teacher assistants are HQ.

The percentage of National Board certified and Masters Level/Advanced Degree teachers will meet or exceed the regional, state and national averages.

- 18% of teachers in Davie County are National Board Certified: 18% of teachers in North Carolina are National Board Certified. The national average is 3%.
- In 2011, 38% of DCS elementary teachers held advanced degrees, compared to 29% of teachers in elementary schools across NC. 67% of middle/high school teachers in DCS held advanced degrees compared to 30% of middle/high teachers across NC.

The teacher turnover rate will be lower than the regional, state and national averages.

- Teacher turnover rate in DCS in 2011- 12 was 7.9%; teacher turnover rate in NC in 2010-11 was 15%.

Strong Family, Community and Business Support - A system to build the capacity of local districts to create, respond to, and sustain meaningful partnerships

A parent/guardian of every student will participate in at least one qualified conference each semester.

- In 2011-2012, 9 of the 12 schools had a qualifying conference for every student during the first semester, for a total of 97.99% and the second semester for a total of 98.24%.
- All parents attend at least one parent conference and usually two per year at the elementary and middle school levels. High School conferences are arranged by teachers, fulfilling 504 and IEP requirements, and open house informal sessions.

100% of schools will have at least one partner during the school year with each a business, church and community organization for a total of 3 partners per school.

- 11 of the 12 schools have 3 partners or more, while 7 of the 12 schools have

partnerships with each: a business, church and community organization.
100% of schools will increase volunteer hours 5% from the previous year.

- Volunteers' hours increased 3% in 2011-2012.

Effective and Efficient Operations - Components of the education system aligned to achieve high performance

The percentage of per pupil expenditures (PPE) will be at or above state average.

- In 2011 -2012, the DCS per pupil expenditure was \$179/student below the state average.

100% of all preschools will have a 5 star rating.

- 100% of preschools meet 5 star rating standards.

100% of all preschools will be self-sustaining by operating without local funding.

- The Preschool Programs are self-sustaining and operating all classrooms without the use of local funds from Davie County Schools. Preschool programs currently pay an indirect cost to the schools as well, to help cover general maintenance, custodial, and financial office support. Preschool programs currently pay for all staff, supplies for classrooms, technology/equipment, office and janitorial supplies.

The transportation efficiency rating will be above the regional and state averages.

- We have maintained a rating above the State average for 3 of the last 4 years. Recent increases in fuel costs and contract transportation have caused our rating to decline slightly below the State average.

DCS will implement an energy savings plan and reduce energy consumption by 10%.

- The energy consumption was 10.3% less in 2011-2012 than in 2007-2008.

100% of all schools' cleanliness will be at 90% or above rating.

- The average sanitation rating in schools is 100.5%

The child nutrition department will be 100% self-sustaining.


- The child nutrition program can never be self-sustaining due to the payment of indirect costs and the required payment of the director from other funds. The child nutrition department is not operating in a deficit.

The Finance audit will have zero reportable findings.

- The 2011-12 Financial Audit reported no findings.

100% of all DCS Technology plan objectives will be met.

- Technology Plan 2009-2011 objectives are 100% complete from the 2009-



2013 plan.

100% of all DCS forms and documents will be accessible on DCS website.

- Individual departments have some forms available online, but not all.

Process

This strategic plan provides the Davie County School District with a clear direction and a means of navigating the district's course for the future. Based on numerous hours and contributions from many district and community representatives, this plan will help the district leadership, administration, faculty and staff members maximize the educational opportunities for students across the district and successfully traverse the challenges they face in the years ahead.

In June 2012, the Davie County Board of Education discussed the district's need for strategic planning and approved the superintendent's recommendation to initiate a strategic planning process. The Board also approved Dr. Larry Price, a strategic planning consultant, to facilitate the development of the strategic plan.

Following the initial meeting, Dr. Price interviewed the Board of Education and Executive Leadership Team, and the superintendent invited individuals from the community to participate in the strategic planning process. The planning committee met for two days in October and November to develop various components of the strategic plan. Additional meetings were held with principals and administration to outline specific goals and strategies to address the vision, mission, and priorities developed by the committee.

To develop the strategic plan, the Committee:

- Reviewed data presented by the planning facilitator and district leadership on the status of the district and developed plans to address the issues.
- Developed a vision statement, determined the district's mission, core values, and strategic priorities.
- Completed a series of planning activities to determine the strengths of the district, the challenges it faces, the opportunities that exist, and the direction the district should take to accomplish its goals and vision for students. These activities included interactive, cumulative exercises that incorporated multiple perspectives and feedback from the community, resulting in a unified plan.
- 248 district patrons participated in a survey to ascertain the points of view of people across the county on the school district and its strengths and weaknesses.

The administration and consultant evaluated the strategic priorities and determined long-term and short-term goals and strategies that would accomplish the strategic priorities. The goals and strategies were shared with the Committee, whose feedback and input were included in the final draft of the district's strategic plan.

Strategic Plan Committee

District Administrators

Dr. Darrin Hartness
Jeff Wallace
Noël Grady-Smith

Deborah Smink
Butch Rooney
Todd Naylor
Dr. Danny Cartner
Stephanie Koefoed

Superintendent
Assistant Superintendent
Executive Director,
Curriculum & Leadership Development
Chief Financial Officer
Chief Technology Officer
Director of Transportation
Director of Instructional Services
Community Relations &
Public Information Coordinator

Principals

Rex Allen
Jennifer Custer
Melissa Lynch
Lynn Marrs

William R. Davie Elementary School
North Davie Middle School
Davie County Early College High School
Mocksville Elementary School

Students

Katie Bonilla
James Ferguson

Davie High School Student
Davie High School Student

Board of Education

Chad Fuller
Wendy Horne
Clint Junker

Vice Chair, Davie County Board of Education
Member, Davie County Board of Education
Member, Davie County Board of Education

Teachers/Teacher Assistants

Heidi Judd
Regina London
Karen Martin
Luis Munoz
Kelly Myers
Tracy Pittman
Sarah Rhyne
Amy Vaughn-Jones

Teacher Assistant
Teacher
Davie County Schools Teacher of the Year
Teacher
Teacher
Teacher
Media Specialist
Teacher


Local Government

Chris Branham	Cooleemee Town Board
Beth Dirks	Davie County Manager
Mark Jones	Vice Chair, Davie County Board of Commissioners
Will Marklin	Mocksville Town Board
Carolyn McManamy	President, Davie County Chamber of Commerce
Dr. Ken Rethmeier	Mayor, Bermuda Run, NC

Davidson County Community College

Teresa Kines	Dean Davie Campus, Davidson County Community College
--------------	--

Faith-Based Leaders

Rev. Shane Nixon	Pastor, First Baptist Church
Tamela Tatum	Faith Based Leader

Parents and Community

Ron Bivins	June Johnson
Erica Bost	Glenn Mace
Teddi Carney	Brandi Reagan
Kendall Chaffin	Terry Renegar
Marsha Dove	Clyde Scott, Jr.
Barry Etter	Julius Suiter
Slayton Harpe	Brian Williams

Why Do a Strategic Plan?

Strategic planning is what great school districts do to increase the probability of success by every measure. Too many school districts are so busy with the work that they do not stop to consider what they want to be in the future and what decisions need to be made today to insure they get to that future.

The future is a mere story—albeit a powerful one. You are either writing the story of the future or you are living inside the story of another. There can be no other possibilities. The progressive school district has no choice but to anticipate the future, to attempt to mold it, and to balance short-range and long-range goals. To accomplish this, the school district needs to think strategically—and this is the domain of strategic planning.

Strategic planning is the process by which leaders of a school district determine what it intends to be in the future and how it will get there. This work results in a vision for the district's future and determines the necessary priorities, procedures, and strategies to achieve that vision. Strategic planning is the creation of measurable goals, which are realistic and attainable, but also challenging.

Participants in strategic planning assume that certain aspects of the future can be created or influenced by the district. Strategic planning is ongoing; it is the process of self-examination, the confrontation of difficult choices, and the establishment of priorities. It involves charting a course that you believe is wise, then adjusting that course as you gain more information and experience.

If you strategically plan, you:

- Involve stakeholders in planning the future.
- Clearly define the district's vision, mission, and core values and beliefs.
- Establish realistic goals and objectives consistent with the mission.
- Identify strategies to be carried out in a defined time frame within the Board and administration's capacity for implementation.
- Communicate those goals and objectives to the district's constituents and stakeholders.
- Develop a sense of ownership of the plan.
- Ensure the most effective use is made of the Board's resources by focusing the resources on the key priorities.
- Provide a base from which progress can be measured and establish a mechanism for informed change when needed.
- Provide a clearer focus of organization, producing more efficiency and effectiveness.
- Bridge the staff and the board and create an alignment of efforts.
- Provide the glue that keeps the board working together.

Vision Statement

Davie County Schools will be the national model in creating educational excellence through innovative and personalized experiences.

Vision: Defines the desired or intended future state of an organization or enterprise in terms of its fundamental objective and/or strategic direction. Vision is a long-term view, describing how the organization would like the world to be in which it operates.

A **vision statement** outlines what the organization wants to be, or how it wants the world in which it operates to be. It concentrates on the future. It is a source of inspiration. It provides clear decision-making criteria. The vision statement is the commitment to create a reality that currently does not exist. An organizational "To-Be" three to five years out.

Mission Statement

Davie County Schools will spark curiosity and passion for learning, promote individual excellence and challenge students to accept personal responsibility as citizens in a diverse community. The school district will create safe, world class learning environments, facilitated by highly effective faculty and staff. The district will invite collaboration through intentional partnerships with the community and beyond, opening the doors to a global perspective.

Mission: Defines the fundamental purpose of an organization or an enterprise, succinctly describing why it exists and what it does to achieve its vision. It is sometimes used to set out a "picture" of the organization in the future.

A **mission statement** provides details of what is done and answers the question: "What do we do?" The mission statement describes what the school district will do to realize its vision and provides the fundamental purpose of the organization. It identifies the desired level of performance.

Core Beliefs and Values

Core beliefs and values are shared among the stakeholders of an organization. Values drive an organization's culture and priorities and provide a framework in which decisions are made. The core values and beliefs are the principles that guide the association.

<u>Core Value</u>	<u>Explanation</u>
Respect	<i>We will treat everyone with kindness, compassion, empathy, and sensitivity, and will practice civility in our interactions.</i>
Dedication and Commitment	<i>A passion for success and perseverance leads to success. We will take ownership and responsibility for our actions and be self-disciplined.</i>
Teamwork, Collaboration and Relationships	<i>Working together for the common good requires individuals to harmonize their contributions and work towards a common vision.</i>
Integrity	<i>We will conduct ourselves in an honest, respectful, and transparent manner in everything.</i>
High Expectations	<i>We shall seek excellence in all our endeavors. We will strive to meet the highest expectations of our community within the parameters of our mission. We shall do our best without compromise. We will provide the highest level of instruction to our students.</i>

Strengths, Weaknesses, Opportunities and Threats (SWOT)

The SWOT is an analysis of the environment within which the strategic plan was developed and is to be implemented. It includes **strengths** to be maximized, **weaknesses** to overcome, **opportunities** of which to take advantage and **threats** to be addressed. The Strategic Planning Team conducted a SWOT analysis of the environment within which Davie County Schools exists. The planning team found that numerous strengths and opportunities exist that will serve the school district well. They also found weaknesses and threats that must be addressed for the association to perform at its highest performance level.

Strengths

Technology
 Leadership-district administrators
 High quality staff in all schools

 Strong support staff
 Academic outcomes-scholarships and college
 One high school

Weaknesses

Dated facilities
 Competitive salary, supplement, benefits
 Lack of diverse staff – racial, gender, ethnicity
 Balance of workload for school staff
 Lack of local financial control

 How to improve results

Strengths (cont.)

Student behavior
 Technology
 STEM
 Small county-accessibility
 History of academic excellence
 Communication options for parents
 Adaptability
 Character development and student pride
 Staff
 Academic foundation
 Results-return on investment
 Community
 Current leadership
 Community feel/support
 Great children and families
 Hands on community
 Emphasis on interactive technology in classrooms
 Community perceptions of school performance
 Highly qualified teachers
 Positive working conditions
 Arts
 Parental support
 Small size

Opportunities

Communicating our story
 Enhance our community partnerships
 Community ownership in the actions needed to improve
 Technology explore
 Elephant in the room solution
 Recent and future economic development in DC

Weaknesses (Cont.)

Focus on summative versus formative assessments
 Increase in responsibility due to decrease in staffing
 Decrease in funding
 Unaddressed facility needs in multiple locations
 Communication
 Subgroups not making growth, but not due to lack of effort or support
 Not enough foreign languages
 Closing achievement gap (test scores)
 Addressing socio-economic problems
 Teacher retention (supplement)
 Teacher support (lean staff)
 Dropouts
 Stagnant supplements
 Not enough curricular support
 Decreased teacher and teacher assistant positions
 Communication between all stakeholders
 Achievement gap
 Serving at-risk students
 Parental involvement
 Spread thin
 Being good , not great
 Communicating

Threats

Apathy/content with where we are
 Unwillingness to change
 Funding-revaluation
 Polarization of county
 Economic extremes within county
 High school “thing”

Opportunities (Cont.)

Small school system flexibility
Year round schools (all) with teachers paid for 12 months
New businesses
Collaborative strategic planning with all stakeholders
Continued collaboration for STEM
Evolution - interactive technology to flip classroom instruction
Improve communication with community stakeholders
Economic Development
Career College Promise
Community relationships to be developed
Grants
Reaching to more colleges for student teachers
Partnerships between schools and community
Community

Business partners/support/growth
Outside academic opportunities and community college
Technology
Creative funding
Communicating our stories
New businesses
Partnerships/Collaboration, student internships, professional mentors
New Technology (alleviate textbooks)
Cultural/global awareness
Funding
Partnerships with business
Business growth within the community
Market our school programs (STEM)
Partnership with local government and organizations
Upswing of the economy

Threats (Cont.)

Pace of technology replacement
Funding

Diverse demographics
Language issues

Lack of common unity, vision
Us versus them mentality

Facilities issues consuming too much time and resources
Missing opportunities
Set traditions
Economy

Toxic mindsets
County division

Lack of cooperation between local government and board of education
Local, state, national and global economic conditions
Divisiveness in community/apathy
Security and safety threats

Standardized testing
Socioeconomic divide
State and federal mandates
Communication

Strategic Priorities

Strategic Priorities are the major areas of institutional focus that were derived from the SWOT analysis and the identification of the school district's important functions. Through the analysis of data and the SWOT analysis, the strategic planning team identified six strategic priorities as the foundation for the strategic plan.

World Class Teaching and Learning

- *Davie County Schools is demonstrating outstanding performance against almost all North Carolina academic standards. The Strategic Planning Committee wants Davie County Schools to be the national model for preparing world class, globally-prepared, globally competitive students in premier, personalized learning environments.*

Highly Effective and Inspired Educators and Staff

- *Great teachers are present in Davie County Schools today. To accomplish the vision of this strategic plan, exceptional teachers, administrators and support staff must be the standard in every school and classroom in the district.*

Enhanced Educational Environment

- *The national model in creating excellence in education must be reflected in the quality of the facilities and technology in the district.*

Community, Business and Higher Education Collaboration

- *Great schools do not exist in a vacuum. National models are creating excellence in education through tremendous involvement and support from the community, business community, and local government, as well as healthy relationships with higher education.*

Parent Engagement

- *Children do not normally find their own way to obtaining an excellent education. Parent involvement is strong in the Davie County community, but it must become stronger if the school district is to achieve its vision.*


Communication and Public Relationships

- *Davie County Schools has a great story that should be told and understood by everyone in Davie County. The school district needs to constantly communicate with the community and develop the relationships with the public that will enable the community to appreciate the success of its school district.*

Goals and Strategies

This is a five-year strategic plan. The tables that follow contain goals that the strategic planning team and administration believe will enable the school district to achieve its vision of Davie County Schools becoming the national model in creating educational excellence through innovative and personalized experiences.

The broad goals are three to five year goals. These goals are major initiatives that



the district will implement in the next few years. The next level of goals are those that the strategic planning team expect to accomplish over the next two years. Furthermore, there are strategies for achieving these goals, measures for the progress made toward goal attainment and individuals, groups of individuals and specific departments to whom responsibility for accomplishment of the goals and measurement of the progress to goal attainment is assigned.

This portion of the strategic plan will be a dynamic document, and therefore, adjustments and amendments will be made, at least annually, to facilitate the highest possible degree of success in reaching the vision the strategic planning team has adopted for Davie County Schools.

3-5 Year Goals	1-2 Year Goals	Strategies	Measure	Responsible Department/Staff
----------------	----------------	------------	---------	------------------------------

Strategic Priority – World Class Teaching and Learning

3-5 Year Goals	1-2 Year Goals	Strategies	Measure	Responsible
Davie County Schools (DCS) will provide a rigorous world class education using differentiated instruction and personalized learning for all students	Implement the Common Core State Standards (CCSS) and the revised North Carolina Essential Standards (NCES) curricula.	Provide continuous professional development to educate professionals in the district on the CCCS and the NCES curricula that supports implementation.	The professional development activities associated with the CCSS and the NCES curricula offered	Curriculum, Principals
		Provide on-going support to school level administrators in the district to lead the implementation of the CCSS and the new NCES curricula.	Documentation of support activities provided by district administrators to school level administrators and teachers	Curriculum, Principals
		Support building administrators in monitoring fidelity to NCES and CCSS as reflected in Standard 3 of NCEES.	Data from NCEES	Curriculum, Principals
		Provide access to a repository of lesson plans and other resources to maximize the abilities of all teachers to teach as required to the CCSS and NCES curricula.	Lesson plan repository	Curriculum, Principals, Teachers
	Determine the interventions and acceleration efforts for individual students and adjust instruction for students based on their needs.	DCS will provide student assessment data to schools and guide the schools in the analysis and use of the data.	Data reports and analysis results	Curriculum, Accountability, RTI coordinators and committees
		Principals and teachers will analyze student assessment data and adjust instruction based on the data.	PLC minutes and teacher lesson plans	Principals, Teachers



3-5 Year Goals	1-2 Year Goals	Strategies	Measure	Responsible Department/Staff
	DCS will meet 100% of Annual Measurable Objectives (AMOs).	Develop the Responsiveness to Instruction process at all grade levels.	The systems and processes for progress monitoring and intervention developed and implemented	Curriculum, RTI teams, Principals
	Encourage and facilitate the function of Professional Learning Communities (PLCs) in the use of common assessments to identify best instructional practice.	PLCs develop and administer common assessments.	Banks of common assessments included in Lesson Plan Repository, Curriculum Maps, and Pacing Guides	Curriculum, Principals, Teachers
		PLCs analyze data from common assessments and share instructional practices that produce improved student achievement results.	Records of PLC minutes and shared practices recorded in Lesson Plan Repository, Curriculum Maps, and Pacing Guides	Curriculum, Principals, Teachers
	Determine the “next practices” the district should use to advance its instructional program.	Instructional teams will research and identify practices used by nationally recognized and benchmarked districts.	Report of the identified “next practices” for DCS	Curriculum, Principals, Teachers
	Evaluate existing processes and programs and eliminate or change those that do not support the district’s vision and mission.	Begin a review of instructional programs resulting in recommendations for changes or eliminations.	Report of program and process review findings	Curriculum, Principals, Teachers
Develop and implement an instructional plan that prepares students to meet high performance standards on career-ready and college-ready curricula and CCSS and NCES requirements.	Ensure challenging courses, effective research-based resources and current technology are available for students. Continue to implement research-based instructional strategies supported by the DCS partnership with NC New Schools STEM Affinity Network. Apply appropriate STEM strategies to middle school curriculum to engage students and prepare them for success in high school.	Select new resources and technology based on empirical evidence of effectiveness and alignment to the CCCS and NCES.	List of new resources and technology and evidence of support	Curriculum, Technology, Principals, Teachers
		Upgrade technology infrastructure so that technology is aligned with instructional needs annually. Pair technology with problem-based learning.	Technology and instructional needs alignment report. Evidence of aligned use of technology with NCNS STEM strategies in middle and high school classes.	Technology, Curriculum, Instructional Technology Facilitators, Teachers

3-5 Year Goals	1-2 Year Goals	Strategies	Measure	Responsible Department/Staff
	Personalize K-12 education with instructional strategies that are recognized internationally and nationally for increasing academic achievement and imparting essential career skills.	Research and implement national models such as A+ Schools, STEM centered instruction, and international learning opportunities through UNC-CH World View.	Student summaries that list information pertinent to how individual students learn best, including adaptations of lessons according to learning style and multiple intelligence inventory results.	Curriculum, Principals, All Teachers (including purposeful partnerships with Arts Educators, CTE teachers, and Foreign Language teachers)
	Review the NCES for every course and determine the essential skills to be taught.	District teacher groups work together to evaluate, revise or develop pacing guides to facilitate instruction of the NCES.	Number of Pacing Guides and Curriculum Maps Developed/Revised	Curriculum, Principals, Teachers
	All schools will achieve high growth according to state assessment measures.	Use best instructional practices and aligned resources identified to prepare all students to exceed projected individual growth.	100% of schools meeting high growth standards	Curriculum and Leadership Development, Principals, Teachers
DCS will determine national and international measures to benchmark its performance.	The positive gap between DCS student performance and the state and national averages on standardized assessments will continue to widen.	Investigate programs for SAT and ACT test preparation to determine the feasibility and possible rewards of implementation.	Records of programs investigated or implemented.	Curriculum, Accountability, Principals
		Examine student participation, performance, and experiences in Advanced Placement Courses, as well as comparisons of best practices of delivery-including face-to-face, blended, and virtual. Benchmark performance and delivery against national trends.	Summary of performance measures	Curriculum, Accountability
		Evaluate the use of the National Assessment of Educational Progress (NAEP), Scholastic Aptitude Tests (SAT, PSAT),	Evaluation reports of national and international benchmark	Curriculum, Principals, Accountability

3-5 Year Goals	1-2 Year Goals	Strategies	Measure	Responsible Department/Staff
		ACT, PLAN, and EXPLORE, and Advanced Placement course performance for national benchmarking, and the Program for International Student Assessment (PISA) and Trends in International Mathematics and Science Study (TIMSS) for international benchmarking.	assessments	
Monitor the performance of DCS graduates.	Review data on DCS student enrollment and persistence in post-secondary degree programs.	Investigate a subscription to the National Student Clearinghouse and establish a process for annual data review.	Affiliation with the Clearinghouse and the data review process	Curriculum, Student Services, High School Administrators
Increase the graduation rate to 90% by 2016-17	Increase graduation rate by 2%.	Identify students who are at risk of dropping out and provide support to them to keep them in school.	At risk students identified and support plans developed	RTI teams, Principals, Student Services, Teachers
		Provide an alternative graduation pathway for at-risk students who have met minimum state standards for graduation.	Policy amended and implemented	Curriculum, Principals
	Increase parental participation in preventing dropouts.	Increase the number of phone calls, face-to-face meetings and other general correspondence, with parents so they will have a better idea of what is expected of their children to stay on track to graduate.	Log of phone calls, face-to-face meetings and correspondence	Principals, Student Services, Teachers
	Identify students or groups of students who are deemed unlikely to graduate and increase the amount of support given to them.	Provide social services, including counseling and mentoring, in addition to educational services, to raise the level of the importance of graduation.	Documented communication efforts to raise support	Principals, Student Services, Teachers

3-5 Year Goals	1-2 Year Goals	Strategies	Measure	Responsible Department/Staff
	Create community-based efforts to involve the community in keeping students in school and promoting graduation.	Develop a system where community members can serve as "whistle blowers" to report instances of truancy or alert officials to students who may need additional assistance.	The development and promotion of a system to aid school officials in identifying students needing intervention or support.	Principals, Student Services, Teachers
		Create local business partnerships to foster one-on-one opportunities that will encourage students to work hard, make good grades and attend school regularly.	Roster of businesses who join this effort	Public Relations, Principals, Student Services
Develop and implement a K-3 Literacy Plan.	Conduct a deep analysis of DCS K-3 literacy performance.	Appoint a system-wide literacy action team to review the district's current K-3 literacy program.	Literacy Status Report to the Superintendent	Curriculum, Reading Teachers
	Develop a plan to implement the North Carolina Read to Achieve Program consistent with guidelines issued by NCDPI.	Utilize the literacy action team to develop a K-3 reading program that fulfills the requirements of the 2012 legislation.	Implementation of the K-3 Literacy Plan	Curriculum, Reading Teachers, Principals, SIT
			Incorporation of the program into the each school's improvement plan	Curriculum, Reading Teachers, Principals, SIT

Strategic Priority – Highly Effective and Inspired Educators and Staff

3-5 Year Goals	1-2 Year Goals	Strategies	Measure	Responsible
DCS career level teachers will perform in the top 10% of teachers in the state as measured by the North Carolina Teacher Effectiveness Data Report.	Develop a process to benchmark DCS teacher effectiveness ratings compared to statewide teacher effectiveness data.	Secure the 2011-12 data from the state for all districts.	State data secured	Human Resources, Curriculum and Leadership Development
		To determine the benchmark, utilize the percentage of North Carolina teachers performing at the Accomplished and Distinguished levels of the	The benchmark developed and calculated	Human Resources, Curriculum and Leadership Development

3-5 Year Goals	1-2 Year Goals	Strategies	Measure	Responsible Department/Staff
		state evaluation system, and data from districts with similar achievement levels.		
Hire the best, retain the best, and compensate the best teachers and administrators	Examine compensation models used in other districts, as well as performance pay models.	Determine necessary resources to provide a competitive supplement structure for teachers, competitive pay scale for non-licensed staff, and any performance pay plans established by the state.	Resources identified and a phased plan to adjust compensation. Include in budget request.	Human Resources, Finance, Curriculum and Leadership Development, Principals
	Retain the most effective teachers and principals.	Develop a retention plan that keeps effective teachers and principals in DCS, including providing a menu of opportunities for professional growth and continuing education.	The retention plan	Human Resources, Finance, Curriculum and Leadership Development, Principals
	Recruit new teacher candidates from the top third of high school graduates.	In addition to traditional data collected, include high school class rank as requested information on employment application for new teachers.	New item included on applications K-12	Human Resources, Finance, Curriculum and Leadership Development, Principals
Enhance working conditions, and provide timely and relevant professional development	Provide teacher working conditions that increase the probability of student learning.	Monitor the teacher working conditions data and develop plans for areas needing improvement.	School level plans for addressing areas needing improvement	Human Resources, Curriculum and Leadership Development, Principals
	Provide professional development that enables DCS teachers to be highly effective teachers.	Develop the DCS Professional development plan with input from teachers.	The plan developed and implemented	Human Resources, Curriculum and Leadership Development, Principals
	Increase support for teachers who are seeking National Board Certification	Establish cohort learning that includes entry evaluation discussions, section videotaping strategies, peer readers and trained	Attendance in regional and state NBC process workshops, DCS NBCT cohort sessions, and NCCAT NBCT sessions	Curriculum, Human Resources

3-5 Year Goals	1-2 Year Goals	Strategies	Measure	Responsible Department/Staff
		facilitators.		
All career level educators will have an overall rating of “accomplished” on the NC Teacher/Administrator Evaluation system <ul style="list-style-type: none"> Administrators- Standard 2, Instructional Leadership Teachers-Standard 4, Teachers Facilitate Learning for Their Students 	Review and update indicators for DCS educators using the DCS NCEES Standards Narrative to determine what actions and behaviors constitute “accomplished” for administrators and classroom teachers.	Teachers and evaluators will routinely reference and use the DCS NCEES Standards Narrative to increase teacher understanding of expectations.	Inter-rater reliability is increasing across evaluations as measured in the DCS evaluation tracking system	Human Resources, Curriculum and Leadership Development, Principals
	Every administrator includes Standard 2, Instructional Leadership as one of the areas of focus on his/her targeted areas for growth and improvement.	The evaluator and the administrator will incorporate activities in the growth plan for Instructional Leadership development for the year.	Instructional Leadership activities in 100% of administrators’ growth plans	Human Resources, Curriculum and Leadership Development
	Every teacher includes Standard 4, Teachers Facilitate Learning for Their Students, as one of the areas of focus on his/her individual professional development plan.	The evaluator and the teacher will incorporate activities for growth in Teachers Facilitate Learning for Their Students into the teacher’s professional development plan for the year.	Teachers Facilitate Learning for Their Students activities in 100% of teachers’ professional development plans	Human Resources, Curriculum and Leadership Development, Principals

Strategic Priority – Enhanced Educational Environment

3-5 Year Goals	1-2 Year Goals	Strategies	Measure	Responsible
A new comprehensive high school facility for all students, all programs and athletics, as well as repurposing the existing high school facility	Secure community support for a new high school.	The board of education and administration will present a plan to the community and request funding.	Demonstrated financial commitment and support	Superintendent, All Departments, All Principals
	Share with the community how a new high school will enable students to receive a world-class education and why it is important for Davie County’s future.	Develop a communications plan to educate the community on the need, and schedule community events and presentations to share the plan with the community.	The plan and dialogue with the community.	Superintendent, All Departments
Sustained and prioritized	The prioritization of capital	2013-14 capital budget will	2013-14 capital budget	Superintendent,



3-5 Year Goals	1-2 Year Goals	Strategies	Measure	Responsible Department/Staff
capital funding for capital improvements	improvements within the district's facilities assessment will be used as a reference for capital budget planning.	be based on the priorities established by the budget committee.	adopted by the board of education	Budget Committee, Finance, Operations
Redistrict the school district attendance areas to better utilize school facilities	Adopt/Implement a redistricting plan by January 2013.	Make appropriate provisions for implementation of the redistricting plan.	Redistricting plans communicated	Asst. Superintendent, Transportation, Accountability, Redistricting Committee
	Implement the redistricting plan in the 2013-14 school year.	Monitor the impact of the implementation.	Successful redistricting implementation	Asst. Superintendent, Transportation, Accountability, Redistricting Committee, Principals
Sustain and enhance interactive and blended learning environments while implementing mobile devices across the school district	Develop a plan to provide and expand the utilization of personal learning devices in schools and classrooms.	Identify funding, device options, technical and instructional support, professional development.	The plan developed and presented	Technology, Finance, Principals, Curriculum
Provide access to network services, digital educational resources, and learning opportunities any time, any place	Assess the current utilization and future needs for technological advancements.	Identify funding, equipment, technical and instructional support, professional development, infrastructure.	Report of the assessment	Technology, Finance, Principals, Curriculum
	Implement pilot projects across the district and determine ROI and benefits.	Document improved performance, engagement, and impact on instructional delivery in pilot projects.	Reports on information obtained in pilot projects	Technology, Finance, Principals, Curriculum
	Develop a plan to sustain and enhance the school district network.	Identify long term needs of the local and wide area network.	The sustainability and enhancement plan	Technology, Finance
	Participate in the state cloud network pilot.	Implement state firewall, and internet filter, IIS and PowerSchool.	Successful implementation of state cloud network programs	Technology, Finance, Accountability, Curriculum
Utilize technology to become more efficient and effective in business operations.	Develop a plan to identify specific business practices that can become more efficient and effective.	Appoint an action team to develop the plan for business practices improvement.	The efficiency and effectiveness plan	Technology, All Departments

3-5 Year Goals	1-2 Year Goals	Strategies	Measure	Responsible Department/Staff
	Implement a digital document service and storage solution.	Identify specific records and documents to be digitized.	The digital document service and storage solution implemented	Operations, Technology, Finance

Strategic Priority – Community, Business and Higher Education Collaboration

3-5 Year Goals	1-2 Year Goals	Strategies	Measure	Responsible
Cultivate community and business partnerships	Develop a plan to strengthen the existing community partnerships	Appoint an action team to develop the plan to strengthen the existing community partnerships throughout the county.	The plan for strengthening partnerships	Public Relations, Superintendent, Principals, All Departments
		Ensure active participation in existing community partnerships to provide face-to-face opportunities for collaboration and understanding.	Seek opportunities for school district leaders to be a part of every partnership meeting and to share information about the school district.	Public Relations, Superintendent, Principals, All Departments
	Invite businesses to join and participate in a countywide business/education partnership to provide increased business support and involvement for education in the county.	Work with existing business-education partnerships to invite businesses to join the countywide partnership.	Invitation and follow up activities	Public Relations, Superintendent, Principals, All Departments
		Appoint an action team to develop a plan to build a countywide business-education partnership in the county.	The plan developed	Public Relations, Superintendent, Principals, All Departments
Create new and enhance existing partnerships with higher education organizations	Develop partnerships with colleges and universities that will enable DCS to have student teachers/interns serve in DCS and enhance recruitment of new teachers. Maintain a strong partnership with innovative educational organizations such as NC New Schools and others.	Create agreements with colleges of education to secure more student teachers/interns in DCS, and investigate the effectiveness of providing housing. Utilize the input from on-site coaches and regional conferences to accelerate the	Increased numbers of student teachers/interns Increase the scope of influence of these partnerships through shared workshops.	Curriculum, Human Resources, NC New Schools coaches and other program experts



3-5 Year Goals	1-2 Year Goals	Strategies	Measure	Responsible Department/Staff
		implementation of research-based pedagogy.		
	Initiate dialogue between DCS teachers and administrators and college and universities on the readiness and performance of DCS students in post-secondary learning environments.	Develop a formal dialogue process to facilitate meaningful dialogue with post-secondary institutions.	The dialogue process developed and implemented.	Curriculum, Principals, Accountability
	Enhance articulation with community colleges to provide DCS students with access to community college courses.	Discuss with community college officials ways in which community colleges and DCS can work together.	Community college-DCS articulation agreements	Curriculum, Principals

Strategic Priority – Parent Engagement

3-5 Year Goals	1-2 Year Goals	Strategies	Measure	Responsible
Increase the quality and quantity of communication between parents and the school district	Determine what parents want to know about the schools and how frequently they want to receive communication.	Survey parents and/or conduct focus group discussions to determine the appropriate communications with parents.	Data collected and analyzed.	Central Office, Schools
	Increase communication by 50% over the established baseline.	Develop a metric to establish a baseline of communication instances.	Metric developed, data collected and analyzed.	Public Relations
		Develop and implement a centralized communication system to provide and distribute continuous, accurate, relevant and consistent information across the district.	Communication systems announced and data on its use	Public Relations, Principals, Directors
Increase the quality and quantity of communication between the school district and the community	Develop a metric to establish a baseline of communication instances with the community.	Survey community members and/or conduct focus group discussions to determine the appropriate communications with parents.	Data collected and analyzed.	Public Relations
	Increase communication with the	Develop a metric to establish	Metric developed, data	Public Relations



3-5 Year Goals	1-2 Year Goals	Strategies	Measure	Responsible Department/Staff
	community by 100% over the established baseline.	a baseline of communication instances.	collected and analyzed.	
		Develop and implement a centralized communication system to provide and distribute continuous, accurate, relevant and consistent information across the district.	New communication system announced and data on its use	Public Relations
Schools and parents working in partnership in achieving schools success	Set district-wide standards for effective parent engagement.	Appoint an action team of school district personnel and parents to develop the district wide standards.	The development and implementation of district wide standards	Curriculum, Public Relations, Principals
	Provide professional development to principals and teachers in effective parent engagement strategies.	Train faculty and staff in various methods to enhance collaboration between home and school.	Professional development offered and participant rosters	Curriculum, Public Relations
	Hold meetings with parents to share data on student progress, model learning strategies and educate parents on how they can help their children improve specific academic skills.	Develop a model for teachers to use in sharing student specific information with parents.	The model developed and utilized in fall meetings	Curriculum, Accountability, Principals, Teachers
Develop new and expand current parent/family involvement programs to help all families establish environments to support children as students	Partner with community groups to provide families with the skills and training to better partner in their child's learning.	Develop partnerships with existing community organizations to provide parenting workshops to help parents support their children's education.	Number of new partnerships developed	Public Relations, Principals, Curriculum
	Develop and implement plans to deliver information (workshops, websites, courses, etc.) to parents on how to support their children in obtaining their education.	Appoint an action team to develop the parent education opportunities.	List of plans developed and implemented	Curriculum, Public Relations, Technology, Principals
		Investigate or gather resources on how to be an engaged active parent and explore publishing on public access channel.	Resources delivered	Public Relations, Curriculum, Technology

3-5 Year Goals	1-2 Year Goals	Strategies	Measure	Responsible Department/Staff
	Create opportunities for parents to share information and receive feedback from the school or school district.	Develop a way for parents to offer constructive feedback.	Stakeholder feedback opportunities and feedback shared	Public Relations, Principals, Technology

Strategic Priority – Communication and Public Relationships

3-5 Year Goals	1-2 Year Goals	Strategies	Measure	Responsible
Develop and launch a proactive public relations campaign focused on consistent messaging about achievements, performance and improvements within DCS	Consistently communicate to internal and external publics the significance of the following attributes: <ul style="list-style-type: none"> •The presence of highly qualified faculties in the schools. •The strong data earned by student performance on state assessments. •The very successful instructional practices and programs that already exist within the district. •The technology resources that exist in all schools. 	Conduct an annual public relations campaign agenda.	The plan for 2012-13 and adjustments and changes for 2013-14	Public Relations, Accountability, Technology, Superintendent
	Utilize electronic and social media to regularly educate citizens and employees and to build public support for the district.	Facilitate the development of groups of employees and citizens with whom information is provided through social media.	Documentation of social media groups	Public Relations, Technology
	Create ambassadors for DCS.	Provide academies and information sessions to educate citizens, advisory council members and PTO members on the work of DCS.	Academies provided and rosters of participants	Public Relations, Superintendent
Improve the delivery of news and information	Build capacity among schools and central office to improve communication with parents.	Provide professional development to schools and central office leaders in marketing, public and media	Professional development completed and roster of participants	Public Relations, Human Resources, Curriculum, Technology



3-5 Year Goals	1-2 Year Goals	Strategies	Measure	Responsible Department/Staff
		relations, customer service and other communications skills.		
	Establish the structure and culture for continuous, accurate, relevant and consistent internal communication.	Develop and implement a centralized communication system to provide and distribute continuous, accurate, relevant and consistent information across the district.	New communication system announced and data on its usage	Public Relations, Technology
		Employees and school board members utilize the centralized communication system to share positive news related to the district's mission.	Data on the use of the communication system use	Public Relations, Technology, Superintendent
		Improve the delivery of news and positive messages about DCS among the staff.	Feedback from staff on improvement efforts	Public Relations, Technology, Superintendent
	Establish the structure and culture for continuous, accurate, relevant and consistent external communication.	Provide professional development for faculty and staff in various methods to enhance communication between home, school and community.	Professional development offered and participant rosters	Public Relations, Curriculum, Principals
		Improve delivery of news and positive messages to families, citizens with no direct school contact, grandparents, faith community and the community at large.	Documentation of improvement efforts and effective data	Public Relations, Technology, Superintendent
		Continuously provide positive school and school district news and information to media outlets	Monthly reports of positive news and information provided	Public Relations, Technology
Improve access to district information, utilizing existing	Improve the district's website.	Create a new website that enables the district to	Feedback from employees, students,	Technology, All Departments, All

3-5 Year Goals	1-2 Year Goals	Strategies	Measure	Responsible Department/Staff
district and community resources and exploring new avenues.		effectively provide information, news and announcements.	and parents	Schools
		Host <i>School Matters</i> or a similar framework to make information available to internal and external publics.	School Matters and other relevant and timely communications posted on new website	Public Relations, Technology, Superintendent
	Increase the transparency of board of education meetings.	Implement “paperless” board meeting agenda and supporting documentation.	Evidence of paperless meetings on website and utilization during meetings	Technology, Superintendent
		Record and broadcast board of education meetings and archive on the district’s website.	Broadcast on local cable channels	Technology, Superintendent