



New Hanover County Schools  
*Engaging Students, Achieving Excellence*

# Strategic Plan

*2016-2020 Vision*



# New Hanover County Board of Education

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New Hanover County Schools

# Strategic Plan

## 2016-2020 Vision

### MISSION STATEMENT:

*The mission of New Hanover County Schools, in collaboration with our parents and the community, is to strive to provide children with an opportunity for a superior education in a safe and positive learning environment where they are prepared with the skills to succeed.*



# Goals & Objectives

## GOALS

### ACHIEVEMENT

Continue to deliver high-quality education to all students in New Hanover County Schools.



## OBJECTIVES

- Continue to outperform both regional and comparable districts within the state on state accountability measures.
- Consistently meet or exceed academic growth at all of our schools.
- No schools identified as low-performing under the state accountability models.
- Increase the number of learning opportunities for students through the integration of flexible learning spaces, technology and inquiry-based problem learning and non-traditional learning.

### ENVIRONMENT

Provide and maintain a safe, respectful, and secure learning environment where citizenship is valued.



- Maintain security at campuses (hallways, stairwells, buses, cafeterias, mobile classrooms, common gathering areas for students outside, etc.).
- Provide students with greater intervention and crisis support, including additional alternatives to suspensions, such as Positive Behavior Interventions and Supports (PBIS), Cognitive Behavioral Intervention for Trauma in Schools (CBITS), Healthy Environments and Response to Trauma in Schools (HEARTS), In-School Suspensions (ISS) and the JC Roe Center for long-term suspensions.
- Ensure that schools develop and maintain a culture of mutual respect that allows students to learn and employees to work to their optimal capacity.

### PARTNERSHIPS

Strengthen family, community and business partnerships through mutual collaboration and communication.



- Increase effective community communication through use of annual Community Forums to present “State of NHCS” report.
- Host parent and community-centered information meetings on each of the topics addressed in this goal at least twice a year to share, educate, and gather input, strengths, areas of improvement, updates, funding, etc.
- Continue to solicit public opinion, feedback, and district information through forums, the district website and social media regarding initiatives, programs and student opportunities.
- Create/expand Partners Program to increase expertise, trust and shared responsibility for student success.
- Advocate for public school resources at the State General Assembly.

# Goals & Objectives

## GOALS

## OBJECTIVES

### TALENT

#### DEVELOPMENT

Recruit and retain highly-qualified employees that implement and support district goals to ensure academic excellence for all students.



- Recruit highly-skilled employees from diverse backgrounds that can provide rigor, relevance, and engaging learning experiences for all students.
- Provide teachers and administrators with a system of highly-effective competency-based Professional Development.
- Ensure that support staff positions are allocated to adequately support the social, emotional and academic needs of students.

### LIFELONG LEARNING

Improve access to high-quality and relevant Career -Technical courses, which prepare students for lifelong learning and employment through the development of adaptable skills and knowledge.



- Expand pathways to graduation by increasing pathway options for students that integrate coursework, work-based learning experiences and hands-on experiences, so that students develop competencies, skills and attitudes for success beyond high school.
- Increase engagement and partnerships with local industries that extend beyond traditional partnerships to ensure continued relevance of Career - Technical Education courses.
- Ensure that learning is rigorous and focused on college and career-ready expectations, and students are afforded the opportunity to work collaboratively on tasks that are relevant and application based.

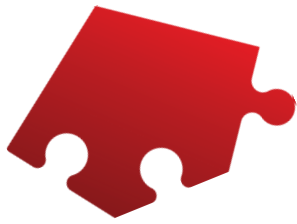
## Call to Action

*“New Hanover County Schools will be recognized as the premiere district in the state.*

*Through the accomplishment of these goals, NHCS will become the choice district for all parents.”*

*Dr. Tim Markley, Superintendent*





# ACHIEVEMENT

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Continue to deliver high-quality education to all students in New Hanover County Schools.

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## OBJECTIVE

*Continue to outperform both regional and comparable districts within the state on state accountability measures.*

## STRATEGIES

- 1) Utilize quarterly benchmarks to determine areas of need.
- 2) Provide aligned professional development for teachers and administrators.
- 3) Conduct systematic fidelity walkthroughs and provide teachers with feedback.

## OBJECTIVE

*Consistently meet or exceed academic growth at all of our schools.*

## STRATEGIES

- 1) Utilize quarterly benchmarks to determine areas of need.
- 2) Provide aligned professional development for teachers and administrators.
- 3) Conduct systematic fidelity walkthroughs and provide teachers with feedback.
- 4) Ensure that instructional resources are aligned to standards based on instruction.

## OBJECTIVE

*No schools identified as low-performing under the state accountability models.*

## STRATEGIES

- 1) Adopt a district improvement framework to guide work with low-performing schools.
- 2) Identify strategic initiatives related to school improvement that are aligned with the appropriate school grade spans/levels.
- 3) Identify progress monitors by which progress will be made for low-performing schools.

## OBJECTIVE

*Increase the number of learning opportunities for students through the integration of flexible learning spaces, technology and inquiry-based problems and non-traditional learning.*

## STRATEGIES

- 1) Train teachers in the use of Universal Design for Learning (UDL), a framework for personalized learning that ensures instruction and content are available in multiple ways to engage all students.
- 2) Implement K-12 Multi-Tiered System of Support (MTSS), which is a data-driven, whole school framework to make sure all students are mastering competencies at a reasonable pace.
- 3) Implement and deliver non-traditional professional development for digital teaching and learning as a model for innovative instructional practices to meet the needs of today's learners.
- 4) Guide and support the shift of digital teaching and learning practices from primarily content consumption to an emphasis on content creation.
- 5) Guide and support the implementation of learning management systems to improve digital teaching and learning.
- 6) Guide and support the transition of school library media centers from recourse receptacles to learning commons.
- 7) Guide and support teachers in improving digital teaching and learning in both 1:1 and blended learning environments.
- 8) Guide and support teachers in the creation of a safe, respectful, and secure digital learning environment.
- 9) Ensure all students/families have awareness of Career-Technical, AIG and other instructional programs.



## ENVIRONMENT

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Provide and maintain a safe, respectful, and secure learning environment where citizenship is valued.

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### OBJECTIVE

*Maintain security at campuses (hallways, stairwells, buses, cafeterias, mobile classrooms, common gathering areas for students outside, etc.).*

### STRATEGIES

- 1) Provide digital access controls to school buildings where appropriate.
- 2) Install four (4) cameras on all yellow school buses (funded by the Board of Education).
- 3) Install cameras on all school campuses (part of the 2014 Bond).
- 4) Conduct campus security infrastructure needs assessment at each school.
- 5) Conduct unannounced safety drills (lockdown, fire) with evaluations by outside partner agencies (Law Enforcement, Fire Department).
- 6) Provide increased opportunities for crisis response training by partnering with community agencies (Law Enforcement, Fire Department, Hospital, EMS, Emergency Management).

### OBJECTIVE

*Provide students with greater intervention and crisis support, including additional alternatives to suspensions, such as Positive Behavior Interventions and Supports (PBIS), Cognitive Behavioral Intervention for Trauma in Schools (CBITS), Healthy Environments and Response to Trauma in Schools (HEARTS), In-School Suspensions (ISS) and the JC Roe Center for long-term suspensions.*

### STRATEGIES

- 1) Ensure that student support personnel, including School Counselors, Social Workers, Graduation Coaches, and ISS Coordinators are trained in MTSS and/or ABE (Alternative Behavior Educator Program) to appropriately manage student behavior.
- 2) Provide appropriate resources to support evidence-based programs for prevention and intervention.
- 3) Increase short, medium, and long-term crisis support within violent neighborhoods.
- 4) Eliminate elementary suspensions.

### OBJECTIVE

*Ensure that schools develop and maintain a culture of mutual respect that allows students to learn and employees to work to their optimal capacity.*

### STRATEGIES

- 1) Provide aligned professional development for School Counselors and Social Workers.
- 2) Increase support of and inclusion of Special Education students and their families in activities.



## PARTNERSHIPS

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Strengthen family, community and business partnerships through mutual collaboration and communication.

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### OBJECTIVE

*Increase effective community communication through the use of annual Community Forums to present "State of the NHCS" report.*

### STRATEGIES

- 1) Schedule annual address to promote the outcome and achievements of the district.
- 2) Advertise annual address through district communication channels.

### OBJECTIVE

*Host parent and community-centered informational meetings on each of the topics addressed in this goal to share, educate, and gather input, strengths, areas of improvement, updates, funding, etc.*

### STRATEGIES

- 1) Schedule annual parent and community-centered informational meetings to promote the outcome and achievements of the district, including meetings in low-income neighborhoods.
- 2) Advertise annual parent and community-centered informational meetings through district communication channels, including flyers and in other languages for non-English speakers.
- 3) Develop Parent Academies to educate parents on academic/career pathways, college counseling, etc., through PTSA's and community organizations.
- 4) Leverage school open houses and parent information workshops to engage parents in other school activities, including decision making.

### OBJECTIVE

*Continue to solicit public opinion, feedback, and district information through forums, the district website and social media regarding initiatives, programs and student opportunities.*

### STRATEGIES

- 1) Schedule annual online parent survey to solicit feedback.
- 2) Conduct annual parent focus group to solicit feedback.

### OBJECTIVE

*Create/expand Partners Program to increase expertise, trust and shared responsibility for student success.*

### STRATEGIES

- 1) Hire staff to support current programs, departments and schools with the development of partner programs, including culturally-diverse partners.
- 2) Develop a database of school and district needs related to internships, student employment, mentoring and job shadowing needs.
- 3) Engage faith-based organizations, retirees and community centers as partners.

### OBJECTIVE

*Advocate for public school resources at the State General Assembly.*

### STRATEGIES

- 1) Change rules/policies to increase opportunities for teachers to advocate at the State Legislature during the school day.
- 2) Increase the Board of Education's presence at the State Legislature.



# TALENT DEVELOPMENT

Recruit and retain highly-qualified employees that implement and support district goals to ensure academic excellence for all students.

## OBJECTIVE

*Recruit highly-skilled employees from diverse backgrounds that can provide rigor, relevance, and engaging learning experiences for all students.*

## STRATEGIES

- 1) Provide a competitive and equitable Compensation Plan.
- 2) Provide a high-quality Benefits Program.
- 3) Provide high-quality Beginning Teacher Program for support of new teachers.
- 4) Ensure high-quality and relevant professional development for all personnel, including cultural competency training.

## OBJECTIVE

*Provide teachers and administrators with a system of highly-effective, competency-based professional development.*

## STRATEGIES

- 1) Ensure that professional development opportunities provide some element of teacher control over time, place, path and/or pace.
- 2) Ensure that professional development provides balance between teacher-defined goals, goals as defined by administration through teacher evaluation efforts, and school and district educational goals.
- 3) Ensure job-embedded and meaningful integration into classroom practice.

## OBJECTIVE

*Ensure that support staff positions are allocated to adequately support the social, emotional and academic needs of students.*

## STRATEGIES

- 1) Annually review and utilize the rubric to determine the allocation of support staff in schools.
- 2) Establish a process for adding resources to better support identified needs.



From L to R: Dr. Sullivan, Mrs. Cecelski, Mr. Walters, and Mr. Buie

### New Hanover County Schools 2016-2017 Educators of the Year

NHCS and Elementary Teacher  
of the Year

**Christopher Walters**

Parsley Elementary School

Middle School Teacher of the Year

**Jeremy Buie**

D.C. Virgo Preparatory Academy

High School Teacher of the Year

**Sandra Cecelski**

Ashley High School

Principal of the Year

**Dr. Steven Sullivan**

Hoggard High School



# LIFELONG LEARNING

Improve access to high-quality and relevant Career-Technical Education courses, which prepare students for lifelong learning and employment through the development of adaptable skills and knowledge.

## OBJECTIVE

*Expand pathways to graduation by increasing pathway options for students that integrate coursework, work-based learning experiences and hands-on experiences, so that students develop competencies, skills and attitudes for success beyond high school.*

## STRATEGIES

- 1) Expand Career and College Promise (CCP) and Career-Technical Education (CTE) pathways for all traditional high school students.
- 2) Open CTE High School to offer student access to all Community College technical trade certificate and diploma programs.
- 3) Implement National Academy Foundation (NAF) pathway model at the Career Readiness Academy at the Mosley Performance Learning Center.

## OBJECTIVE

*Increase engagement and partnerships with local industries that extend beyond traditional partnerships to ensure continued relevance of Career-Technical Education courses.*

## STRATEGIES

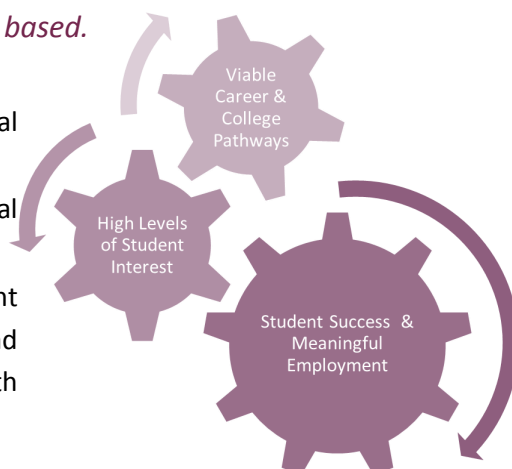
- 1) Establish a CTE High School Advisory Board with Cape Fear Community College for input into course development based on local area industry employment needs.
- 2) Access the National Academy Foundation (NAF) business/industry nationwide network for relevant work-based learning experiences and opportunities.
- 3) Establish partnership with NCWorks to focus on Southeast Regional employment needs and demands.

## OBJECTIVE

*Ensure that learning is rigorous and focused on college and career-ready expectations, and students are afforded the opportunity to work collaboratively on tasks that are relevant and application based.*

## STRATEGIES

- 1) Develop and implement additional honors level CTE courses.
- 2) Increase opportunities to earn additional relevant industry-recognized credentials.
- 3) Support and promote CTE Student Organizations' (CTSO) regional, state, and national competitive event challenges with individual and/or team competitors.



# New Hanover County Schools

## ELEMENTARY

### Alderman

2025 Independence Blvd.  
910.350.2031

### Anderson

455 Halyburton Memorial Pkwy  
910.798.3311

### Bellamy

70 Sanders Road  
910.350.2039

### Blair

6510 Market Street  
910.350.2045

### Bradley Creek

6211 Greenville Loop Road  
910.350.2051

### Carolina Beach

400 South 4th Street  
Carolina Beach, NC 28428  
910.458.4340

### Castle Hayne

3825 Roger Haynes Drive  
Castle Hayne, NC 28429  
910.602.4970

### Codington (Year-Round)

4321 Carolina Beach Road  
910.790.2236

### College Park

5001 Oriole Drive  
910.350.2058

### College Road Early Childhood Center

4905 South College Road  
910.350.7860

### Eaton (Year-Round)

6701 Gordon Road  
910.397.1544

### Forest Hills

602 Colonial Drive  
910.251.6190

### Freeman School of Engineering (Year-Round)

2601 Princess Place Drive  
910.251.6011

### The International School at Gregory

1106 Ann Street  
910.251.6185

### Holly Tree

3020 Web Trace  
910.790.2250

## ELEMENTARY

### Howe Pre-K Center

1020 Meares Street  
910.251.6195

### Johnson Early Childhood Center

1100 McRae Street  
910.251.6155

### Murrayville

225 Mabree Way  
910.790.5067

### Ogden

3637 Middle Sound Loop Road  
910.686.6464

### Parsley

3518 Masonboro Loop Road  
910.790.2355

### Pine Valley

440 John S. Mosby Drive  
910.350.2121

### Snipes Academy (Year-Round)

2150 Chestnut Street  
910.251.6175

### Sunset Park (Year-Round)

613 Alabama Avenue  
910.815.6948

### Williams

801 Silver Lake Road  
910.350.2150

### Winter Park

204 South MacMillan Avenue  
910.350.2159

### Wrightsboro

2716 Castle Hayne Road  
910.815.6909

### Wrightsville Beach

220 Coral Drive  
Wrightsville Beach, NC 28480  
910.256.3171

## ALTERNATIVE

### Career Readiness Academy at Mosley

3702 Princess Place Drive  
910.251.6161

### Lake Forest Academy (Year-Round)

1806 South 15th Street  
910.772.2515

### J.C. Roe Center

2875 Worth Drive  
910.395.4472

## MIDDLE

### Holly Shelter

3921 Roger Haynes Drive  
Castle Hayne, NC 28429  
910.602.4046

### Murray

655 Halyburton Memorial Pkwy  
910.790.2363

### Myrtle Grove

901 Piner Road  
910.350.2100

### Noble

6520 Market Street  
910.350.2112

### Roland-Grise

4412 Lake Avenue  
910.350.2136

### Trask

2900 North College Road  
910.350.2142

### D.C. Virgo Prep Academy (Year-Round)

813 Nixon Street  
910.251.6150

### Williston

401 South 10th Street  
910.815.6906

## HIGH

### Ashley

555 Halyburton Memorial Pkwy  
910.790.2360

### Isaac Bear Early College

630 MacMillan Avenue  
910.350.1387

### Hoggard

4305 Shipyard Blvd.  
910.350.2072

### Laney

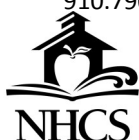
2700 North College Road  
910.350.2089

### New Hanover

1307 Market Street  
910.251.6100

### Wilmington Early College

4500 Blue Clay Road  
910.362.7789





*Karen Dash Consulting, LLC., served as a contracted facilitator and consultant for the New Hanover County Schools Strategic Plan — 2016-2020 Vision.*

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