



# **2021-2027 COMPREHENSIVE PLAN**

**Updated 8/22/23**

**Board Reviewed and Approved 9/11/2023**

Updated 8/22/23

Rev 8/23

Final 9/11/23

**School Board Members:**

Mr. Cody McElroy  
Chairperson

Dr. Wes Campbell  
Vice-Chairperson

Mr. Jonathan Broskey  
Member

Mrs. Cheryl Redman  
Member

Mr. Mark Sturgill  
Member

**Superintendent of Schools:**

Dr. Gina Wohlford

**Comprehensive Plan Committee Members:**

Dr. Gina Wohlford, Superintendent  
Mr. Brad Hart, Administrator  
Dr. Scott Addison, Administrator  
Jonathan Broskey, School Board Member  
Cheryl Redman, School Board Member  
Jeff Shupe, City Manager  
Dr. Andy Cox, Higher Education (UVA Wise)  
Heather Askea, Education (UVA Wise)  
Christy Owens, Higher Education (MECC)  
Stephanie Cassell, Teacher  
Vanessa Cyphers, Teacher  
Diane Brooks, Teacher  
Rikki Hull, Teacher  
Virginia Roberts, Federal Programs  
Sundy Adams, Special Education Coordinator  
Gracie Lane, Student  
Lucas Addison, Student  
Ian McCarroll, Student  
Laura Campbell, Parent  
Fred Ramey, Community Member  
Carol Caruso, Community Member

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## Comprehensive Plan: 2021-2027

### Norton City Schools Mission Statement

Norton City Schools will provide a safe learning environment where each student is engaged and instruction is personalized and differentiated. Delivery of instruction to each student will be adjusted as a result of formal and informal assessments by knowledgeable teachers who provide engaging instruction and relevant curricula. Administrators, teachers, and staff will build strong personal relationships with each student in order to develop appropriate individualized goals for academic growth. All stakeholders will work together to nurture each student's social, physical and intellectual growth, to empower each student with the skills to become a responsible citizen, a lifelong learner, and a leader in the global community.

*Committed to Excellence – One Student at a Time...The Raider Way*

### Norton City Schools Vision Statement

Norton City Schools will be a safe environment where students with diverse needs and backgrounds receive a world class education that prepares them for a career or college. By being ***Committed to Excellence*** on a daily basis, we will empower all students to be productive citizens who can solve problems on a local and global level. We will inspire all students to be creative, teach them to think critically, enable them to work well as an individual or on a team, and expose them to 21<sup>st</sup> Century innovations, as we prepare them to have a significant impact on the world.

*Providing a World Class Education for World Changing Students*

### Equity Statement

**Equity means that resources, experiences, and education will be provided by Norton City Schools to all students based on the needs of the student.**

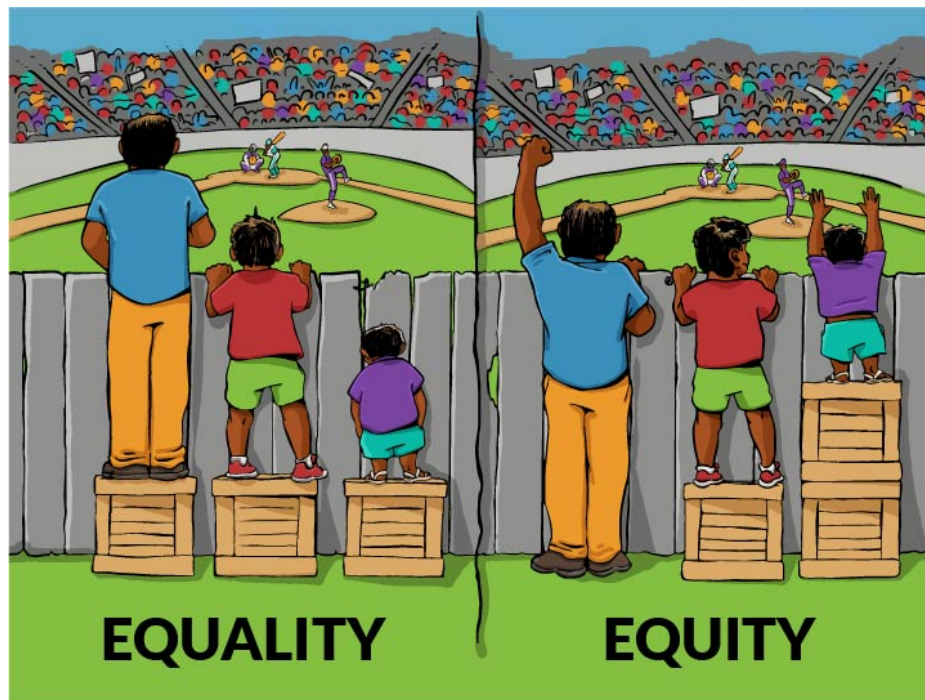
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Norton City Schools strives to educate every child for lifelong success as we provide a safe and productive learning environment. We strive to establish and support an inclusive climate because we believe diversity enriches the educational experience for students and faculty alike. We maintain our commitment to nondiscrimination and equality in all our programs, services, and activities. We are committed to fostering and celebrating compassion, kindness, and respect for diversity and individuality in all our school communities. Tolerance and empathy are qualities we strive to instill in our students, families, and community.

Norton City Schools strives to uphold diversity in our schools, community, and society. We believe in the importance of creating a school environment that develops opportunities for authentic connections, learning opportunities, trusted relationships, and success for all individuals. We believe in developing partnerships with families, stakeholders, and community supporters to ensure individual student success.

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## **Norton City Schools Statement of Beliefs**

We believe:

Norton City Schools are special.

Opportunities to learn in a high quality and safe environment should always be our top priority.

Relationships are built on mutual respect between students and staff. These relationships lead to a family atmosphere that is connected to the success of our schools.

Tomorrow's leaders should leave our schools as critical thinkers who are prepared to solve local, national, and global problems in college and/or a career.

Our policies and procedures are in place to help ensure that our students and staff meet their individualized high expectations.

Not many things are as important as hiring and retaining high quality employees who are accountable for providing an aligned curriculum in a creatively effective manner.

Communication should be regular and relevant between stakeholders in order to encourage parental engagement and community support which are critical elements of successful schools.

Innovatively researched based instructional strategies should be used in every classroom.

Teaching occurs outside the classroom as well, so we should offer an array of extension services in addition to extracurricular and co-curricular opportunities.

Yearly, we should set individualized and high expectations for all students because all students can learn.

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## Introduction

The Standards of Quality for Public Schools in the Commonwealth of Virginia state that “each local school board shall adopt a division-wide comprehensive, unified, long-range plan based on data collection, an analysis of the data, and how the data will be utilized to improve classroom instruction and student achievement. Each local school board shall review the plan biennially and adopt any necessary revisions.”

The 2021-2027 Comprehensive Plan was developed by a committee, composed of various stakeholders. Stakeholders included teachers, administrators, two school board members, the City Manager, higher education faculty from Mountain Empire Community College and The University of Virginia’s College at Wise, parents, students and community members. Committee and Advisory meetings are held in the fall of each school year. During the development of the plan, input was received from the Superintendent Advisory groups, composed of parents, teachers, students, and support staff. A draft of the plan was presented to the Norton City School Board for their review in September, 2021. The final draft was presented to the board in October, 2021. The final plan was approved by the Norton City School Board in November, 2021 following a public hearing in October, 2021 before the regular school board meeting. In October, 2021, committee notes were shared and reviewed at the regular school board meeting. During the fall of 2022, the Comprehensive Planning Committee met on August 29, 2022 to review and make revisions to the plan. Teachers were surveyed during August to review the plan and make suggestions.

- Greater need in technology for support personnel at the school level- additional staffing need- someone to oversee technology issues, equipment concerns, training of staff, et. at each school
- Technology use: PD for teachers
  - technology use by teachers to better inform students of happening at their grade level and to better inform parents- Grade level- Class sponsor- Club webpages
- Improve parent engagement
- Continue to evaluate student achievement in the Region VII Virtual Academy and continue this partnership as a virtual option.
- Continue Project Based Learning initiative with a focus on academic rigor
  - Offer more electives- Speech and Drama, Creative writing- Blog Class- possibly branch from yearbook class, Online communication, etc.
  - Media class offering- student input for wanting this class
  - Consideration of split- block concept
- Resources for and a focus on student mental health and social emotional learning- not just for crisis management- overall student awareness.
- Development of programs for teacher well being
- Continue Trauma Informed Initiative
- Implementation of programs for developing authentic relationships
- **Division-wide focus on Attendance- Truancy concerns**
- SOL training for new teachers
- Complete outdoor classroom at JI Burton

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During August 2023, a survey for suggestions was sent to teachers and placed on our website for input:

Suggestions included:

- High visibility numbers for outside classroom windows (Fire/Rescue/Security)
- ongoing building security and technology
- student-led community outreach volunteer program
- improve remediation by offering seasonal perfect attendance prizes
- Keep classroom furniture current and updated. (i.e. Art tables for the high school art room. Current tables were purchased in 1993)
- seek retired teachers who would like to substitute/ improve substitute pool
- invite cultural arts, motivational speakers, storytellers, Forestry Service to schools

The Comprehensive Plan is divided into five areas that were identified by the committee as the main areas of focus. Each area has various goal statements and strategies to meet the stated goals. The five areas are listed as follows and have now been aligned with other required Division plans:

- **Vision, Mission, Equity Statement, Beliefs (Purpose and Direction):** The vision, mission and belief statements will exemplify the goals and provide the mantra for all that we do within the division.
- **Promote Student Activities and Programs that Promote Personal Development (Resource and Support Systems):** The division will offer student activities/programs in grades K-12 that will promote valuable skills such as responsibility, teamwork, problem solving, critical thinking and leadership to live healthy, well-rounded lives. The 5C's will be incorporated into all aspects of instruction: collaboration, communication, critical thinking, citizenship, creative thinking.
  - Supporting Social Emotional Learning will be an evolving process for NCS administration, teachers and staff. To guide the professional development for becoming a Trauma Informed School Division, NCS will partner with United Way of Southwest Virginia.
  - Focus on attendance concerns as a division. It is the responsibility of the parent/guardian to work with the school system to ensure that students are present for instruction and learning valuable skills. A division level committee with teachers, administrators, parents, students and partners will meet on a regular basis to create a plan for improvement.
  - **A representative at the school level will be selected to help with this process and contacting parents about attendance concerns.**
- **Encourage Stakeholder Engagement (Governance and Leadership):** The division will seek to enhance the two-way flow of communication with all parents and stakeholder and will seek to build partnerships with business, public and private non-profit organizations, and universities and colleges.
- **Demonstrate Fiscal Responsibility (Resource and Support Systems)**  
The division will maintain fiscal accountability and stability of resources that establish, support, and sustain a quality educational program and staff while maintaining a balanced budget.
- **Improve Student Achievement (Teaching and Assessing for Learning)** Achievement, Data, Staff Development: The division will continue to expand curriculum offerings, particularly

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STEM education initiatives, that are rigorous and prepare students to compete and excel in postsecondary education and/or in the global workplace, use data to help evaluate instructional practices and make appropriate modifications, more effectively utilize technological tools to gather periodic student achievement progress, and develop long-range professional development plans that are aligned with the division mission and beliefs. NCS will evaluate the effectiveness of the Regional VII Virtual Academy for servicing our virtual learners from year to year and work closely with the Program Director to solve issues and for continued support of our students in the programs of the Academy. The Division will encourage international/global travel opportunities for students through Education First-EF Tours.

The goals of the School Division are distributed annually by the Superintendent. Those goals become the basis for planning and action. Objectives are monitored and outcomes analyzed before being reported to the board.

### Standards of Quality

The Standards of Quality requires that each plan address certain long-range topics in addition to the most current goals of the school division. The required topics are a plan for regional services, enrollment forecast, a technology plan, and a needs assessment.

### Regional Services

Due to the size of our school division, Norton City Schools engages in partnerships with other school divisions in order to provide certain services that would otherwise be expensive due to the small student population requiring these services. Services provided by Wise County include a tuition paying agreement that allows J.I. Burton students to attend the Wise County Career & Technical Center. Norton City also participates in a partnership with Wise and Dickenson County for visual services as well as a cost-sharing agreement for students to attend the Regional Learning Academy. Norton City also contracts with Ballad Health Regional Rehabilitation Center to provide occupational, physical, and speech therapy. In addition, Mountain Empire Hearing provides hearing services to our students as part of an agreement that also includes Wise, Dickenson, and Lee County schools. Norton City also participates in the MECC Dual Enrollment Academy, A. Linwood Holton Governor's School, and Virtual Virginia, all of which provide distance learning courses to students at J.I. Burton. Norton City Schools currently has a partnership with Region VII Virtual Academy to service our full time virtual learners. Norton City School also works collaboratively with the University of Virginia at Wise.

### Enrollment Forecast

Enrollment forecast information is calculated using information provided by the Virginia Department of Education and the University of Virginia Weldon Cooper Center. The table predicts that student enrollment decrease will be moderate during the current Comprehensive Plan.

<b><u>GRADE ENROLLMENT PROJECTIONS</u></b>					
<b><u>Weldon Cooper Center</u></b>					
<b><u>GRADE</u></b>	<b><u>2020-21</u></b>	<b><u>2021-22</u></b>	<b><u>2022-23</u></b>	<b><u>2023-24</u></b>	<b><u>2024-25</u></b>

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K	64	66	54	58	57	
1	69	61	62	49	54	
2	56	71	61	61	50	
3	42	52	66	56	57	
4	52	44	55	69	59	
5	60	51	43	52	67	
6	59	59	50	42	51	
7	58	61	61	51	42	
8	63	63	66	66	54	
9	61	60	61	64	63	
10	68	63	61	61	64	
11	73	64	59	57	58	
12	57	73	65	60	57	
<b>Total</b>	<b>783</b>	<b>788</b>	<b>763</b>	<b>747</b>	<b>734</b>	

Enrollment total for 2019-20 was **775**. In 2020-21, the final enrollment was **813**. As of August 26, 2021, the enrollment for 2021-22 was **803**. The final average daily membership for the year was **794**. The August enrollment for 2022-23 was **776**. For 2022-23 the final ADM for the school year was **764**.

For the 2023-24 school year the current enrollment as of AUGUST 16, 202 was **772**.

## Technology Plan

The Technology Plan for Norton City Schools is a comprehensive document with goals and objectives that have been included in the Comprehensive Plan. Please see attachment A.

## Annual Evaluation and Review of Plan (Needs Assessment)

The areas identified in this document will not be the only areas receiving attention during the timeframe of this plan. Other planning documents, including the division Technology Plan, Gifted Education Plan, Capital Improvement Plan, Individual School Improvement Plans, and the Local Consolidated Plan will be updated annually and used in conjunction with the Comprehensive Plan to develop annual School Board goals and objectives. Due to the changing needs of our students, teachers, and community, the Comprehensive Plan may be modified periodically to adjust to these changes. The superintendent will evaluate the status of goals and actions included in the plan and report biennially these findings to the School Board.

When applicable, both individual school and division improvement plans will implement the Comprehensive Plan goals and actions. As part of the annual School Improvement Plan, accountability reports are provided to the School Board by both principals and the superintendent; the progress of these goals will be reviewed in detail by the School Board. Discussions by the

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School Board that focus on the progress of Comprehensive Plan goals will help ensure that these goals remain a priority and accountability for goal implementation is assessed annually by the School Board.

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## **Division Goals 2021-2027**

**Updated with 2021-22 Goals**

**Updated 8/27/2021**

**Final 10/18/21**

**Updated 8/29/22**

**Updated 8/22/23**

**School Board Reviewed and Approved 9/11/23**

**Vision:** Norton City Schools will be a safe environment where students with diverse needs and backgrounds receive a world class education that prepares them for a career or college. By being ***Committed to Excellence*** on a daily basis, we will empower all students to be productive citizens who can solve problems on a local and global level. We will inspire all students to be creative, teach them to think critically, enable them to work well as an individual or on a team, and expose them to 21<sup>st</sup> Century innovations, as we prepare them to have a significant impact on the world.

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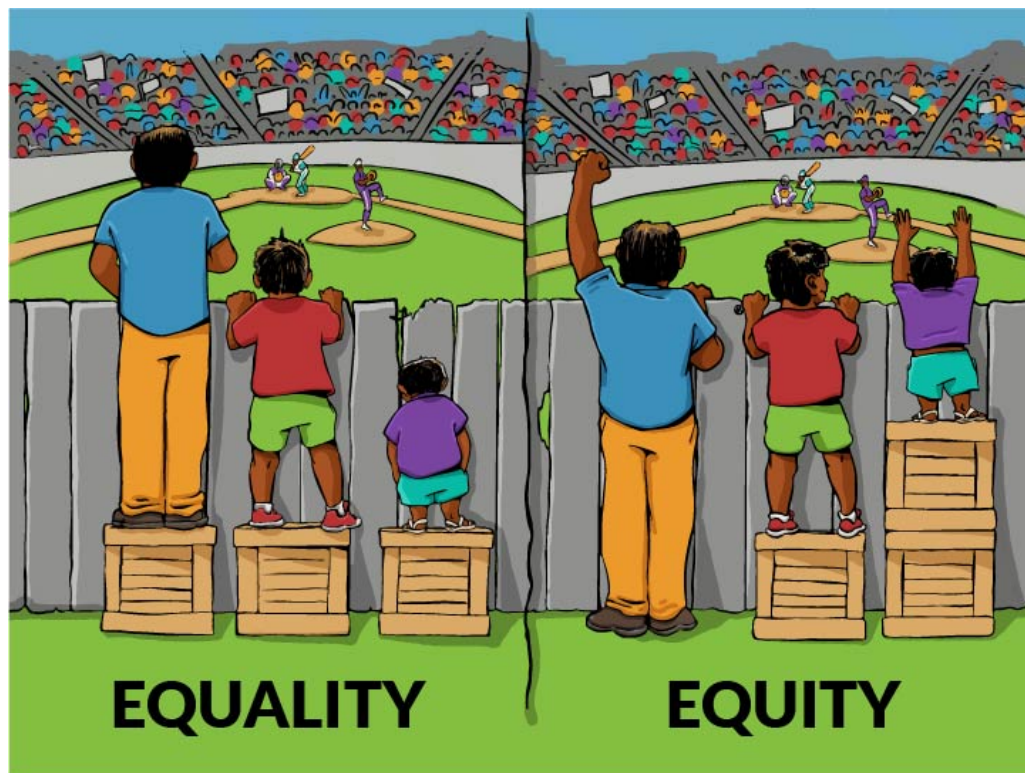
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### **Vision – Mission (Purpose and Direction)**

- Communicate our Vision and Mission to our school, community, and stakeholders.

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- Monitor the 2022-23 Reopening Plan for NCS in the endemic stage of COVID-19.
- Involve community stakeholders in school activities that will help to encourage students to become responsible citizens, develop leadership skills, and gain knowledge of the world in which they live.
- Utilize the Comprehensive Plan.
- Determine strategies for implementing “Time 4 Innovation” for incorporating Project Based Learning into all content areas of the curriculum with a focus on the Profile of Graduate 5C’s- Critical thinking skills, Communication, Collaboration, Creativity and Citizenship *for in-person learning*.
- Partner with the Region VII Virtual Academy for virtual learning opportunities for students meeting the eligibility requirements established by NCS and the Academy.

#### **Encourage Stakeholder Engagement (Governance and Leadership)**

- Continue to use all media sources to share information about the Division.
- Frequently update webpage for community and stakeholders of Norton City Schools.
- Teacher, Class Sponsor and Club websites on the school/division website.
- Update the parent list-serve and utilize School Messenger on a regular basis.
- Improve communication between all staff and stakeholders of Norton City Schools using surveys, zoom meetings, face-to-face meetings and school-wide events.
- Identify and engage community members to advise and support our schools.
- **Formulate committees to address needs of the school division, specifically a new committee for 2022-23 school year for student attendance improvement.**

#### **Improve Student Achievement (Teaching and Assessing for Learning)**

- Our schools will continue to evaluate the learning of students using benchmark data, growth assessments required by VDOE for grades 3-8, and SOL’s as deemed necessary for student growth.
- Educational and instructional funds will be aligned with School Comprehensive Plans and accreditation initiatives as well as focusing on technology needs of our students.
- Provide professional development to address technology needs, instructional methods, leadership skills, and appropriate techniques for social and emotional support within the Division.

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- **Develop a mentor program approved by the guidelines of the Virginia Department of Education for non-tenured teachers. Seek resources and support systems for all teachers during the school year 2023-24.**
- Improve opportunities and expand the curriculum by being creative with scheduling.
- Utilize the Comprehensive Instructional Program division-wide.
- Incorporate technology that includes programs/software for virtual/remote learning, Chromebook devices for students as necessary, hotspot accessibility, and other means of internet availability for students.
- Enhance classroom instruction through the use of technology by providing hardware, software, and professional development opportunities.
- Introduce international travel opportunities to students who have parental support for this initiative.
- Awareness of VDOE new initiatives/programs and seek support for implementation as deemed necessary. **Develop a team to support the Virginia Literacy Act initiative, as 2023-24 will be a pilot year, with full implementation the 2024-25 school year.**
- **Continue to seek grant opportunities and partnership for new learning initiatives such as the Go Tech Lab.**

#### **Demonstrate Fiscal Responsibility (Resources and Support Systems)**

- Demonstrate use of E-rate reimbursements.
- Utilize grant opportunities to enhance educational and safety initiatives. (CARES/ESSER funding)
- Review the textbook adoption cycle and fund the textbook account accordingly.
- Utilize the financial processes that have been formalized to improve efficiency and accountability.
- Utilization of the accounting software, RDA systems, Inc. to full capabilities.

#### **Promote Student Activities and Programs that Promote Personal Development (Resources and Support Systems)**

- Utilize programs to meet the middle school experience for our students. Rapha Foundation Grant - Finance/Management program for Middle School, Claude Moore Grant CTE Program.
- Provide resources to ensure our Pre-K program grows effectively with the Virginia Preschool Initiative. CLASS observations will be utilized to determine Professional Development needs.

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- Provide opportunities to ensure students receive a diploma with meeting scheduling needs and Region VII Virtual Academy- Imagine Learning-Edgenuity Program course offerings, STRIDE K-12, and Virtual Virginia as deemed appropriate.
- Expand course offerings through partnerships with local colleges, The Linwood Holton Governor's School, Mountain Empire Community College, and Early Scholars program offered at UVA@Wise.
- Continue participation in the AIMS Scholar Program and our National Honors Society.
- Continue to increase the awareness of the post-secondary educational and occupational opportunities including increasing Career and Technical Education opportunities.
- Collaborate/partner with organizations to develop initiatives and career awareness opportunities for our students.
- Apply Safe Schools professional development for all faculty and staff.
- Seek and provide Professional Development for our faculty and staff utilizing webinars, google meet and zoom opportunities, as well as in-person opportunities.

#### **Use Data to Improve Learning (Using Results for Continuous Improvement)**

- Discuss data at Leadership, Faculty, Grade Level, and Department Meetings.
- Use School Quality Profiles, Comprehensive Instructional Program, Virginia Department of Education and other resources to obtain data.
- Encourage attendance for professional development for using data to improve instruction and student achievement.

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#### **School Improvement Plans:**



**The Right Things.  
The Right Way.  
The Raider Way.**

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**JOHN I. BURTON HIGH SCHOOL**  
**2032-2024**

**School Comprehensive Plan**



## Vision and Mission

We at John I. Burton High School, in our commitment to excellence, will provide a high quality and comprehensive education for all students in a safe learning environment. We will offer relevant and engaging instruction through the use of new and existing technologies that will produce critical thinkers and problem solvers. We will provide a small school setting, an educational environment that expects high standards, encourages cultural diversity, provides individual attention and promotes lifelong learning through challenging and rewarding school experiences. Our goal is that all our students reach their full potential and graduate as healthy individuals, dedicated to their family, school, and community.

Our mission at John I. Burton High School is to hold students accountable, to maintain high expectations, and to provide a safe educational environment. We embrace cultural diversity, provide individual attention, and promote lifelong learning through challenging and rewarding school experiences. Our goal is that all students reach their full potential as healthy, prosperous, and knowledgeable individuals dedicated to their family, school, and community.



## Purpose and Direction

Implement and communicate our school vision and mission.

Enhance the current academic curriculum by including the Project Based Learning Approach.

Focus on Student Attendance for student achievement and development of citizenship.

### Strategies:

- Teachers will post the vision and mission in the classroom. Teachers will encourage students to discuss what the vision and mission means to them as students of John I. Burton High School.
- The vision and mission will be communicated to parents on correspondences sent home and during meetings as deemed appropriate.
- Teachers will demonstrate our vision and mission daily through their expectations of our students.
- Teachers will hold students accountable.

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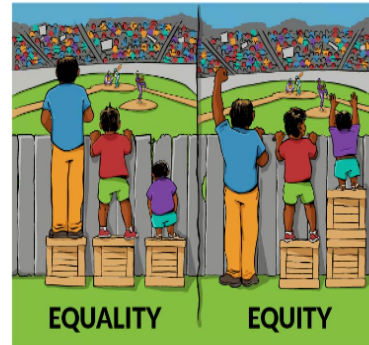
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## Overall Framework to Help Guide Instruction

Utilize the resources of the Region 7 Comprehensive Instructional Program for all SOL tested subjects and use the 9 week benchmark assessments for formative assessment.

Analyze assessments to form instruction for remediation and enrichment in core subjects of English and Math. **Growth Assessments will be administered to eighth grade students during the 2023-2024 school year.**

Identify students for remediation, **learning loss and achievement gap areas**, using data from benchmark testing and other assessments in grades 8-12.



## Overall Framework to Help Guide Instruction

Strategies:

- Grade level/departmental meetings throughout the school year on a regular basis.
- Faculty meetings as deemed necessary.
- Committee meetings quarterly.
- Continue Professional Development:
  - Strategies to effectively utilize CANVAS, Google Classroom, related applications and new software. **Region VII Virtual Academy will be the NCS platform for full time virtual students.**
  - Assessment for learning strategies will be utilized to form instruction and provide remediation to enhance student learning in all subjects.
- Analyze data specifically for core subjects initiated by each Department Chair.

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## Enhance Stakeholder Engagement

Increase awareness of the positive happenings and share information about John I. Burton High School utilizing Social Media, Teacher WebPages, and other teacher messaging systems, School Messaging system, letters and personal conversations with stakeholders as well as using Google Meet and Zoom for virtual sharing of information.

Strategies:

- Teachers will be encouraged to use REMIND, GOOGLE CLASSROOM, Zoom, or other APPS to communicate with families and students.
- Parent Portal will be updated as a tool to keep parents informed of academic progress.



## Improve Student Achievement

**Core Content: MATH**

*70% of all students, grades 8-12, will obtain a passing score on the Math SOL for the 2023-2024 school year.*

Strategies:

- Early identification of students who are in need of remediation through summative evaluations. Learning loss/achievement gap areas will be a key factor for determining remediation needs.
- Remediation - students will have opportunity for remediation before, during and after school. These accommodations will be offered to students at all math levels. After- school remediation will be available year long for 2023-2024 as deemed necessary. .
- Assessment for Learning - Teachers will administer benchmark tests and other regular test that are aligned with the SOL content and testing format. These will be used to align the direct instruction and guide curriculum.
- Professional Development - Teachers will remain current on the math content and assure that the curriculum remains in line with the state standards for math.
- Project Based Learning - Teachers will use project based learning to challenge students to apply the curriculum and develop problem solving/life-based skills.
- Core teachers and Special Education teachers will partner to make differentiated learning a priority for the 2023-2024 school year.

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## Improve Student Achievement

Core Content: ENGLISH

*75% of all students, grades 8-12, will obtain a passing score on the English SOL tests for the 2023-2024 school year.*

Strategies:

- Early identification of students who are in need of remediation through summative evaluations.
- Remediation - students will have opportunity for remediation before, during and after school. These accommodations will be offered to students at all levels. After- school remediation will be available year long for 2023-2024 as deemed necessary.
- Assessment for Learning - Teachers will administer benchmark tests and other regular test that are aligned with the SOL content and testing format. These will be used to align the direct instruction and guide curriculum.
- Professional Development: District opportunities and school level opportunities with a focus on inclusion, differentiation, and the elements of the Comprehensive Instructional Program.
- Core teachers and Special Education teachers will partner to make differentiation for students a priority for the 2023-2024 school year.



## Improve Student Achievement

Core Content: SCIENCE

*70% of all students, grades 8-12, will obtain a passing score on Science SOL tests for the 2023-2024 school year.*

Strategies:

- Remediation- students will have opportunity for remediation during and after school.
- Assessment for Learning- Teachers will administer benchmark tests and other regular test that are aligned with the SOL content and testing format. These will be used to align the direct instruction and guide curriculum.
- Professional Development- Teachers will remain current on the science content and assure that the curriculum remains in line with standards for science.
- Project Based Learning- Teachers will use project based learning to challenge students to apply the curriculum and develop problem solving/life-based skills.
- Core teachers and Special Education teachers will work together for students who need differentiated learning.

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## Improve Student Achievement

Core Content: SOCIAL STUDIES

70% of all students, grades 8-12, will obtain a passing score on Social Studies SOL tests for the 2023-2024 school year.

### Strategies:

- All Social Studies students' grades 7-12 (Middle School inclusive) are tracked all the way through their high school careers. The courses tracked are:
  - 7th grade Civics (scores come with them when they enter the 8th grade)
  - 8th grade World Geography
  - 9th grade World History I
  - 11th grade Virginia and United States History
- Benchmark and Pre/Post Tests are given regularly in all courses.
- Any student at risk in the Social Studies Department will be monitored.
- All students will receive direct instruction in all Social Studies classes with accommodations made for all students with Individual Educational Plans.
- All students will have tutoring options made available.



## Demonstrate Fiscal Responsibility

*Maintain school level financial reports and utilize new procedures for district level financial record keeping.*

*Collaborate with community supporters to develop plans that will meet the needs of John I. Burton High School.*

### Strategies:

- School bookkeeper will meet with the Principal on a monthly basis.
- School bookkeeper will follow guidelines and expectations established by the district financial officer.
- Develop partnerships with local businesses and organizations and utilize talents within the community to enhance student experiences.
- Provide opportunities for parent involvement within the school setting.
- Encourage Community Service projects within the school community.
- Invite guests from the community to share talents and knowledge with students to enhance the academic curriculum.
- Acknowledge and share positive aspects of the school community via email, social media, newspaper, and local news stations.

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## RESOURCES AND SUPPORT SYSTEMS

### *Virtual Programs*

*Virtual program to increase credit recovery and help at-risk students complete graduation requirements using the Region VII Virtual Academy guidelines and programs.*

Purpose of the Program: *Region VII Virtual Academy - imagine Learning- Edgenuity* provides an enriching and engaging mixture of 21st century technology. The program allows our students to complete graduation requirements in an individualized learning environment. The online program includes assessments, so parents and teachers can be sure students have mastered and comprehended concepts before progressing. Individualized online learning allows our students to learn at their own pace.

#### **Benefits:**

- Complete Academic Requirements
- Individually Focused Instruction
- Mastery-based Lessons
- Integrated Subject Material
- Alternative Education
- Flexible, Customizable Courses
- Accelerated Learning for Gifted Learners
- Enrichment & Reinforcement Options
- Student-paced Learning Environment



## RESOURCES AND SUPPORT SYSTEMS

### *Attendance/Tuancy*

During the 2023-2024 school year, Attendance will be a focus area for accreditation. Student absenteeism will be monitored daily/weekly to identify potential truant students early, monitor their attendance, and communicate with parents/guardians to foster support in encouraging their child to attend school daily.

The goal is to improve attendance for all students, specifically targeting students who may become truant due to unexcused absences, which may result in their being reported to the court system. Attendance will be monitored for all learners- Region VII Virtual Academy and in- person.

#### **Strategies:**

- A division-wide Attendance Improvement Committee will be initiated.
- Teachers must take timely and accurate attendance for each class, so online reports will be valid and reliable for data collection.
- Track student attendance daily/weekly by analyzing daily attendance reports and student records on Powerschool. This strategy relies heavily on accurate teacher recording of attendance for validity and reliability.
- Send timely letter home to parent/guardian of student who may be on track with unexcused absences to becoming truant.
- Follow division policies and court procedures for truancy issues.
- Truancy Representative/Academic Supports Teacher: will attend court dates as needed to discuss truancy cases with the court system.

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## RESOURCES AND SUPPORT SYSTEMS

### *In-School Suspension- Alternative placements*

Utilize current In-School Suspension program in order to reduce Out-of-School suspensions.

Purpose of the Program: In-School Suspension provides an alternate setting for students with discipline problems.

#### Strategies:

- Provide supervision for students who are assigned to In-School Suspension.
- Monitor all I.S.S. assignments; provide encouragement and feedback to students, monitor tests, computer work and provide instructional assistance as appropriate.
- Communicate with teachers for work requests.



## USING DATA AND TECHNOLOGY TO IMPROVE INSTRUCTION

Utilize the online teacher evaluation system through the Comprehensive Instructional Program (CIP).

#### Strategies:

- Provide professional development for teachers to help implement the CIP *Evaluate* program.
- Meet with teachers who are being evaluated to establish goals for the 2023-2024 school year.
- Meet with teachers *one-on-one* who are being evaluated to help complete their goal setting form.
- Observe teachers through scheduled and unscheduled visits who are being evaluated.
- Meet with teachers to discuss their Mid-year review.
- At the end of the 2023-2024 school, provide teachers with a summative performance report.

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**The Right Things.  
The Right Way.  
The Raider Way.**

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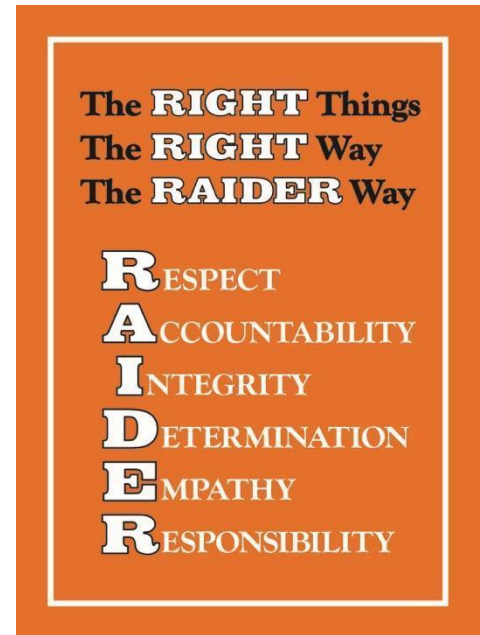
Norton Elementary and Middle School

School Improvement Plan  
2023-24

Vision-Mission- Beliefs

Vision and Mission Statements

- Our **vision** is to provide a safe, caring, and stimulating environment to cultivate productive and responsible life-long learners, in partnership with parents and community members.
- **Mission:** Norton Elementary and Middle School recognizes that each child is an individual who can succeed with the support of their family, school, and community. We strive to promote a safe and caring atmosphere that creates and enhances challenging learning programs to foster the development of social, emotional, physical, and intellectual growth of all its members.
- **School Motto:** The RIGHT Things, The RIGHT Way, The RAIDER Way.



PURPOSE AND DIRECTION

*Promote character education on a monthly and weekly basis.*

*Continue to promote a trauma-informed school.*

*Continue to promote family engagement.*

*Enhance access to the current academic curriculum by tailoring a hybrid approach to curriculum delivery.*

Strategies

- Teachers will post the motto in the classroom. Teachers will encourage the students to discuss what **The RAIDER Way** means to them as students at NEMS.

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- The RAIDER acronym will be used for character education. Our staff and administration will use the character traits as the educational piece of their discipline plan.
- Share our “word of the month” and “focus of the week” in the announcements and our newsletter.
  - Teachers are challenged to discuss these with their students in their lessons.
- Teachers will use Canvas and Google Classroom to deliver curricula that can be accessed from anywhere.

## Encourage Stakeholder Engagement GOVERNANCE AND LEADERSHIP

***Opening multiple avenues of communication with parents and key stakeholders by utilizing Social Media, Teacher Webpages and other teacher messaging systems, School Messaging systems, letters, and personal conversations.***

### Strategies

- Teachers will maintain classroom communication with students using Google Sites and Google Classroom.
- Teachers will be encouraged to use CANVAS, REMIND, GOOGLE CLASSROOM, or other APPS to communicate with families and students.
- Parent Portal will be updated to keep parents informed of academic progress.
- Excessive student absences will be communicated to parents via phone calls, parent letters, and meetings. This will be a key piece of meeting this SOA.

## Improve Student Achievement TEACHING AND ASSESSING FOR LEARNING

### MATH

***70% of all students, grades 3-7, will obtain a passing score on the Math SOL for the 2023-24 school year. Specific focus will be given to 3rd-grade reading to reach state accreditation levels and establish a foundation for all students' success.***

### Strategies

- The Title I program will identify K-7 students and offer RTI services to students in areas identified.

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- Based on diagnostic testing and formative assessment data, core teachers and Title I specialists will remediate students.
- Each core classroom has an assigned paraprofessional to assist with grouping and instruction.
- Professional Development: Continue to educate all Math teachers on CIP standards, CIP benchmarks, VDOE growth assessments, and available resources. CIP will provide this web-based PD.
- Core teachers and Special Education teachers will partner to continue to make students with disabilities a priority for the 2023-24 school year.
  - Middle school schedules have been arranged to facilitate more in-class time for our special education staff with our SWDs.
- Middle school schedules have been arranged to allow for collaboration and remediation.
- Provide additional support programs through Title I services to students who have attended virtually, been homeschooled, and/or been chronically absent.
- Teachers will work with the administration and the truancy officer to ensure students are present for instruction. This will be key to meeting the Math and Attendance SOAs.
- Teachers in 2nd and 3rd grade will loop to promote continuity of instruction and mastery of subject matter in preparation for the 3rd grade SOL.
- The administration will evaluate the strategies used for 2023-24 to determine if this goal has been met by the end of 2023-24.

### **READING/ELA**

***75% of all students, grades 3-7, will obtain a passing score on the Reading SOL for the 2023-24 school year. Specific focus will be given to 3rd-grade reading to reach state accreditation levels and establish a foundation for all students' success.***

#### **Strategies**

- The Title I program will identify K-7 students and offer RTI services to students in areas identified.
  - Based on diagnostic testing and formative assessment data, core teachers and Title I specialists will remediate students.
  - Each core classroom has an assigned paraprofessional to assist with grouping and instruction.
- Professional Development: Continue to educate all Reading teachers on CIP standards, CIP benchmarks, VDOE growth assessments, and available resources. CIP will provide this web-based PD.

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- Core teachers and Special Education teachers will partner to continue to make students with disabilities a priority for the 2023-24 school year.
  - Middle school schedules have been arranged to facilitate more in-class time for our special education staff with our SWDs.
- Middle school schedules have been arranged to allow for collaboration and remediation.
- Provide additional support programs through Title I services to students who have attended virtually, been homeschooled, and/or been chronically absent.
- Teachers will work with the administration and the truancy officer to ensure students are present for instruction. This will be key to meeting the Reading and Attendance SOAs.
- Teachers in 2nd and 3rd grade will loop to promote continuity of instruction and mastery of subject matter in preparation for the 3rd grade SOL.
- The administration will evaluate the strategies used for 2023-24 to determine if this goal has been met by the end of 2023-24.

### **Demonstrate Fiscal Responsibility** **RESOURCES AND SUPPORT SYSTEMS**

***Maintain school-level financial reports and utilize new procedures for district-level financial record keeping.***

***Collaborate with the Director of Technology to utilize grant funding for classroom technology and subscriptions.***

#### **Strategies**

- The school bookkeeper will meet with the Principal every month.
- Look for additional grant opportunities at the school level and the classroom level.
- The Director of Technology will work with school leaders to address classroom needs.

### **Promote Student Activities and Programs that Promote Personal Development** **RESOURCES AND SUPPORT SYSTEMS**

***Provide opportunities for parent volunteers to interact with students in a safe environment and under proper supervision.***

***Provide resources to ensure our Pre-K programs grow effectively.***

***Partner with community-based groups to provide childcare support for parents.***

#### **Strategies**

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- Greenhouse Projects
  - Encourage families to work with children in individual classrooms to create outdoor gardens and other projects.
- Continue our partnership with Communities in School to facilitate family involvement events.
- Continue to communicate the value and importance of our pre-k program to key stakeholders.
  - Explore grant opportunities to fund pre-k faculty and supplies.
  - Participate in VPI to continue to receive state aid.

***Promote student projects, activities, and programs that promote personal development and demonstrate authentic learning.***

#### **Strategies**

- Mock Election- virtual election
- School Play
- Perfect Attendance and Honor Roll Recognitions every nine weeks
- Morning Mile Program- implemented in PE classes
- National Junior Honor Society

***Look for opportunities to enhance Pre-K and kindergarten instruction and ensure sustainability for current programs implemented in the 2023-24 school year.***

#### **Strategies**

- Recruitment of 4-year-old children- Registration and “Fun Night” during the Spring semester. Will strive to hold a coordinated enrollment event with Head Start- Kid’s Central. Virtual if necessary.
- Encourage new student and parent visits to our current programs.
- Continue to support our Kindergarten program with assistance from paraprofessionals and Title 1 teachers.

***Continue demonstrating the need for an SRO and SSO and sustain those positions beyond 2023-24.***

#### **Strategies**

- Exploration of grants published by the DOJ.
- Explore community and corporate partnerships.

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- Communicate the need for a full-time SRO and part-time SSO and educate the citizens about their opportunities/responsibilities to assist.

***Use Data to Improve Learning***  
**USING RESULTS FOR CONTINUOUS IMPROVEMENT**

- ***Analyze SOL data from 2022-23 to guide instruction for the 2023-24 school year. Teachers will plan instruction based on formative assessment and a growth mindset.***
- ***Effectively utilize the resources of the Region 7 Comprehensive Instructional Program for all SOL-tested subjects and use the 9-week benchmark assessments for formative assessment.***
- ***Utilize Afterschool Math and Reading Academies using data from SOLs, benchmark testing, and other grades 3-7 assessments to promote growth in core areas.***

***Strategies***

- Classroom and benchmark assessments will be analyzed to form instruction for remediation and enrichment in Math and Reading.
- Grade level/departmental meetings monthly.
- Regular faculty meetings.
- Continuing Professional Development: Assessment for Learning strategies will be utilized to form instruction and provide remediation to enhance student learning in all subjects.
- Implement Professional Development that examines data for the subjects of Reading and Math with leadership from the Reading and Math departments.

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## **Attachment A: Technology Plan**

### **Norton City Schools Technology Plan 2021-2027 - Revised 8/27/21- Revised 10/18/21 Final 8/29/22**

#### **Mission Statement**

The mission of Norton City Schools is to ensure that all students are technologically literate in a manner that will support their future as lifelong learners and as productive citizens.

Norton City Schools will continue to improve access to technology for all students, staff, and members of the community. As we continue to strive for excellence, we will monitor the ever-changing face of education and technology and continually assess the needs of Norton City Schools.

Norton City Schools acknowledge the role of technology in society and the learning environment by incorporating technology into all aspects of the educational process using the following strategies:

- Enhancement of communication between parents, students, colleagues, and the community.
- Making instructional technology available to all students and teachers.
- Make available an option for virtual programs utilizing the Region VII Virtual Academy.
- Stimulate individualized learning, group activities, and cooperative activities.
- Improving the administration of schools by providing access to information required for decisions concerning instruction and administration.
- Acquire specialized technologies to meet the needs of special needs students.
- Allowing students to assume a greater responsibility for their learning, which will allow them to experiment, explore, and expand their educational horizons.
- Create a learning environment where active participation is encouraged through the use of technology.
- Fully support technology by providing on-going teacher training and professional development.
- Technology training will be made available to the community.
- Online access to enrollment, forms and payments.

#### **Philosophy**

Education is at the heart of economic growth and democratic citizenship. To assure success in global competition, educational systems are undergoing a profound transformation.

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The new educational delivery systems are based on a society of lifelong learners who collaborate on common interests, share resources, and provide mutual support. Local communities, utilization of new partnerships, educational technologies and the nation's emerging information infrastructure are helping to transform teaching and learning from preschool programs to worker retraining. Students of all ages will be connected to a vast array of educational opportunities.

We believe that:

- Everyone should use technology ethically.
- Technology is ever changing and requires the continuous updating of skills.
- The technology plan should be flexible and changeable.
- Technology application needs to be designed to meet the goals of instructional programs.
- Emerging instructional applications require continuous staff development to assure effective curriculum integration.
- Effective leadership requires the use of technology.
- Technology motivates students to become active, problem-solving learners.
- Technology provides access to a world of information and ideas.
- Technology is essential for organizing and managing information to assist in problem-solving.
- Technology in schools needs to extend to the home and community, providing the tools for learning and creativity.

#### **Action Items Based on Needs Assessment**

<b>Action Items</b>	<b>Responsibility</b>	<b>Status</b>
Evaluate staff technology proficiency and provide training when necessary	Administration	On-Going
Explore the use of mobile devices	Administration	In-Progress
Continue replacement cycles of computer lab computers	Technology Manager	On-Going
Improve the use of data-driven decision making	Administration & Technology Manager	In-Progress

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Maintain networks to ensure reliability	Technology Manager	On-Going
Explore options to increase connectivity	Technology Manager	On-Going
Evaluate new and emerging technologies and implement when necessary	Technology Manager, Administration & Teachers	In-Progress
Ensure instructional staff have support and training for implementation of technology into classroom instruction	Technology Manager & Administration	On-Going

### **ENVIRONMENT**

**Goal:** To provide all students a safe, flexible, and effective learning environment.

#### **Objectives:**

1. Provide high-quality professional development to assist educators to create, maintain, and enhance a variety of instructional methods.
2. Broaden curricula to include virtual learning environments, face to face, and blended instructional opportunities.
3. Provide necessary infrastructure to support one to one initiative, virtual learning, and other learning environments.
4. Educate users on acceptable and Internet safety practices.

#### **Strategies:**

1. Ensure all stakeholders are aware of distance learning opportunities, especially dual enrollment courses offered through partnerships with our local colleges, Elite Learning, and the Linwood Holton Governor's School.
2. Promote professional development that is appropriate to enhance a teacher's use of readily available technology.
3. Continuously monitor our networks (LAN and Wireless) to ensure it is capable of handling the increased use of technology.
4. Evaluate emerging technologies and implement them when appropriate.
5. Utilize master teachers to aid their colleagues in proper incorporation of technology.
6. Maintain a list of useful websites and resources that teachers can reference.

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7. Educate parents and community members of the potential dangers of the Internet and provide them with information that will aid them in keeping their children/grandchildren or loved ones safe.

#### **Needs Assessment:**

1. The bandwidth available at John I. Burton and Norton Elementary & Middle School must be upgraded to adequately support the increasing demands on Internet connectivity. *An upgrade was completed in July 2020. This is constantly being re-evaluated as needs arise and new devices are added.*
2. There are discrepancies throughout the Norton City School division regarding the proper use of technology to enhance classroom instruction.
3. The chrome book initiative is needed, as funding allows, for grades 3-12 for access to testing of SOLS. *Chromebooks are in every 1<sup>st</sup>-12<sup>th</sup> grade classroom. These devices are upgraded as the need arises. Chromebooks are in every 1st-12th classroom and Ipads in Kindergarten and Pre-K*
4. *Active Directory being updated to improve security of the network environment.*

#### **ENGAGEMENT**

**Goal:** Engage students with technologies that meet their individual educational needs and promote our curricular content.

#### **Objectives:**

1. Improve collaboration among educators, content experts, and students to promote individualized, effective use of technology.
2. Make technologies that engage students more available to teachers.
3. Ensure all students have equal access to engaging technologies to individualize learning and provide equitable opportunities.
4. Educate students on appropriate use of technologies by implementing Internet safety programs in schools.
5. Provide appropriate adaptive technologies when applicable.
6. Offer students opportunities to apply technology effectively to gain knowledge, develop skills, and create and distribute artifacts that provide assessment for learning.

#### **Strategies:**

1. Partner with local colleges and universities, including the Center for Teaching Excellence, to provide workshops and classes concerning technology integration.
2. Provide teachers with various outlets to provide an understanding of how other teachers around our region and the state are empowering students through the use of technology.
3. Empower special needs students by utilizing appropriate assistive technologies.

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4. Formulate lists of best practices using technology to share among division employees.
5. Evaluate hand-held devices and incorporate where appropriate.
6. Educate students to safely exist in a technological world.
7. Increase the number of mobile labs across the division.

#### **Needs Assessment:**

1. Address teacher weaknesses in utilizing classroom technologies.
2. Increase hand-held technologies to engage students where appropriate.
3. Ensure that each child has equal opportunity to a technology-enhanced learning environment *at school and home*.
4. Address appropriate use of social media and other forms of technology.
5. *Training for staff for a virtual learning environment*
6. *Implementation of Canvas as a district LMS system.*

### **APPLICATION**

**Goal:** Empower students by providing opportunities for them to apply effective technologies to gain understanding, knowledge, and encourage them to be independent thinkers.

#### **Objectives:**

1. Provide and support professional development to teachers so that they may effectively facilitate a classroom in which students are encouraged to use technology to communicate, collaborate, and solve problems where applicable.
2. Educate students on the purposeful use of technology to solve real world issues.
3. Enhance traditional assessments with technology-based assessments.
4. Create opportunities to showcase student work to generate interest and promote participation in school projects.

#### **Strategies:**

1. Increase technology literacy with a technology curriculum at the elementary school level.
2. Evaluate the current literacy levels of all teachers, students, and administrators and provide professional development and instruction where needed.
3. Incorporate assessment programs such as Interactive Achievement with classroom response systems using technology-based assessments.
4. Ensure students and teachers are aware of emerging technologies.
5. Promote project-based learning utilizing technology.

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**Needs Assessment:**

1. Students need to become independent problem solvers, using technology when appropriate.
2. Provide students with more technological based assessments.
3. Prepare students for a technology rich workforce.
4. Assist teachers in overcoming their technology shortfalls.
5. Increase the amount of technology tools available throughout the school division.
6. Prepare teachers and students to adapt to technologies that do not yet exist.
7. Prepare *students and teachers for virtual and remote learning*.
8. *Licensed ITRT- Technology support personnel at the school level.*

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## **TOOLS**

**Goal:** Provide students and teachers with authentic and appropriate technology tools to promote the development of students in order to gain knowledge and extend the capability of applying technology to solve problems and demonstrate understanding.

### **Objectives:**

1. Utilize mobile devices when appropriate to allow all students the opportunity to solve problems utilizing technology.
2. Support teachers with information, resources, and professional development that allows them to facilitate the students' use of technologies to utilize technology to purposefully solve problems, communicate, and expand their knowledge.
3. Explore the use of formative technology-based assessments that further the growth in content knowledge and skill development.

### **Strategies:**

1. Provide students with mobile devices, laptops, and response systems where appropriate to promote the use of technologies to solve problems.
2. Identify areas within the curriculum where technology is not currently utilized and implement it where appropriate.
3. Offer professional development to ensure the technology skills of our teachers meets their needs and allows them to effectively incorporate it into instruction.
4. Develop a systematic replacement plan for older, out of date computers and other technology-based equipment.
5. Complete the network refresh project for John I. Burton and Norton Elementary and Middle school to meet the infrastructure needs at both schools.

### **Needs Assessment:**

1. Develop knowledge among teachers and students that allow them to choose appropriate tools for solving problems.
2. Foster professional development to ensure teachers gain the technology skills needed to promote effective use of technology tools by their students *for classroom and remote learning*.
3. Increase the number of mobile computer labs, hand-held devices, and response systems to ensure they are readily available to the classroom and remote learning.
4. Ensure teachers have appropriate technological equipment available in the classroom.
5. To have available technologies for teachers to communicate with students and parents.

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6. Teacher to utilize webpages for student and parent access for knowledge of school events and happenings.

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## **IMPROVING RESULTS**

**Goal:** Utilize technology to support data-driven decision making to improve teaching and learning across the school division.

### **Objectives:**

1. Use available data to determine if current supports (financial, technical, pedagogical supports, etc.) are sufficient.
2. Assist teachers in disaggregation, interpreting, and use of data to plan for improvement and differentiation of instruction.
3. Utilize technology to prepare students for upcoming assessments that will measure higher-order thinking skills and promote project-based learning.
4. Ensure all staff are proficient in the use of appropriate software for data management and reporting.
5. Provide additional training for all staff to utilize the existing student information system.
6. Utilize our notification system, web pages, social media, etc. to improve communication among all stakeholders.
7. Overcome technology staffing issues by implementing support contracts when necessary to provide network stability and efficiency.

### **Strategies:**

1. Examine budgets to request additions where needed to ensure efficient operation.
2. Train teachers to utilize the Comprehensive Instructional Program (CIP) with Interactive achievement benchmarks and SOL assessment data to determine the educational needs of students.
3. Locate assessments that utilize technology-enhanced methods of answering questions instead of multiple choice answers.
4. Utilize student response systems for immediate feedback to students.
5. Communicate with all stakeholders through web pages, notification systems, social media, etc.
6. Train all staff in using appropriate technology programs to manage and report information.
7. Identify critical network components and implement maintenance contracts where necessary to ensure network downtime is kept to a minimum.

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**Needs Assessment:**

1. Reduce technology failures to ensure connectivity is available when needed.
2. Provide useful data and train teachers to disaggregate such data.
3. Online assessments are needed across the school division to provide teachers with up-to-date data.
4. Improve communication among all stakeholders.
5. Provide students with immediate feedback when capable.
6. Provide training in Google Classroom, Canvas *and other virtual learning platforms* yearly.
7. Develop a plan for updating the webpage design and keeping current website information updated. New Website currently being developed that will be launched in fall of 2022
8. Training of new teachers of online learning, TestNav and other online platforms.

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## **TECHNOLOGY PLAN EVALUATION**

Annually, the leadership team and the technology manager/department will review the plan to ensure that progress is being made to attain all goals. When necessary, goals, objectives, etc. will be updated to ensure that the plan is progressive and that it remains a working document.

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## **TECHNOLOGY POLICIES**

Book	Policy Manual
Section	Section I - Instruction
Title	ACCEPTABLE COMPUTER SYSTEM USE
Code	IIBEA/GAB
Status	Active
Adopted	January 14, 1997
Last Revised	July 15, 2021
Prior Revised Dates	12/14/2009; 11/08/2010; 4/11/2019; 7/15/2019

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