

Duplin County Schools

A Unified Approach to Academic Excellence

**Superintendent's 90 Day
Report:**

Strengths, Challenges and Recommendations

November 23, 2010

Austin Nosakhare Obasohan, Ed.D.

Vision

The vision of Duplin County Schools is to become an exemplary school system which inspires, challenges, and empowers students and staff for success in a globally competitive society.

School Board Members

Mr. Reginald Kenan, Chairman
Mr. Hubert E. Bowden
Mr. Willie H. Gillespie

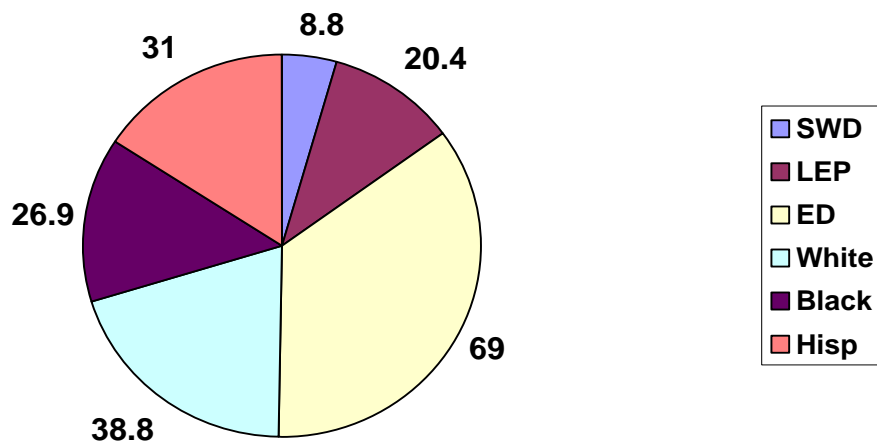
Mr. Chuck Farris, Vice Chairman
Mr. Jennings Outlaw
Mrs. Emily S. Manning

System's Description

The Duplin County Schools consists of sixteen public schools with four K-5 schools, one K-6 school, three K-8 schools, three 6-8 middle schools, four high schools and one early college high school. Current student enrollment is approximately 9,040 with 678 certified personnel and 439 classified personnel, for a total of 1,217 employees. The annual budget is approximately \$76 million.

System's Data

Duplin County 2009-10 Student Population



Data Source: EOY Accountability Data Verification Files

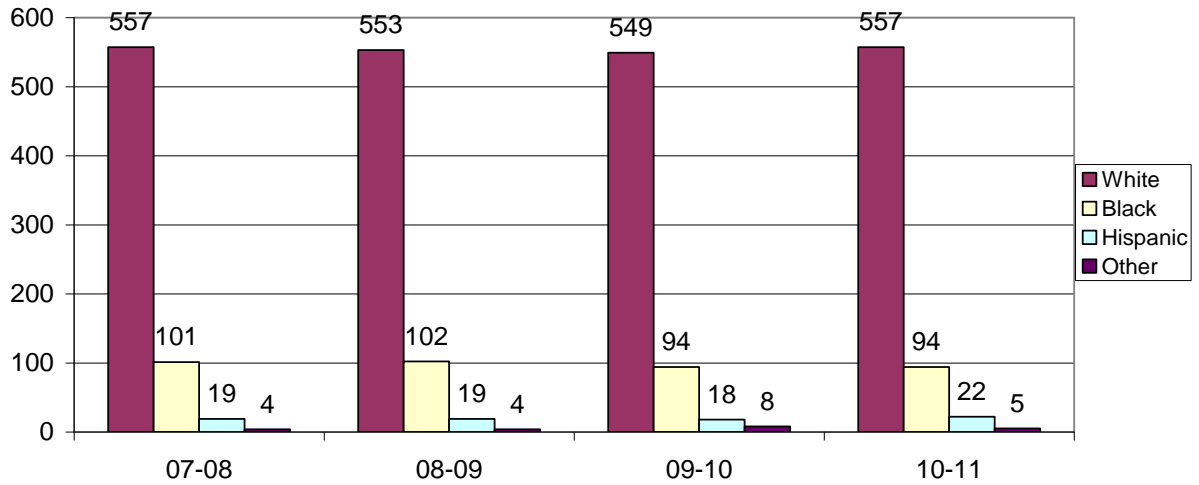
Certified Teaching Demographic Data

Year	Total Population	White	Black	Hispanic	Other
07-08	681	557	101	19	4
08-09	678	553	102	19	4
09-10	669	549	94	18	8
10-11	678	557	94	22	5

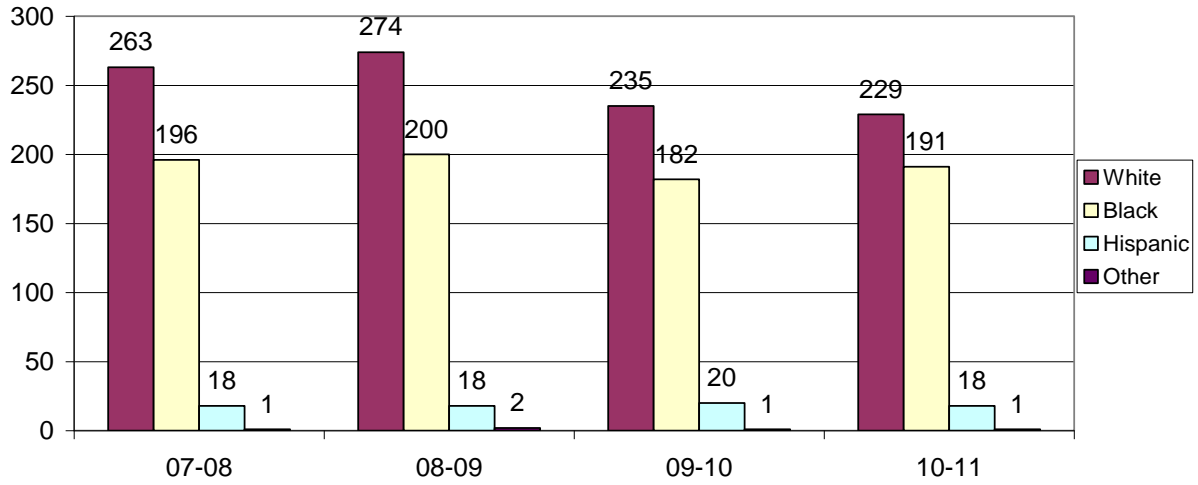
Classified Demographic Data

Year	Total Population	White	Black	Hispanic	Other
07-08	478	263	196	18	1
08-09	494	274	200	18	2
09-10	438	235	182	20	1
10-11	439	229	191	18	1

Certified Demographic Data

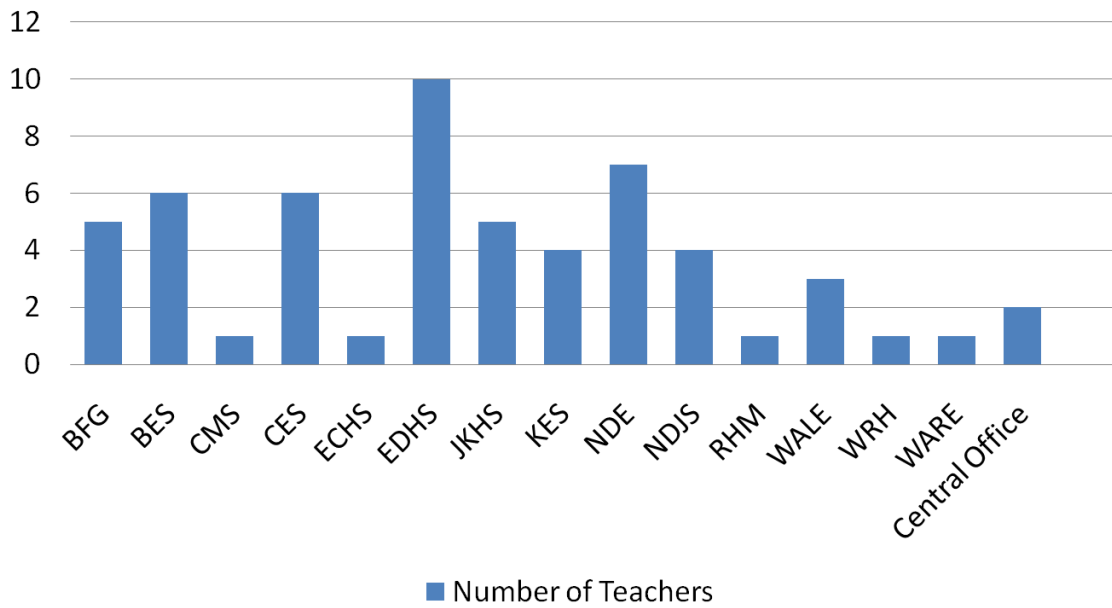


Classified Demographic Data



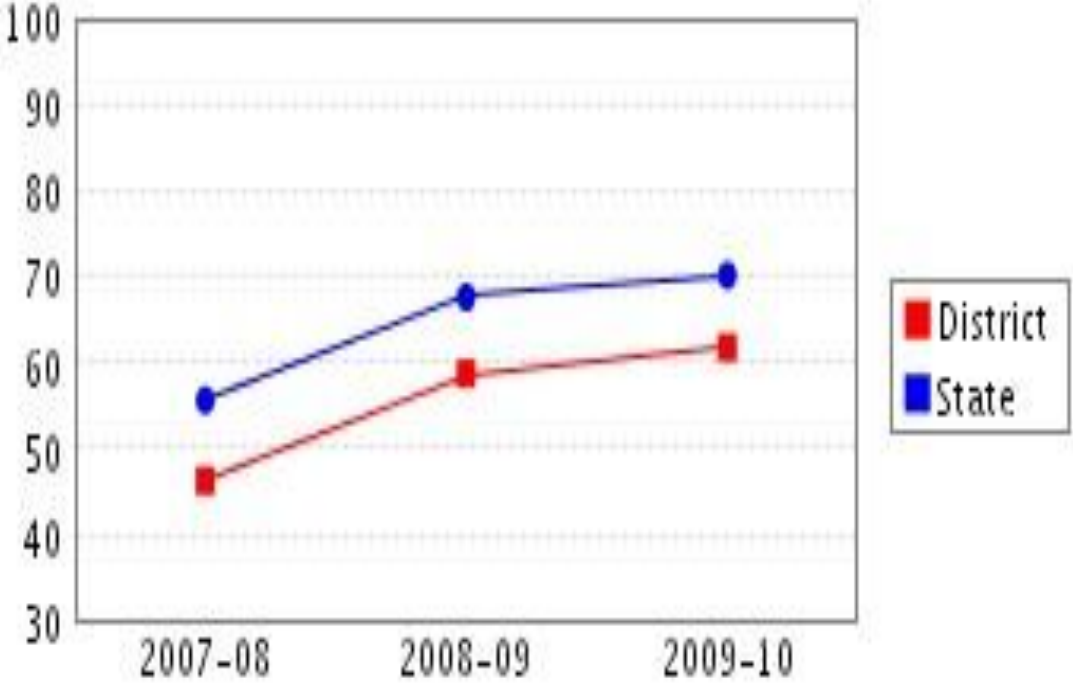
Data Source: DCS Human Resources Department

National Board Certified Teachers



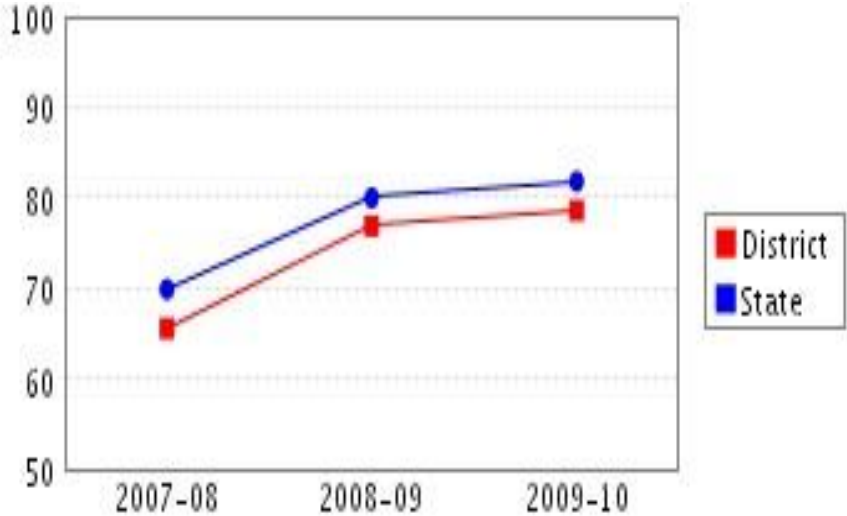
E.E. Smith and Warsaw Middle Schools – No NBCT reported

**Three Year Trend in Student Performance on
ABC's End-of-Grade Reading Test**



Data Source: NC School Report Card

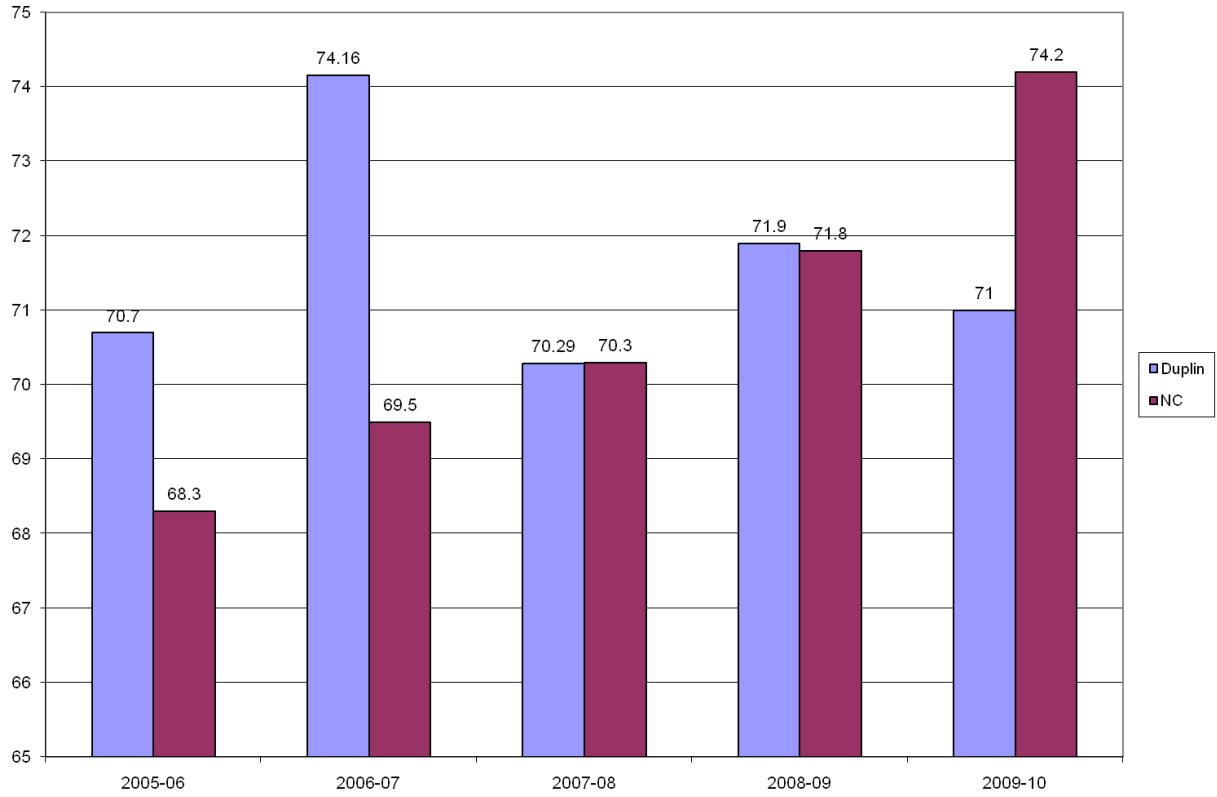
**Three Year Trend in Student
Performance on ABC's End-of-Grade
Math Test**



Data Source: NC School
Report Card

4 Year Cohort Graduation Rate

Data Source: ABCs Disaggregated Data Website



Duplin County & NC SAT Results

Data Source: NC SAT Results Report

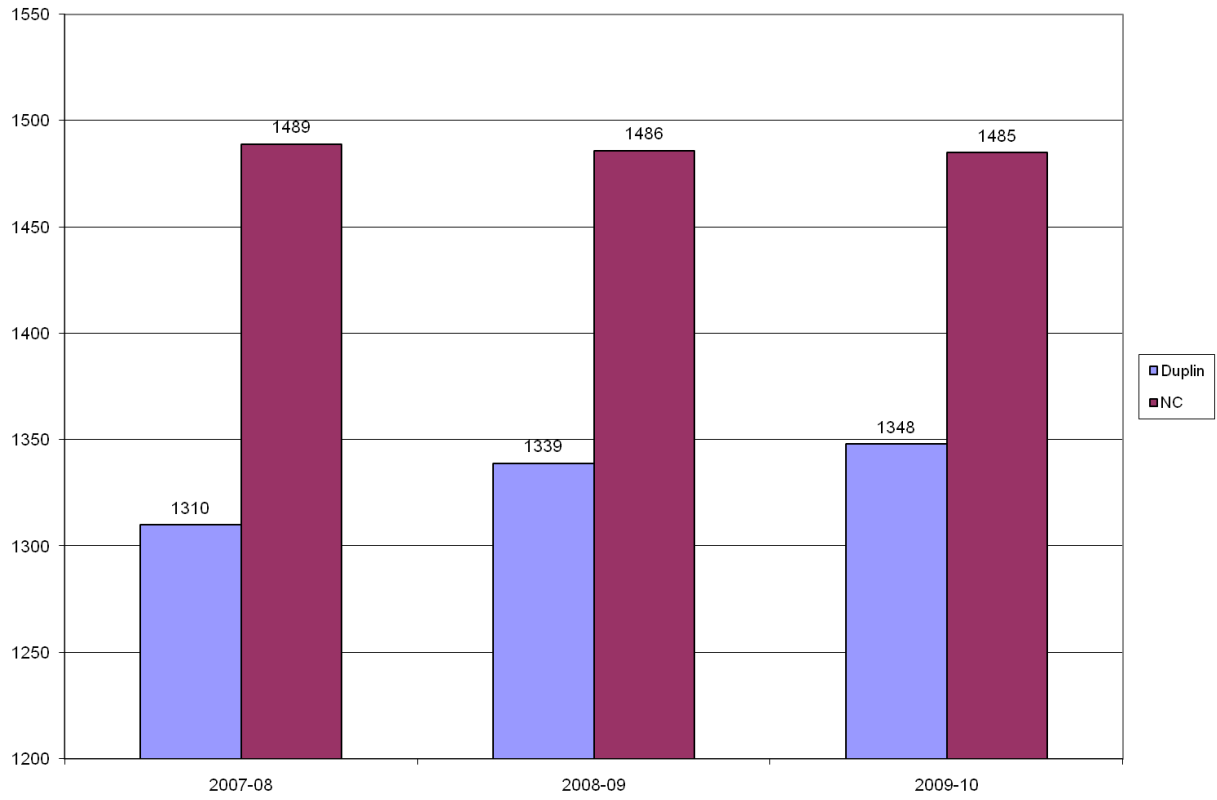
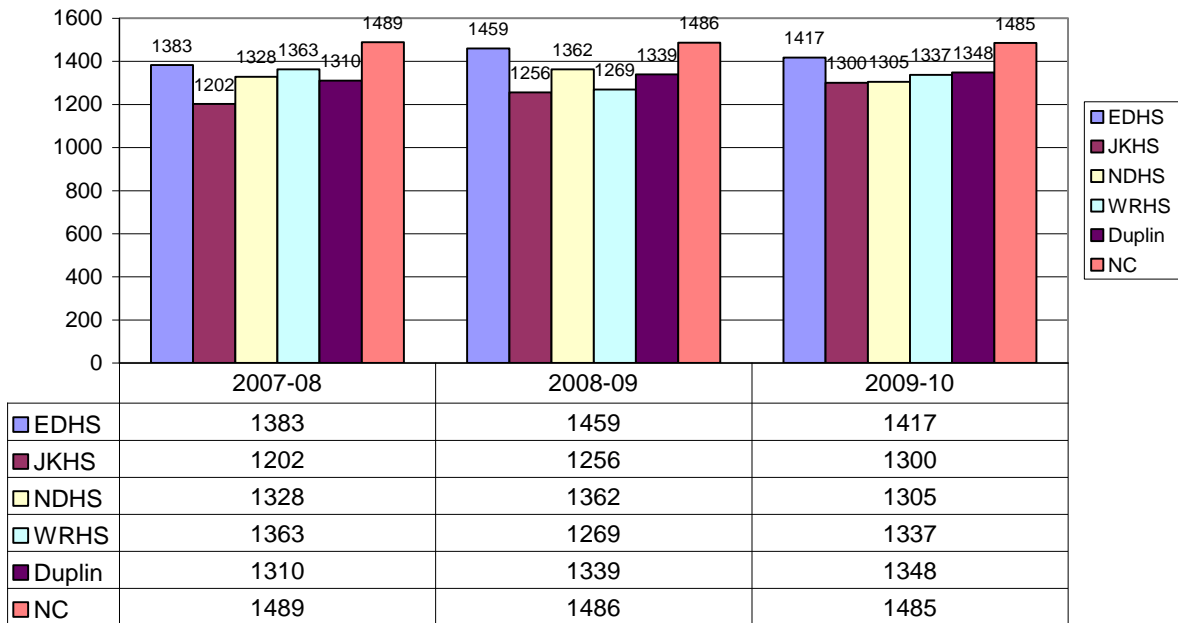


Table of Total Dropouts by School Year

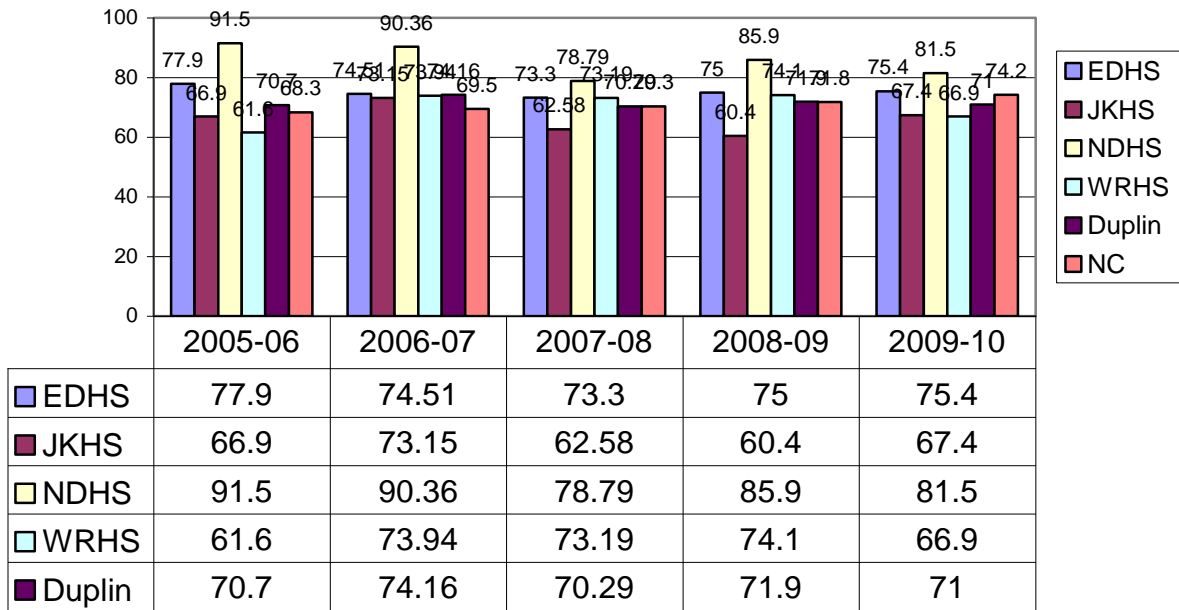
Subgroup	2005-2006	2006-2007	2007-2008	2008-2009
Hispanic Male	31	31	27	18
Black Male	35	41	29	22
White Male	45	23	29	28
Multi-Racial Male	0	2	0	1
Hispanic Female	12	18	18	19
Black Female	21	41	23	17
White Female	17	23	24	15
Multi-Racial Female	3	1	1	1

Data Source: Dropout Collecting and Reporting Manual 2009-2010 (Student Support Services)

Individual High School/Duplin/NC SAT Performance



Individual High School/Duplin/NC Graduation Rate Performance



Duplin & NC End-of-Grade Performance Comparison 2009-10

	Grade 3		Grade 4		Grade 5		Grade 6	
	Reading	Math	Reading	Math	Reading	Math	Reading	Math
District	59.7%	83.1%	62.8%	78.1%	59.1%	75.7%	66.3%	75.2%
State	66.4%	81.9%	71.6%	83.0%	71.1%	81.2%	75.3%	80.5%

Grade 7		Grade 8		Overall	
Reading	Math	Reading	Math	Reading	Math
57.1%	76.5%	65.3%	83.3%	61.7%	78.6%
66.8%	80.2%	69.5%	83.9%	70.1%	81.8%

Duplin & NC End-of Course Performance Comparison 2009-10

	English I	Algebra I	Algebra II	Geometry	Biology	Chemistry	Physical Science
District	81.3%	76.0%	81.0%	87.4%	78.5%	---	83.2%
State	82.4%	77.8%	84.9%	82.3%	81.2%	---	76.4%

Physics	Civics & Economics	US History
---	81.4%	78.5%
---	78.7%	81.6%

Data Source: NC School Report Card

Duplin County Schools Turnover Rate

2005-2010

Year	School	Teacher Population	Elementary	Middle	High
2009-2010	District:		12%	13%	14%
	State:		11%	12%	13%
	BF Grady Elementary	57	19%		
	Beulaville Elementary	56	9%		
	Charity Middle School	32		15%	
	Chinquapin Elementary	39	5%		
	Duplin Early College	8			N/A
	East Duplin High School	57			9%
	EE Smith Middle School	25		14%	

	James Kenan High School	46		17%
	Kenansville Elementary	33	9%	
	North Duplin Elementary	42	11%	
	North Duplin Jr/Sr High	35		14%
	Rose Hill-Magnolia Elem.	41	11%	
	Wallace Elementary	48	14%	
	Wallace-Rose Hill High	47		19%
	Warsaw Elementary	34	13%	
	Warsaw Middle School	30		8%
2008-2009	District:		12%	16% 16%
	State:		12%	14% 14%
	BF Grady Elementary	58	6%	
	Beulaville Elementary	57	7%	
	Charity Middle School	34		9%
	Chinquapin Elementary	40	0%	
	Duplin Early College			
	East Duplin High School	62		16%
	EE Smith Middle School	25		9%
	James Kenan High School	46		21%
	Kenansville Elementary	35	3%	
	North Duplin Elementary	47	10%	
	North Duplin Jr/Sr High	35		18%
	Rose Hill-Magnolia Elem.	44	18%	
	Wallace Elementary	53	11%	
	Wallace-Rose Hill High	49		9%
	Warsaw Elementary	38	14%	
	Warsaw Middle School	35		30%

2007-2008	District:		8%	21%	20%
	State:		12%	15%	14%
	BF Grady Elementary	53	11%		
	Beulaville Elementary	56	10%		
	Charity Middle School	33		25%	
	Chinquapin Elementary	37	10%		
	Duplin Early College				
	East Duplin High School	59			11%
	EE Smith Middle School	26		11%	
	James Kenan High School	50			38%
	Kenansville Elementary	32	7%		
	North Duplin Elementary	49	2%		
	North Duplin Jr/Sr High	36			13%
	Rose Hill-Magnolia Elem.	45	9%		
	Wallace Elementary	47	8%		
	Wallace-Rose Hill High	45			18%
	Warsaw Elementary	35	16%		
	Warsaw Middle School	35		22%	
2006-2007	District:		17%	29%	23%
	State:		21%	24%	22%
	BF Grady Elementary	58	15%		
	Beulaville Elementary	61	13%		
	Charity Middle School	39		28%	
	Chinquapin Elementary	39	10%		
	Duplin Early College				
	East Duplin High School	58			22%
	EE Smith Middle School	29		24%	
	James Kenan High School	46			31%

	Kenansville Elementary	29	9%		
	North Duplin Elementary	46	20%		
	North Duplin Jr/Sr High	35			36%
	Rose Hill-Magnolia Elem.	47	13%		
	Wallace Elementary	49	11%		
	Wallace-Rose Hill High	49			17%
	Warsaw Elementary	40	32%		
	Warsaw Middle School	36		34%	
2005-2006	District:		19%	23%	14%
	State:		21%	23%	20%
	BF Grady Elementary	61	20%		
	Beulaville Elementary	62	9%		
	Charity Middle School	40		26%	
	Chinquapin Elementary	39	18%		
	Duplin Early College				
	East Duplin High School	58			7%
	EE Smith Middle School	29		26%	
	James Kenan High School	48			29%
	Kenansville Elementary	32	10%		
	North Duplin Elementary	46	19%		
	North Duplin Jr/Sr High	39			19%
	Rose Hill-Magnolia Elem.	46	22%		
	Wallace Elementary	46	17%		
	Wallace-Rose Hill High	52			8%
	Warsaw Elementary	41	25%		
	Warsaw Middle School	35		17%	

Superintendent's 90-Day Assessment and Data Collection

Duplin County Schools' new superintendent took office on July 1, 2010. After assuming office, the superintendent and the school board agreed that he would utilize his 90-day assessment to make recommendations to the board. The assessment employed organizational development and the SWOT analysis approach to system's effectiveness.

From July 1, 2010 to October 1, 2010, the superintendent conducted intensive interviews with the school board members, central office staff, principals, teachers, students and the religious and community leaders. He reviewed existing policies, documents, performance/test data, board policy, district's financial records, stakeholders' input, the North Carolina State Board of Education materials and other relevant documents. He also visited each school, listened, talked to and observed teachers, parents, students and community members.

Desired Outcomes:

- *To gain broader insight into Duplin County Schools*
- *To review state, district data, board policies and department or program plans*
- *To increase understanding of school community traditions and values*
- *To be familiar with students, staff, and parents needs*
- *To establish positive relationships among stakeholders*
- *To submit recommendations to the board for continuous improvement*

A 90-day assessment of the Duplin County Schools provides the basis of the superintendent's recommendations. Although, an organizational assessment is an on-going exercise, this report focuses on nine goals with objectives and strategies to accomplish the recommended goals. This report highlights progress made since July 1, 2010 and it addresses the goals of the Duplin County Schools viewed from the lens of the superintendent. It is the superintendent's expectation that these recommendations will move Duplin County Schools closer to becoming a premier school system.

The nine recommended goals are Student Academic Success, Safe and Nurturing Schools, Relevant Professional Development, 21st Century Facility and Technology, Positive School-Community Partnerships, Distinguished Leaders, Teachers and Personnel, Fiscal Leadership, Effective and Efficient Organizational Structure and Operations and School Board-Superintendent Relationship.

Relevant Activities

- Interviewed individual board members about their vision for the school system
- Formed superintendent's advisory committee for each stakeholder group (teacher, students, parent, and community members)
- Established senior leadership team with meetings every Tuesday and Friday
- Organized and conducted weekly cabinet meetings (central office leadership team)
- Conducted monthly principals' meetings
- Conducted meeting with central office clerical staff

Relevant Activities Continued

- Met with County Commissioners
- Conducted a public listening forum with community leaders
- Conducted meeting with faith based leaders
- Attended community churches in Duplin County
- Conducted individual meetings with all principals and cabinet members
- Met with state legislatures and Department of Public Instruction officials
- Attended Rotary meetings
- Met with Novanet and Success Maker Representatives
- Attended UNC, Wilmington Race to the Top presentation by Dr. Harrison and Dr. Prince
- Attended Wallace Chamber of Commerce
- Hosted a visit from Dr. Johnson UNC Chapel Hill to discuss plans and grant opportunities
- Attended Pre-K Teacher Orientation
- Attended NC Executive Evaluation training
- Met with Duplin County Emergency Services/Crisis Response Team
- Attended Southeast Region Superintendents' Meeting at JSCC
- Attended PTSO meetings
- Met with representatives from NC ASBO to discuss finance options
- Introduced the five R's (rigor, relevance, relationship, research and results) as a model of excellence
- Proposed a central office staff re-alignment in terms of job descriptions and duties that will help the system and will foster smooth and efficient operation
- Visited schools on a rotating basis
- Contacted local and state leaders regarding the possibilities of job placement for high school graduates as part of dropout prevention efforts (giving the students a reason to graduate)
- Established a positive relationship with the North Carolina State Superintendent and other state department official
- Met and established positive relationships with the mayors, state senator, County Sherriff, fire chief, circuit and district judges, presidents of chamber of commerce, presidents of local colleges and universities, district attorney and other local, state, federal and business leaders

Relevant Activities Continued

- Established a positive relationship with the media and local networks including Latino radio station
- Organized meetings with pastors in the community
- Attended North Carolina Superintendent quarterly meeting in Raleigh
- Conducted administrative retreat in August
- Participated in staff convocation in August (first day back for teachers)
- Met with Duplin County Resource Officers
- Met with Duplin County Schools' nurses
- Met with individual parent groups
- Attended Education Forum hosted By Senator Albertson
- Attended Duplin County Principals and Assistant Principals Association meeting
- Attended presentation by Dr. Daggert at JSCC
- Attended New Teacher orientation at Kenansville Elementary
- Attended New Superintendent's Orientation in Chapel Hill
- Toured Liberty Hall
- Met with NCAE representatives
- Met with the teacher assistant association members
- Attended at least two home games (football) at each high school
- Attended regional Race to the Top conferences
- Attended District's data presentations
- Attended Partnership with Children board meeting

Strengths and Opportunities

Committed teachers, staff and administrators
Pre K Program
District diversity
Career Technical programs
Transportation program
Duplin Education Foundation
Liberty Hall (History and Arts)
Education Partners
Chamber of Commerce
Academic programs
Dedicated Resource Officers
Volunteers/Mentors
Steady Central Office Personnel
Students
Dedicated Community
James Sprunt Community College
State and Local Government Agencies
School Board and County Commissioners
Elected Leaders
Spiritual Leaders
Economic Development and Workforce
Agriculture
Strong support for sports
Technology and Infrastructure

Challenges

Closing achievement gaps
Reducing the dropout rates
Facilities (schools, central office)
Addressing the increased needs of ESL population
Developing Instructional Achievement Leaders
Funding and long range fiscal planning
21st Century readiness
Promoting shared responsibility and accountability for educating all students
Providing meaningful professional development
Coordinating Services
Procedures and processes
Policy
Providing competitive benefit package for teachers and principals
Addressing student over crowdedness in schools
Strengthening relationships and trust
Recruiting and retaining quality teachers

Recommended Goals

1. Student Academic Success
2. Safe and Nurturing Schools
3. Relevant Professional Development
4. 21st Century Facility and Technology
5. Positive School-Community Partnerships
6. Distinguished Leaders, Teachers and Personnel
7. Fiscal Leadership
8. Effective and Efficient Organizational Structure and Operations
9. School Board-Superintendent Relationship

Goal # 1: Student Academic Success

Measurements:

- 1. To ensure that all students are exposed to a rigorous curriculum with emphasis on 21st Century skills**
- 2. To ensure that every child graduates**
- 3. 100% of Duplin County Schools will make AYP**
- 4 All schools will make high growth**

Indicators:

1. Align K-12 curriculum with North Carolina State new common core standards-curriculum guide (Ongoing)
2. Implement researched-based instructional strategies and assessment (ongoing)
3. Strengthen Literacy Development Pre-K through grade 12 (Ongoing)
4. Develop school achievement plan that is aligned to strategic plan (Ongoing)
5. Encourage common vertical curriculum planning (Ongoing)
6. Create curriculum teams in core subjects (Ongoing)
7. Continue to create benchmarks and curriculum assessment across grade levels (Ongoing)
8. Use data to drive instruction (Ongoing)
9. Use the SAS curriculum and career pathways
10. Provide instruction that meets and exceeds State standards; prepare students for success in higher institutions and workforce (Ongoing)
11. Emphasize reading in early grades (Ongoing)
12. Increase proficiency in each grade level and in all subjects (Ongoing)
13. Increase student attendance and enrollment (Ongoing)
14. Implement effective before and after school programs (Ongoing)
15. Develop effective school transition programs (Ongoing)
16. Recruit more dedicated tutors and mentors (Ongoing)
17. Use differentiated models of instruction that meets multiple disciplines, methods and programs; individualized/mastery learning (Ongoing)
18. Develop a “testing” committee at the system level (Ongoing)
19. Strengthen test taking skills to improve ACT/SAT and graduation exams (Ongoing)
20. Strengthen the academic enhancement/athletic programs (Ongoing)
21. Expand early college program offerings (Ongoing)
22. Develop effective drop-out prevention programs (Ongoing)
23. Expand and promote foreign language offerings (Ongoing)
24. Expand the Renaissance School to offer more flexibility for non-traditional

students (Ongoing)

25. Explore mathematics, science and performing arts magnet programs (Ongoing)
26. Examine the possibility of a Career Technology High School in the future (Ongoing)
27. Investigate IB (International Baccalaureate) programs for middle and high school (Ongoing)
28. Focus on global competitiveness (Ongoing)
29. Seek district-wide SAC/CASI accreditation (Ongoing)

Goal #2: Safe and Nurturing Schools

Measurement: All schools will create caring, inviting, and student-friendly environment

Indicators:

1. Establish atmosphere of shared vision, responsibility and accountability (Ongoing)
2. Facilitate system-wide training for office staff in best practices for promoting acceptable school and system climate (Ongoing)
3. Model positive professional behavior throughout the system (Ongoing)
4. Develop system-wide and site specific plans to promote world class customer services to internal and external customers at every level with ongoing revision (Ongoing)
5. Emphasize quality customer service for all stakeholders (Ongoing)
6. Develop an attitude and expectation of mutual respect (Ongoing)
7. Operate with the highest integrity at all times (Ongoing)
8. Improve understanding and appreciation for cultural diversity (Ongoing)
9. Develop a system-wide discipline and safe school committee (Ongoing)
10. Examine board policy to provide consistency across the system (Ongoing)
11. Develop a strong, fair and consistent system-wide student discipline plan (Ongoing)
12. Ensure that a crisis management plan is in place and implemented accordingly on a school and system level (Ongoing)
13. Ensure constant supervision and monitoring of students (Ongoing)
14. Promote a system-wide character education program that fosters responsible citizenship (Ongoing)
15. Investigate the idea of increasing the number of resource officers in our schools (Ongoing)
16. Maintain an ongoing communication regarding expected behaviors and any change in policy to parents and students (Ongoing)
17. Conduct orientation of school behavioral expectations and discipline policies at the beginning of each semester (Ongoing)
18. Ensure that all facilities are clean, safe and inviting (Ongoing)
19. Conduct regular facility and equipment inspections (Ongoing)

Goal #3: Relevant Professional Development

Measurement: To ensure that all personnel are 21st Century ready

Indicators:

1. Develop a system-wide staff development plan that will be aligned to the system's strategic plan (Ongoing)
2. Build partnership with area colleges and universities for staff development needs (Ongoing)
3. Create a "staff development" center with the capacity to serve the entire system (Ongoing)
4. Continue to build on the professional learning communities (Ongoing)
5. Provide staff development on the use of data (Ongoing)
6. Expand leadership opportunities within the school system (Ongoing)
7. Provide meaningful training and support for use of Education Value Added Assessment Systems (EVAAS)
8. Coordinate executive leadership training for all central office and school site administrators (Ongoing)
9. Train all teachers on how to meet the needs of 21st Century learners (Ongoing)
10. Provide training for teachers, administrators and counselors on research based scheduling practices (Ongoing)
11. Develop teacher leadership training on how to maximize parental involvement (Ongoing)
12. Provide internal and external mentors for first and second year teachers and principals (Ongoing)
13. Provide staff development that embraces cultural diversity and sensitivity (Ongoing)
14. Provide ongoing targeted support and guidance to teachers and administrators (Ongoing)
15. Support the staff development committee's recommendations (Ongoing)

Goal #4: 21st Century Technology and Facility

Measurement: To ensure that all facilities and technology meets the 21st Century standards

Indicators:

1. Develop a ten year system's facility plan (Ongoing)
2. Develop a five year system's technology plan (Ongoing)
3. Create a facility and technology committee to study and develop a plan for improvement and upgrade as that will be included in the system's strategic plan (Ongoing)
4. Allow the facility/technology plan to guide capital improvement activities and recommendations to maximize resources (Ongoing)
5. Regularly update the system's technology plan to ensure technology integration that supports learning, teaching and administrative activities (Ongoing)
6. Examine the best use of the system's facilities through a re-configuration assessment (Ongoing)
7. Ensure that adequate technology is available for all students and teachers in the classrooms (Ongoing)
8. Investigate the possibility of installing a state-of-the-art telephone system in classes, offices and the central office (Ongoing)
9. Equip the system's media centers and classroom with adequate 21st Century instructional technology (Ongoing)
10. Conduct regular facility and technology inventory and inspections (Ongoing)
11. Provide timely response to work orders/other repair requests (Ongoing)

Goal #5: Positive School-Community Partnerships

Measurement : To increase the involvement of parents and other stakeholders in the education of children by one-hundred percent

Indicators:

1. Embrace parents, families and community members as co-partners in the educational process, providing all stakeholders with a reasonable “voice” and responsibility in the decisions affecting their children’s education (Ongoing)
2. Involve parents in school decisions and make schools welcoming to their ideas (Ongoing)
3. Establish positive and trusting working relationships with County Commissioners and other elected officials, government and business leaders, chamber of commerce (Ongoing)
4. Pursue Chamber of Commerce membership(s) (Ongoing)
5. Establish a parent network and promote adult education (Ongoing)
6. Form a committee to develop short-term and long-range goals to improve communication, involvement and accountability (Ongoing)
7. Establish community based events and effective communication channels that informs the community of the system’s initiatives, policies, academic achievement, extracurricular activities and teacher, student and school accomplishments (Ongoing)
8. Create family and outreach programs (Ongoing)
9. Strengthen the relationship with area colleges and universities, especially James Sprunt Community College (Ongoing)
10. Cultivate and improve collaboration with local and state agencies and businesses (Ongoing)
11. Highlight all the system’s programs across the district (Ongoing)
12. Improve communication channels to parents and community members at large (Ongoing)
13. Design and distribute Duplin County Schools’ quarterly newsletter to the community (Spring 2011)
14. Continue to upgrade and update the system’s Website for customer-friendliness (Ongoing)

Goal #6: Distinguished Leaders, Teachers, and Personnel

Measurement: All Duplin County Schools' personnel will be highly effective and supported

Indicators:

1. Continue to implement a fair hiring practices that are consistent with the School Board policy (Ongoing)
2. Form a community-based committee to assist in recruitment and retention (Ongoing)
3. Attend job/career expo and recruitment stations (Ongoing)
4. Expand relationship with education departments at colleges and universities (Ongoing)
5. Create leadership incentives and opportunities for National Board Certified teachers
6. Partner with all Duplin County's Chamber of Commerce and other service organizations in the area (Ongoing)
7. Attract and retain ONLY the best and talented personnel (Ongoing)
8. Accept no excuses for the success of all children (Ongoing)
9. Reduce the turnover rate in the school system (Ongoing)
10. Develop high stakes for accountability with all personnel (Ongoing)
11. Ensure that 100 percent of the teachers are highly qualified (Ongoing)
12. Ensure that all employees are student-centered and dedicated to system's vision (Ongoing)
13. Cultivate a culture of high level performance and the spirit of family and collaboration (Ongoing)
14. Encourage and nurture career advancement within the organization (Ongoing)
15. Encourage participation in ongoing staff development and educational organization affiliations (Ongoing)
16. Investigate incentives for teachers and staff that are consistent with board policy (Ongoing)
17. Provide continuous support for teachers, administrators and staff (Ongoing)
18. Aggressively seek and use what works in other school systems (Ongoing)
19. Develop a cadet of critical thinkers and out-of-the-box lifelong learners (Ongoing)
20. Share useful information and best practices across the system (Ongoing)
21. Utilize the diverse knowledge and experience of the community (Ongoing)
22. Celebrate, value, empower, respect and invest in all employees within the confines of board policy (Ongoing)

23. Design and utilize a comprehensive marketing plan to regularly highlight and promote the value and opportunities provided to students and staff (Ongoing)

Goal #7: Fiscal Leadership

Measurement: Maximize all efforts to protect local funds by exploring other funding sources and grants

Indicators:

1. Maintain reasonable fund balance annually (Ongoing)
2. Prepare for budget cuts and employ cost-saving measures (spring 2011)
3. Streamline and consolidate programs (Ongoing)
4. Examine school configuration options to reduce operating costs (Ongoing)
5. Prepare annual departmental and system budgets that will be driven by data and the strategic plan (Ongoing)
6. Explore grant writing opportunities (Ongoing)
7. Develop sound accountability measures (Ongoing)
8. Exercise wise and cost-effective spending practices (Ongoing)
9. Conduct annual fiscal analysis of budgets including bond expenditures, general funds, services rendered and facility projects completed to guide future planning (Ongoing)
10. Restructure the finance department to maximize resources (Ongoing)
11. Align services and programs with current district's grade configurations (Ongoing)
12. Continue to make all financial records and transactions transparent (Ongoing)

Goal #8: Effective and Efficient Organizational Structure and Operations

Objective: To provide an effective organizational structure that is responsive to the all system's needs

Indicators:

1. Develop an organizational structure or chart for the central office staff (Summer, 2010)
2. Develop job descriptions and staff expectations (Ongoing)
3. Assess each school's staff to determine proper placement of personnel and reduce teacher-student representation gaps (Ongoing)
4. Ensure alignment of resources, efficiency and effectiveness in meeting the educational needs of all children (Ongoing)
5. Review and evaluate average daily memberships by school (Ongoing)
6. Maximize the capacity of staff (Ongoing)
7. Create a customer service-oriented organization (Ongoing)
8. Continue to revise and implement district's transportation plan to meet the needs of all students (Ongoing)

Goal #9: School Board and Superintendent Relationship

***Measurement:* All school business will be conducted in a manner that promotes a positive and healthy working relationship between the school board and superintendent**

Indicators:

1. Continue to embrace transparency, open communication and a shared vision (Ongoing)
2. Treat all board members the same in regard to professional respect, communication and information sharing (Ongoing)
3. Explore and provide learning opportunities and workshops for the School Board and the superintendent that will improve policy and goal implementation for improving student achievement (Ongoing)
4. Employ the North Carolina School Board Association to conduct overall policy review and updates (December, 2010)
5. Coordinate board retreat session at least once a year for team building (Ongoing)
6. Conduct all board meetings in the most professional manner (Ongoing)
7. Explore the use of high-tech recording of board meetings (December, 2010)
8. Investigate the possibility of posting board minutes on Duplin County Schools' website (December, 2010)
9. Always keep the focus on children and eliminate personal agendas (Ongoing)
10. Communicate frequently and positively (Ongoing)
11. Establish protocol and enforcement (Ongoing)
12. Discuss ideas to improve learning and teaching (Ongoing)
13. Operate within established guidelines (Ongoing)
14. Suspend assumptions in all undertakings or deliberations (Ongoing)
15. Respect and embrace differences of opinion (Ongoing)
16. Work as a team to model expected behaviors for the system (Ongoing)
17. Continue to avoid micromanaging (Ongoing)
18. Provide a supportive environment that embraces accountability for board members and the superintendent (Ongoing)
19. Promote clear understanding of respective roles and responsibilities (Ongoing)
20. Celebrate achievements, collectively accept challenges and view challenges as opportunities for the system to grow and advance (Ongoing)

Recommendations' Highlights

Plan Development

- Five-year system-wide strategic plan
- Annual budget and departmental budgets
- School achievement plans
- Ten-year facilities plan with priorities
- Five year technology plan
- Staff development (training/retention/recruitment)
- Marketing Plan
- Discipline Plan
- Pre-K central location plan
- Quality teachers and minority recruitment and retention plan
- Central office relocation plan
- Transportation plan
- Professional development

Committees

- Duplin County Superintendent's Advisories
- Faith-based
- Testing
- Facility/Technology
- Discipline and safe schools
- Curriculum (alignment and differentiation)
- Professional Learning Communities
- Quality teachers and minority recruitment and retention

Programs Development and Exploration

- College and career readiness
- School transition
- District-wide Early College initiatives
- Dropout prevention
- Before and after school tutoring/mentoring
- SAT/ACT preparations
- Expanding Career Clusters
- Magnet schools
- Pre-K central site
- IB (International Baccalaureate)
- Comprehensive alternative school to replace Renaissance
- AP Courses
- Performing arts
- Turnaround models for consistently low-performing schools

Timeline Overview

Ongoing Emphasis

- Increase student attendance and enrollment
- Provide instruction that meets and exceeds State standards; prepare students for success in higher institutions and workforce
- Increase proficiency in each grade level and in all subjects
- Ensure that all students will meet high school exit standards and graduation requirements
- Strengthen test taking skills to improve ACT/SAT
- Integrate technology with implementation of the Standard Course of Study
- Regularly update the system's technology plan to ensure technology integration that supports learning, teaching and administrative activities
- Allow the facility/technology plan to guide capital improvement activities and recommendations to maximize resources
- Emphasize quality customer service for all stakeholders
- Embrace parents, families and community members as co-partners in the educational process, providing all stakeholders with a reasonable "voice" and responsibility in the decisions affecting their children's education
- Strengthen the relationship with higher learning institutions like James Sprunt Community, University of North Carolina in Chapel and Wilmington, East Carolina University, North Carolina State University and area universities and colleges
- Cultivate and improve collaboration with local and state agencies and businesses
- Design and utilize a comprehensive marketing plan to regularly highlight and promote the value and opportunities provided to students and staff
- Prepare annual departments' and the system budgets that are driven by the strategic plan
- Update crisis management plans for schools and system
- Implement school discipline policy that follows the system's code of conduct
- Ensure that all facilities are clean, safe and inviting

December 2010

- Develop a re-organization alignment plan/organization chart for the central office

February-March 2011

- Expand Renaissance Center to offer more flexibility for non-traditional students
- Develop County newsletter
- Technology plan
- Facility plan

Timeline Overview Continued

Spring 2011

- Align K-12 curriculum with North Carolina State's new common core Standards-curriculum guide
- Develop effective school transition programs
- Develop a "testing" committee at the system level
- Develop effective drop-out prevention programs
- Promote a system-wide character education program that fosters responsible citizenship
- Develop a system-wide discipline and safe school committee
- Develop new organizational chart for central office (restructure or reorganize)
- Develop a strong, fair and consistent system-wide student discipline plan
- Investigate IB (International Baccalaureate) programs for middle and high school
- Explore mathematics, science and performing arts magnet programs
- Establish atmosphere of shared vision, responsibility and accountability
- Create a staff-training program that serve the entire system for procedural, technological, leadership, mentoring and best practices training
- Create a facility and technology committee to study and develop a plan for improvement and upgrade that will be included in the system's strategic plan
- Investigate the possibility of installing a state-of-the-art telephone system in classes, offices and the central office
- Design and distribute a Duplin County Schools' quarterly newsletter to the community

Summer 2011

- Strengthen the academic enhancement/athletics programs
- Expand and promote foreign language offerings
- Develop teacher leadership training to maximize parental involvement
- Provide internal and external mentors for first and second year teachers and principals

August 2011

- Increase the number of resource officers in our schools
- Implement effective before and after school programs

Fall 2012

- Examine the possibility of a Career Technology High School in the future

DUPLIN COUNTY SCHOOLS' "TRIPPLET" AGENDA

College readiness

Career readiness

Technology readiness and E-learning

Evaluation

The superintendent's recommendations require ongoing monitoring and evaluation. I am confident that if the goals and objectives are strategically implemented, the Duplin County Schools has the potential to become a premier system. I cannot accomplish this task alone. To implement successfully and effectively, this plan will take the commitment of all stakeholders: school board members, administrators, teachers, students, parents, the city, business, educational and spiritual leaders. Quality and high performing organizations produce results because everyone is working together to accomplished set goals and objectives. I challenge all stakeholders to share in this educational commitment to create a future that all children can celebrate.

Six-month reports will be issued to update the school board and community regarding implementation and accomplishments. Additionally, other vehicles will be used to disseminate updates including school board work sessions and meetings, the media, Duplin County Schools newsletter, Rotary Club meetings and the school system's website.

Acknowledgements

A special appreciation is extended to the Duplin County Board of Education members, administrators, teachers, staff, parents, students and various Duplin County committee members who have contributed to this report. The education of Duplin County's children is serious community business.

Thank you all for your continued commitment and support as we work together to make Duplin County Schools a world-class and 21st Century-ready school system.