

# 2021-2026 STRATEGIC PLAN

RESILIENT AND READY





# A MESSAGE FROM THE SUPERINTENDENT



Dear Staff, Students, Families, and Partners of Hoke County Schools,

On behalf of our school system, I am pleased to present our new five-year strategic plan. The launch of the 2021-2026 strategic plan provides an exciting new chapter for Hoke County Schools. Our plan, titled “Resilient and Ready,” underscores our commitment to work together as a community of learners to overcome challenges and to equip all of our learners with the necessary skills, tools and strategies to be successful and future ready. The plan reflects the engagement and feedback of our stakeholders

and identifies the priorities necessary to help Hoke County Schools move forward over the next 5 years. It also represents our shared promise to our students to create the conditions for success that will prepare them to thrive in the community and around the world.

The strategic plan includes our newly developed vision and mission, updated core values, and revised priorities. The plan serves as a roadmap for achieving our vision to be a trusted community partner that ensures positive relationships and authentic learning opportunities for our students. At the heart of the plan is our mission, which is, in part, to ensure a student-focused learning environment that provides individualized support so students are prepared for college, career, and life . We are making the vision and mission a reality, every day, in every classroom throughout the district.

This strategic plan is a significant first step of the many we plan to take together to continue to move our system forward. Success does not happen by accident and schools and districts do not become high-performing by chance. Having a strong school system requires our personal and collective commitment; therefore, the success of this strategic plan requires everyone’s effort. The plan helps everyone who interacts with this system play a role in student achievement. It will reinforce our expectations and metrics used to measure success and to propel our system to higher levels of performance.

We are excited about the future of Hoke County Schools, our community, and most importantly, the 9,000+ students who bring us their limitless potential every day. We are honored to partner with you to make our 2021- 2026 strategic plan a reality for all.

Sincerely,

A handwritten signature in black ink that reads "Debra Dowless". The signature is written in a cursive, flowing style.

Debra Dowless, Ed.D.  
Superintendent

## OUR VISION

As a **trusted community partner**, we will ensure an **inclusive and supportive environment** that provides **authentic learning opportunities** to prepare **future-ready students**.

## OUR MISSION

Hoke County Schools creates a **student-focused learning community** that fosters **high expectations** for all stakeholders, promotes **lifelong learning**, provides **individualized support**, and prepares students for **success**.

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## OUR VALUES

*Our core values are common principles and beliefs that guide the work of our students, educators, staff, and community.*

**INSPIRATION** Foster an environment that empowers and influences creative thinking, enthusiasm, and motivation to generate new ideas, goals, and actions.

**INTEGRITY** Communicate and act in a trustworthy manner to build genuine relationships; the school community is committed to being self-aware, accountable, transparent, and responsible.

**INTENTION** Act with purpose to achieve desired goals and outcomes; be deliberate and thoughtful with words, actions, decisions, and work to positively influence the school community.

**INCLUSION** Value people for who they are, nurture diversity, ensure access to opportunities, promote a sense of belonging, and embrace the contributions of all students, families and staff in order to strengthen the school community.

**INNOVATION** Continue to embrace forward thinking and creativity to transform solutions and ideas that will enable responsiveness to the expectations of the entire school community.

**IMPROVEMENT** Engage in continuous improvement to enhance processes and protocols in order to generate the most effective and efficient organization and ensure long-term success.

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## OUR PRIORITIES

*Our priorities are objectives that enable our vision and mission.*

**STUDENT SUCCESS** Ensure that every student is challenged and engaged while providing multiple pathways for student success by broadening opportunities, building support systems, and eliminating barriers.

**STUDENT WELL-BEING** Create an environment that fosters the growth of the whole child by nurturing students' intellectual, physical, mental, and social-emotional growth in healthy, safe, and supportive learning environments.

**MODERN & INNOVATIVE LEARNING ENVIRONMENTS & SYSTEMS** Create an environment where technology enhances teaching and learning as well as financial and business systems to provide tailored support to students, parents, and educators.

**COMMUNICATION & COMMUNITY ENGAGEMENT** Develop strong connections among schools, families, and the community to broaden opportunities for student learning, development, and growth.

**EXCELLENT PROFESSIONALS** Recruit, hire, support, and invest in high-quality and diverse teachers, leaders, and support staff.

# VISION

As a **trusted community partner**, we will ensure an **inclusive and supportive environment** that provides **authentic learning opportunities** to prepare **future-ready students**.

## KEY CONCEPT

### **...trusted community partner**

As a trusted community partner, Hoke County Schools is transparent and maintains open and consistent communication with all stakeholders.

## KEY CONCEPT

### **...inclusive and supportive learning environment**

All students and staff are an integral part of our personalized classrooms and school environments that will value them for their strengths, contributions, diversity, and individual differences.

## KEY CONCEPT

### **...authentic learning opportunities**

All students have access to relevant, purposeful, and engaging learning experiences that expand on their interests and real-life application.

## KEY CONCEPT

### **...future-ready students**

Our students are equipped with knowledge and skills in order to be prepared for an ever changing global environment.

# MISSION

Hoke County Schools creates a **student-focused learning community** that fosters **high expectations** for all stakeholders, promotes **lifelong learning**, provides **individualized support**, and prepares students for **success**.

KEY CONCEPT

## **...student-focused learning community**

All learning environments support a student-centered approach to learning that fosters student voice, choice, and relationships.

KEY CONCEPT

## **...high expectations**

All students are capable of excellence and are supported to achieve their fullest potential.

KEY CONCEPT

## **...lifelong learning**

Our students are inspired by new learning and growth experiences and approach life with a growth mindset.

KEY CONCEPT

## **...individualized support**

Hoke County Schools tailors support to each student in order to meet their academic, social, and emotional needs.

KEY CONCEPT

## **...success**

Since success is personal and unique to each learner, tools and strategies will be provided to help them achieve their maximum potential.

# Priority ① | STUDENT SUCCESS

Ensure that every student is **challenged and engaged** while providing **multiple pathways** for student success by **broadening opportunities, building support systems, and eliminating barriers.**



## GOAL 1: Provide multiple pathways for students to become future-ready.

### OBJECTIVE A

Increase percentage of graduates receiving a diploma within 4 years by 3% annually.

### STRATEGIES & ACTIONS

- Implement a comprehensive, intentional K-12 college and career advisement initiative with systemic practices to support student preparedness for life which provides ongoing training for counselors.

### OBJECTIVE B

Increase the percentage of students participating in the Career and College Promise Program or Advanced Placement Courses by 3% annually.

### STRATEGIES & ACTIONS

- Expand college preparatory curriculum and career pathways.
- Develop a recruitment process to increase student access and opportunities for advanced level coursework.
- Develop a structured time in grades K-8 to support social emotional learning and intervention and intentionally prepare students for high school and postsecondary studies.

### OBJECTIVE C

Increase the percentage of students who meet or exceed the composite benchmark on the ACT and ACT WorkKeys by 3% annually.

### STRATEGIES & ACTIONS

- Develop a systemic ACT and ACT WorkKeys plan.
- Implement a comprehensive, intentional K-12 college and career advisement initiative with systemic practices to support student preparedness for life which provides ongoing training for counselors.

### OBJECTIVE D

Increase the number of students earning industry recognized credentials by 3% annually.

### STRATEGIES & ACTIONS

- Implement an academic career planning platform for grades 4th- 12th (unifies teaching, counseling, and career readiness) to equip students for meaningful careers by having them complete individual career portfolios with a fully developed 5 year academic plan in 8th grade.
- Align and market high school course offerings with specials and electives in grades K-8.



## GOAL 1: Provide multiple pathways for students to become future-ready.

### OBJECTIVE E

Increase the number of seniors enrolled in postsecondary institutions to a percentage above the rural metro average by 2026.

### STRATEGIES & ACTIONS

- Develop a structured time in grades K-8 to support social emotional learning and intervention and intentionally prepare students for high school and postsecondary studies.
- Train teachers, counselors, and staff to assist parents and students with completing the Free Application for Federal Student Aid (FAFSA).
- Promote multiliteracy by offering more opportunities for students to learn different languages.

### OBJECTIVE F

Increase work-based learning by 5% as measured by CTE internship enrollment.

### STRATEGIES & ACTIONS

- Collaborate with community partners for work-based learning opportunities.
- Create opportunities for student voice, choice and leadership development through input in school-level decisions, course offerings and activities.

## GOAL 2: Increase equitable outcomes for all subgroups by addressing barriers and building support systems for academic success.

### OBJECTIVE A

Maintain a 9-12 dropout rate lower than the state for all subgroups annually as measured by NCDPI Consolidated Data Report.

### STRATEGIES & ACTIONS

- Implement the Multi-Tiered System of Support (MTSS) with fidelity, to include evidence-based interventions to address academics, behavior, and attendance.
- Provided targeted support for student success in the transition from fifth to sixth grades and eighth to ninth grades especially for at-risk students.
- Provide professional development for district and school staff on culturally responsive curriculum, equitable practices, and how to identify and address academic barriers.
- Develop an Equity Leadership Team to facilitate equity audits, utilize an Equity Scorecard to report data, and share recommendations.

## GOAL 2: Increase equitable outcomes for all subgroups by addressing barriers and building support systems for academic success.

### OBJECTIVE B

Increase the percentage of English Learners and Students with Disabilities meeting or exceeding growth by 3% annually.

### STRATEGIES & ACTIONS

- Provide professional development for teachers on differentiated instruction, acceleration and interventions.
- Develop an Equity Leadership Team to facilitate equity audits, utilize an Equity Scorecard to report data, and share recommendations.

### OBJECTIVE C

Increase the percentage of English Learners (EL) demonstrating progress on the ACCESS test in order to exit the EL Program by 5% annually.

### STRATEGIES & ACTIONS

- Provide professional development for teachers on differentiated instruction, acceleration and interventions.
- Facilitate parent and student activities to support academic success.
- Develop an Equity Leadership Team to facilitate equity audits, utilize an Equity Scorecard to report data, and share recommendations.

### OBJECTIVE D

Decrease out-of-school suspensions and chronic absenteeism for each subgroup by 3% annually.

### STRATEGIES & ACTIONS

- Develop a K-12 mentorship program targeting at-risk students.
- Monitor out-of-school suspensions, attendance and grades quarterly to identify trends in order to develop just-in-time action plans.
- Increase the number of extracurricular activities at the school and district levels to increase student involvement and connectedness.
- Develop an Equity Leadership Team to facilitate equity audits, utilize an Equity Scorecard to report data, and share recommendations.

## GOAL 3: Improve school and district performance.

### OBJECTIVE A

Increase student proficiency on all NC End-of-Grade and NC End-of-Course assessments by 5% annually.

### STRATEGIES & ACTIONS

- Use grade level or higher, complex texts appropriate in each discipline and require extended writing products that involve analyzing and evaluating information from texts.
- Provide professional development on the science of reading and best practices for teaching reading comprehension.
- Develop a PreK-12 comprehensive district literacy plan.
- Facilitate collaborative sessions to increase elementary and secondary vertical alignment.
- Develop systemic practices in grades PreK-12 for fostering positive academic behaviors.

### OBJECTIVE B

Increase the number of second grade students who are reading on grade level by 10% annually as measured by mCLASS.

### STRATEGIES & ACTIONS

- Provide professional development on the science of reading and best practices for teaching reading comprehension.
- Develop a PreK-12 comprehensive district literacy plan.
- Ensure timely, effective Multi-Tiered Systems of Support (MTSS) for early literacy.

### OBJECTIVE C

By 2026, all schools will meet or exceed growth as measured by EVAAS.

### STRATEGIES & ACTIONS

- Provide professional development for interpreting data and using data to inform instruction in order to facilitate growth in all students.
- Develop a PreK-12 comprehensive district literacy plan.
- Provide training for administrators on best practices and systemic expectations.

## Priority ② | STUDENT WELL-BEING

Create an **environment** that fosters the growth of the **whole child** by nurturing students' **intellectual, physical, mental, and social-emotional** growth in **healthy, safe, and supportive learning environments**.



### GOAL 1: Develop an equitable Comprehensive School Mental Health System.

#### OBJECTIVE A

By 2026, all schools will fully implement processes, supports and services to increase mental health services as measured by a score of 5 or above on the Performance Domains in the School Health Assessment Performance Evaluation System (SHAPE).

#### STRATEGIES & ACTIONS

- Increase the number of specialized instructional support personnel.
- Increase access to social, emotional, and mental health resources.
- Provide school mental health training program(s) to school personnel.

### GOAL 2: Promote productive learning environments that are safe, equitable, respectful, culturally sensitive and student centered.

#### OBJECTIVE A

By 2026, all schools will implement and strengthen comprehensive approaches to school safety that enhance the teaching and learning environment as measured by Guidelines for Improving School Safety and School Climate.

#### STRATEGIES & ACTIONS

- Complete the annual School Health Services Report.
- Participate in school safety audits to ensure safety standards are met.
- Collect, monitor, and evaluate attendance, discipline and health data to support academic, social, and behavioral outcomes.
- Utilize multiple survey tools and strategies to engage stakeholders in strengthening positive, safe and secure learning environments.
- Develop and implement Safe School Plans.
- Administer and analyze the Safety, Security and Health Assessment at all schools annually.
- Analyze the School Crime and Violent Report for all schools annually.

## **GOAL 3: Provide and support health-enhancing opportunities that promote life-long health for the whole child.**

### **OBJECTIVE A**

By 2026, all schools will implement the whole child model into the total school program based on the Whole Child School Improvement Tool.

### **STRATEGIES & ACTIONS**

- Provide professional development to help the staff acquire the knowledge and skills to support the positive development of students' social-emotional and mental health.
- Utilize Multi Tiered Systems of Support to align interventions and services.
- Utilize data from various assessment tools to create interventions and to increase resources.
- Embed evidence-based social and emotional learning practices in the instructional program.
- Reinforce the implementation of whole child approaches and practices in the school setting.
- Review and strengthen the wellness policy to ensure nutrition education and physical activities guidelines are met.
- Provide a platform for students to discuss, present and recommend ways to address health equity issues.
- Strengthen partnerships with community stakeholders to support the teaching and learning environment as evidenced by the partnership agreements.

# Priority ③ | MODERN & INNOVATIVE LEARNING ENVIRONMENTS & SYSTEMS

Create an environment where **technology** is used to **enhance teaching and learning** as well as **financial and business systems** to provide **tailored support** to students, parents, and educators.



## GOAL 1: Ensure every student receives a personalized educational experience in a blended learning environment.

### OBJECTIVE A

The percentage of the classrooms where students are learning in a blended, personalized environment will increase by 5% annually, as measured by blended learning walkthrough instruments.

### STRATEGIES & ACTIONS

- Provide students with access to required technology to establish a blended learning environment, to include Chromebooks, iPads (student devices), wireless hotspots, and earbuds/headphones.
- Ensure staff has instructional materials/curriculum that supports blended/personalized learning.
- Ensure students and staff have access to a wide variety of digital content and resources.
- Measure implementation of blended learning among staff through walkthrough instruments, teacher lesson plans, provided instructional materials, and LMS usage statistics.
- Create blended learning walkthrough teams to assess and provide feedback to school instructional leadership teams.
- Analyze data from annual stakeholder surveys (parent, student, staff, etc.).
- Provide staff with professional development focused on blended and personalized learning.
- Increase participation in teacher-leader cohorts at school sites to help monitor and guide instruction.

## GOAL 2: Ensure that HCS students and staff demonstrate mastery of digital literacy skills.

### OBJECTIVE A

By 2026, 80% of students will earn certification annually for successful completion of approved Digital Literacy courses that will enhance students' ability to find, evaluate, create, and communicate information on digital platforms.

### STRATEGIES & ACTIONS

- Students will earn certification in an approved Digital Literacy Course.
- Implement digital security and privacy practices.
- Utilize industry standard security measures with district-controlled passwords.
- Abide by digital etiquette expectations.
- Practice media balance and well-being with digital tools.

### OBJECTIVE B

By 2026, 80% of staff will earn certification for successful completion of approved Digital Literacy courses that will enhance staff ability to find, evaluate, create, and communicate information on digital platforms.

### STRATEGIES & ACTIONS

- Teachers will earn certification in an approved Digital Literacy Course.
- Implement digital security and privacy practices.
- Utilize industry standard security measures with district-controlled passwords.
- Reinforce digital etiquette expectations.
- Design instruction that incorporates media balance and well-being with digital tools.

### OBJECTIVE C

All schools will provide information annually to families on the importance of the components of digital literacy as documented by supporting artifacts.

### STRATEGIES & ACTIONS

- Schools will provide at least 2 Digital Literacy Activities annually as evidenced by agendas and parent/guardian sign in documentation.
- Literature on Digital Literacy will be provided annually at Open House and other school related events.
- Information and resource websites developed for digital literacy will be linked to district and school websites.

## **GOAL 3: Deliver mobile and flexible access to pertinent business systems, thus increasing the usage for all parents, students and staff.**

### **OBJECTIVE A**

By 2026, HCS will implement and expand access to business solutions that provide web based access to all business software as measured by a 10% annual increase in collective user login frequency.

### **STRATEGIES & ACTIONS**

- Transfer and organize student information through Integrated software.
- Maintain accurate data in all systems
- Provide training and FAQs for all systems.
- Identify personnel to provide stakeholder support for digital systems.
- Utilize the LINQ online platform.
- Utilize the docusign platform.
- Utilize Canvas as the learning management system for all classrooms in grades 2- post high school.
- Utilize Seesaw as the learning management system for all classrooms in PK- First grade.



# Priority ④ | EXCELLENT PROFESSIONALS

Recruit, hire, support, and invest in **high-quality and diverse** teachers, leaders, and support staff.



**GOAL 1: Ensure a high quality professional development process or cycle is directly related to student outcomes and provides a balance between teacher established goals, goals identified through the NCEES evaluation process, and district initiatives.**

## OBJECTIVE A

By 2026, all schools will increase the percentage of teachers who exceed student academic growth by 5% annually as measured by EVAAS.

## STRATEGIES & ACTIONS

- Analyze, on an annual basis, a variety of data sources including EVAAS, summative and formative test data, to determine areas in which additional professional development may be needed.
- Utilize state and district assessment data to identify content standards in which additional targeted professional development is needed.
- Strengthen and expand school and district PLCs.
- Strengthen, expand, and differentiate PD opportunities for teachers.

## OBJECTIVE B

By 2026, at least 95% of Hoke County Schools teachers will agree or strongly agree that opportunities for professional development meet their individual needs, as indicated on staff surveys and the NC Teacher Working Condition Survey.

## STRATEGIES & ACTIONS

- Analyze, on a biennial-basis, the NC Teacher Working Condition Survey (NC TWCS) results to gauge teacher perception of input and differentiation in professional development offerings.
- Conduct annual teacher goal surveys to determine the areas in which teachers perceive additional professional development is needed or desired.
- Analyze the results of the teacher summative evaluations in the NC Educator Effectiveness System (NCEES) to determine areas in which individual or clusters of teachers need additional support.
- Develop and implement a district wide process for ensuring that all professional development includes collaboration, models of effective practice, ongoing coaching and support, authentic feedback, time for reflection, and opportunities to evaluate the professional development.

## **GOAL 2: Create and promote an organizational environment that values development and personalized growth opportunities to empower all employees.**

### **OBJECTIVE A**

By 2026, expand leadership and growth opportunities to ensure these are accessible to 100% of employees as evidenced by professional development offerings for all certified and classified personnel.

### **STRATEGIES & ACTIONS**

- Provide growth and leadership opportunities for all staff by providing meaningful, high-quality, and relevant professional learning opportunities.
- Develop and implement a comprehensive coaching model to support teachers.
- Continue to provide tuition reimbursement for the pursuit of degrees for all employees.
- Investigate and implement innovative professional development opportunities for all employees (i.e., self-guided learning, micro-credentialing).
- Strengthen the evaluation process for all employees by ensuring meaningful feedback to promote growth and reflection.

### **OBJECTIVE B**

By 2026, implement and monitor the alignment of NC Standards for School Executives for 100% of school administrators and central office staff.

### **STRATEGIES & ACTIONS**

- Develop and implement a comprehensive coaching model to support principals and assistant principals.
- Match internal leaders with strong, experienced mentors.
- Create opportunities for principals and assistant principals to share their own successful practices to colleagues.
- Increase administrators' access to professional learning opportunities to better meet the needs of instructional leaders and teacher development.
- Create opportunities to engage in distributed leadership practices through a gradual release of responsibility to increase leadership experiences for assistant principals and teacher leaders.

## **GOAL 2: Create and promote an organizational environment that values development and personalized growth opportunities to empower all employees.**

### **OBJECTIVE C**

By 2026, increase the number of classroom teachers who, according to the NCEES Rubric, score at the Distinguished level on Standard I: Teachers Demonstrate Leadership by 25%.

### **STRATEGIES & ACTIONS**

- Develop and implement a comprehensive coaching model to support principals and assistant principals.
- Match internal leaders with strong, experienced mentors.
- Create opportunities for principals and assistant principals to share their own successful practices to colleagues.
- Increase administrators' access to professional learning opportunities to better meet the needs of instructional leaders and teacher development.
- Create opportunities to engage in distributed leadership practices through a gradual release of responsibility to increase leadership experiences for assistant principals and teacher leaders.

## **GOAL 3: Hoke County Schools will recruit, develop, support, and retain diverse, talented professionals.**

### **OBJECTIVE A**

By 2026, increase employee engagement by 10% within the district as measured by annual staff perception surveys and the biennial NC TWCS to determine areas in which additional support is needed.

### **STRATEGIES & ACTIONS**

- Analyze turnover data annually for all classifications of employees and identify areas of concern related to employee retention.
- Examine retention data with school administrators to create yearly goals, action steps and progress monitoring annually on faculty and staff perception, etc. cultural environment analysis.
- Utilize annual staff engagement surveys to determine areas in which additional support is needed.
- Increase efforts to gather exit surveys in order to identify trends and patterns with employees whose employment with HCS ends.

## GOAL 3: Hoke County Schools will recruit, develop, support, and retain diverse, talented professionals.

### OBJECTIVE B

By 2026, increase the number of teachers hired through partnerships with universities by 10%.

### STRATEGIES & ACTIONS

- Increase and strengthen partnerships with universities to build a more predictable pipeline of teaching candidates.
- Continue to create and follow a robust recruiting calendar including attending events at both in-state and out of state universities.
- Continue to support teachers by offering reimbursements for initial teaching licenses and required licensure tests.
- Continue to seek and implement innovative strategies for recruiting employees in all areas.

### OBJECTIVE C

Increase the percentage of licensed, experienced teachers in all schools by 5% annually.

### STRATEGIES & ACTIONS

- Promote and host information sessions for potential teaching candidates.
- Increase and strengthen partnerships with approved NC Education Preparation Providers to ensure teachers receive support with meeting target goals.
- Support teachers by offering reimbursements for initial teaching licenses, required coursework, and required licensure tests.
- Continue to seek and implement innovative strategies for recruiting employees in all areas.
- Utilize websites, social media platforms and other digital modes of communication to showcase HCS and recruit potential employees.

### OBJECTIVE D

By 2026, increase the number of internal classified candidates who transition into a teaching position by 5%.

### STRATEGIES & ACTIONS

- Identify and develop an internal pipeline of prospective teachers.
- Assign a district mentor to prospective teachers as a guide and support system.
- Host frequent information sessions and brochures to a diverse group of non-certified employees to provide guidance on next steps for obtaining a teaching license.
- Support qualified non-certified employees efforts to earn teaching certifications by offering reimbursements for initial teaching licenses, required coursework, and required licensure tests.
- Continue to seek and implement innovative strategies for recruiting employees in all areas.

# Priority ⑤ | COMMUNICATION & COMMUNITY ENGAGEMENT

*Develop strong connections among schools, families, and the community to broaden opportunities for student learning, development, and growth.*



## GOAL 1: Ensure high performance communication to all stakeholder groups.

### OBJECTIVE A

By 2026, Hoke County Schools will increase efficient systematic communication by 5% annually with our stakeholders as measured by varied and strategic communication methods.

### STRATEGIES & ACTIONS

- Create stakeholder advisory boards consisting of representation from formal and informal staff, parent/guardian, community, and faith-based groups that meet regularly with district and school-based leadership.
- Create an annual communication stakeholder survey for parents/guardians, certified and classified staff, students, and community.
- Develop and distribute district communication publications and annual reports.
- Increase and streamline the district and school social media usage and platforms.
- Design and implement internal and external district-wide calendars of events.
- Design and implement a district-wide recognition calendar .
- Increase meaningful employee recognition programs and opportunities.
- Develop and implement a process to fully and effectively use the School Messenger phone system.
- Develop and implement a new inclusive district and school website design and protocols.
- Design and implement communication and customer service training for all staff.

## GOAL 2: Increase and foster family and community engagement at the district and school level.

### OBJECTIVE A

By 2026, Hoke County Schools will increase stakeholder engagement by 5% within the district as measured by various communication tools to determine areas in which additional support is needed to ensure student success.

### STRATEGIES & ACTIONS

- Develop and implement a community and school resource list.
- Utilize all communication channels and strategies to inform and engage all stakeholders.
- Increase and strengthen post-secondary, military, business, faith-based, and community partnerships.
- Increase understanding of and access to the PowerSchool Parent Portal and the district's Learning Management System.
- Design and implement a unified course template for Canvas.
- Enlist and empower students, families, and community members as voices of academic, school, and district achievement.
- Increase opportunities for Partners in Education (Educational Foundation) to be involved in our district and schools.

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 Superintendent
- Dr. Donna Thomas  
 Assistant Superintendant of Human Resources
- Dr. Chad Hunt  
 Assistant Superintendent of Operations and Information Systems
- Dr. Dawn Ramseur  
 Assistant Superintendent of Elementary Curriculum
- Dr. Shannon Register  
 Assistant Superintendent of Secondary Curriculum
- Ms. Wannaa Chavis  
 Chief Finance Officer
- Mrs. Meredith Bounds  
 Director of Public Relations
- Ms. Marsha Carroll  
 Adminstrative Assistant to the Superintendent



## **HOKE COUNTY SCHOOLS BOARD OF EDUCATION**

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### **2021 SCHOOL BOARD MEMBERS**

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