

ORANGE COUNTY
BOARD OF EDUCATION

AGENDA ITEM ABSTRACT

Meeting Date: August 22, 2011

AGENDA ITEM No. 11-08-(2)-15

ACTION ITEM: (Y/N) N

SUBJECT: Board Work Session: Retreat Planning

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ATTACHMENTS:

1. OCS Five Year Strategic Plan with staff notations.
2. NCSBA Policy Services Update.

PURPOSE: The purpose of this item is to provide an opportunity for board members to discuss a full planning retreat.

BACKGROUND: During its August 1, 2011 regular meeting, the Board of Education discussed holding a full day planning retreat in the fall. A planning subcommittee was assigned and included the following board members: Donna Coffey; Brenda Stephens; Anne Medenblik.

Provided for BOE consideration is a copy of the OCS Five Year Strategic Plan with staff notations and a copy of the North Carolina School Boards Association Policies To Lead the Schools (PLS) draft update.

FINANCIAL IMPACT: None at this time.

RECOMMENDATION: The Superintendent recommends the Board of Education hear from the retreat planning subcommittee, discuss possible retreat topics, hear any recommendations and provide staff direction for planning retreat details.

FIVE YEAR STRATEGIC PLAN

Orange County Schools

2010-2015

MISSION STATEMENT

Orange County Schools, in partnership with students, families and the community, is committed to providing challenging and engaging educational experiences that will develop responsible, knowledgeable and resourceful citizens prepared to contribute in our global society.

VISION STATEMENT

Orange County Schools prepares students to be responsible citizens in a diverse world by promoting academic and individual success.

Orange County Schools Goals

- Goal 1:** Orange County Schools will provide excellent instruction to prepare students for global competitiveness.
- Goal 2:** Orange County Schools will recruit and support highly qualified educators who work collaboratively to enhance student achievement.
- Goal 3:** Orange County Schools will provide opportunities for involvement of the community in improving the health, safety and well-being of our students and their families.
- Goal 4:** Orange County Schools district leaders will promote a culture that embraces constructive change and focuses on continuous improvement.
- Goal 5:** Orange County Schools will be supported by effective and efficient operations.

Adopted by the Orange County Board of Education on December 7, 2009.

"Focus every day, every dollar and every decision on what is best for children." Becca Bracy Knight

OCS Strategies, Responsibilities, Timelines and Evaluation

Goal 1: Orange County Schools will provide excellent instruction to prepare students for global competitiveness.

Objective 1: Provide appropriate learning experiences, inspiring all students to attain the highest levels of academic achievement

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
1. Continue K-8 literacy program and expand the literacy program to the high school level	District Literacy Coordinator/Literacy coaches	2011-2012	High school literacy plan completion	High schools are using Whole-to-Part in a limited fashion with identified EC students. Hillrap will be implemented
2. Provide K-12 systematic prevention and interventions strategies to support at-risk students	Principals, Director of School Improvement	2011-2012	School level and district Pyramids of Intervention	All schools have developed Pyramids of Intervention and utilize personal education plans.
3. Develop and implement a K-12 writing improvement plan	Curriculum & Instruction Staff	2010-2011	Analysis of 4, 7, 10 student performance on writing assessments	Completed
4. Develop a K-12 math/science sequence based on national standards and focused on problem solving and inquiry	Math/Science Coordinator	2010-2011	Annual evaluation of teacher development opportunities and participation rates	In process Alignment and correlation documents are completed for mathematics grades K-8. Quarterly assessments are in place for K-8 mathematics based on student quarterly profiles (snapshot of what students know and should be able to do). Science leadership team has met to create vertical alignment document of concepts and skills.
5. Revise AIG plan for new three year cycle, 2010-2013	AIG Coordinator	2010-2012	Plan in place with annual monitoring of plan	Completed
6. Increase the number of minority students enrolled in Honors/AP courses by using EVASS and Advanced Placement Potential	Director of Secondary Education	2010-2014	Annual baseline data on course enrollment Established school-level support programs in place	Complete/Ongoing Data will be collected and compared at the end of the 2011-2012 school year and shared with various stakeholders.
7. Offer a variety of online courses to middle and high school students	Instructional Technology Coordinator	2010-2015	Annual participation/student grades	NCPHS/UNCG iSchool
8. Develop and offer middle/high school coursework with strong career emphasis, i.e. CareerStart, Project Lead the Way	Director of Secondary Education Director of Career Technical	2010-2011	Implemented coursework at the middle/high school levels	Completed PLTW/CareerStart/Intro. To Biotechnology all currently being offered

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
(PLTW), Biotechnology	Education Chief Academic Officer			
9. Use research-based instructional strategies to meet the needs of all learners, i.e. AIG, EC and LEP students	Curriculum & Instruction Staff	2010-2011	Grade level and above proficiency levels on reading, science, math and writing state assessments	

Objective 2: Align written curriculum, instructional practices and assessment strategies for PreK-12 content areas

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
1. Identify Essential questions per area content in each content area	Curriculum and Instruction Staff	2010-2015	Essential questions posted on OCS Teacher Collaborative	In process for K-5 Language Arts In process for 6-12 all core content areas Profile documents created for K-8 mathematics.
2. Develop common and benchmark assessments that support curriculum maps	Director of Testing and Accountability	2010-2015	Online curriculum maps posted on the Teacher Collaborative web page	Ongoing Complete w/ClassScape/CASE 21 ClassScape is being used for benchmark assessment and to develop common assessments Quarterly assessments are in place for K-8 mathematics based on student quarterly profiles (snapshot of what should students know and be able to do).
3. Support teachers in curriculum teams as they develop the Essential Learning and Curriculum Maps essential learning outcomes for students at each grade level	Director(s) of Elementary/Secondary Education	As needed	Rosters/evaluations from training support sessions	Alignment and correlation documents are completed for mathematics grades K-8. Revised versions being posted to OCS Teacher Collaborative.
4. Train principals to understand and use data from common assessments/benchmarks to determine if curriculum maps are being followed	Director of Testing and Accountability	As needed	Common assessment/benchmark data Documentation of principal training sessions	Training has been provided for EVASS/ClassScape

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
5. Work with teachers and curriculum teams to review and revise curriculum maps on an ongoing basis	Director(s) of Elementary/Secondary Education	Annually	Annual review teams/focus group feedback	Summer 2011
6. Continue to update the district's online curriculum and assessment data base (Teacher Collaborative)	Chief Academic Officer	Annually	Addition of revised curriculum maps/model lesson plans	Ongoing

Objective 3: Structure every PreK-12 student experience toward successfully graduating from high school

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
1. Each rising ninth grader will complete a 4-year course plan on the Future for Kids web-based program during his/her 8 th grade spring semester	8 th grade counselors, 8 th grade teachers, Career Development Coordinators NCWISE Coordinator	Spring of 2011	Report from Future for Kids/NCWISE housing the 4 yr. plans through NCWISE	F4K Completed
2. Maintain and expand the PreK classes in the district as needed	Director of Elementary Education Director of Exceptional Children	2010-2015	Yearly report on PreK programs	The programs have gone from zero in 2007-2008 to seven prek programs in 2010-2011
3. Continue AVID at the middle school and expand AVID to the high school level	Director of Secondary Education Chief Academic Officer Secondary Principals AVID Coordinator	2010-2012	Annual training rosters, signed contract, student enrollment	Middle school complete High school incomplete AVID is being offered at middle schools High school on hold
4. Continue to perform in the top ten on graduation rate in North Carolina	All district staff	Annually	Review of 5-year cohort graduation rates and annual retention rates	Programs show progress in graduation rate Will review 2010-2011 district data in July 2011
5. Implement the three-year plan to expand services for at-risk students at	Chief Operating Officer Chief Academic Officer	2010-2013	Completion of the three-year Partnership Academy development	Phase II complete 2010 Two-year phase completed

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
Partnership Academy (PA)			plan	Third phase in process

Objective 4: Integrate current and emerging technologies and research-based practices in classroom instruction

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
1. Implement and expand the use of technology in the teaching and learning processes	Principals All Curriculum and Instruction Directors	2010-2015	Technology use in the district will be measured by walkthrough tools aligned to district initiatives and the formal evaluation tool, PLC minutes and curriculum maps, and, curriculum development	Teacher teams trained in use of online mathematics resources aligned with the K-8 mathematics program.
2. Imbed in the district professional development plan a focus on research-based instructional practices and the use of technology as a tool for instruction	All Curriculum and Instruction Directors	2010-2011	Professional development plans and evaluations will be reviewed and monitored to ensure technology is being used as a tool for instruction	OCS Technology Plan and Annual Media and Technology Report have been reviewed and approved by NCDPI—Instructional Technology Department
3. Ensure that all schools will have the technology required to meet the district 21 st century technology standards for enriching classroom instruction. (Based on OCS Technology Plan/Standards Document)	Director of Technology & Media Chief Academic Officer Chief Operations Office	2010-2015	Technology available for instruction and enrichment will be evidenced by the annual audit of the OCS Technology Plan and the Annual Media and Technology Report	Complete in 2010 "Instruction conference" huge success First annual technology conference completed Summer 2010
4. The district will use cutting-edge technology, enhance learning environments and provide professional development (centered around technology) for teachers	Senior Staff Director of Technology Technology Coordinator	2010-2011	Host an annual 3 day instructional technology conference Annual review of purchased equipment, professional development opportunities and use of integrated technology instruction in classrooms	

OCS Strategies, Responsibilities, Timelines and Evaluation

Goal 2: Orange County Schools will recruit and support highly qualified educators who work collaboratively to enhance student achievement.

Objective 1: Create a culture that attracts, supports and retains high-quality educators reflecting the district's diversity

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
1. Provide diversity training for district leadership	Senior Staff	2010-2015	Rosters, agendas, staff development evaluation	Planning Title IX training for ADs and Principals Training completed for 2009-2011
2. Recruit minority candidates at Historically Black Colleges and Universities	Human Resources	2010-2015	Increase number of minority teachers by 5 percent	NCASBE Conference; WSSU, FSU, National Minority Recruitment Fair online; advertise in Career Opps for Minority College Grads HBCU recruitment in 2011
3. Offer highly qualified (HQ) professional development for teachers	HR / C&I departments	2010-2015	Increase number of CEUs offered within the district by 15 percent	
4. Increase retention rate of high performing teachers	Central Services	2010-2015	Reduce turnover rate by 5 percent and identify through exit interviews reasons for leaving the district	
5. Implement a Beginning Teacher Plan to help our new teachers develop into outstanding educators	Chief Academic Officer	2010	Annual review of plan/Beginning Teacher summative ratings	Completed BT plan on file

Objective 2: Provide ongoing, research-based professional development aligned with district and state board of education priorities

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
1. Identify professional needs of teachers, staff, and administration through annual needs assessment	Curriculum and Instruction Staff Human Resources	2010-2015	Needs assessment results	High Five survey 2010 complete
2. Develop an annual professional development plan aligned to school improvement and district goals	Curriculum and Instruction Staff Human Resources	2010-2015	Completion of activities on professional development plan	One year plan on website AIG/ESL need to be developed
3. Determine the effectiveness of the professional development plan	Curriculum and Instruction Staff Human Resources	Annually	Review of professional development evaluations, classroom walkthroughs and local and state assessment results	Review and summary of all plus/deltas will be completed in July 2011

Objective 3: Conduct continuous data analysis to inform and drive instructional practices and improve student achievement

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
1. Utilize school, subject and grade level data analysis of End of Grade and End of Course Scores to identify strengths and weaknesses to drive instructional practices and to achieve higher proficiency rates	Director of Testing and Accountability Administrators Principals Teachers	2010-2015	5 year analysis of EOG and EOC scores	Ongoing
2. Analyze VoCATS scores by school and department to identify areas of needed growth and sustained achievement to achieve higher proficiency rates	Instructional Management Coordinator Director of Career Technical Education (CTE) Administrators Principals Teachers	2010-2015	5 year analysis of VoCATS scores	Ongoing
3. Conduct an annual review of EOG, EOC, and CTE data with principals and local constituents	Instructional Management Coordinator Director of CTE	2010-2015	State Data Reports Meeting Schedules of annual data meetings with principals	Complete annual data meetings held: August-September 2010 Completed each summer at meetings

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
	Director of Testing and Accountability			organized by the Chief Academic Officer
4. Review annual graduation cohort and dropout data to develop strategies to increase graduation rates and decrease dropout rate	Counselors Director of Student Services	2010-2015	Yearly Analysis of Graduation and Dropout Rates Annual review of district dropout prevention plan and district attendance plan	
5. Provide EVAAS training updates for school personnel enabling them to analyze student data and use analysis to improve student achievement	Director of Testing and Accountability Administrators Principals Teachers	2010-2015	Annual Training Schedule Use of EVAAS for course placement decisions	Used for Algebra placement-Fall 2010
6. Use district benchmark testing data to provide periodic feedback on students' strengths and weaknesses	PLC Teams School Principals	2010-2015	Benchmark Assessments Class Reports Individual Student Reports	Benchmarks in place-Fall 2010
7. Provide system-wide and school level discipline data to identify students who may need interventions and assistance in behavioral issues	Director of Student Services Director of Testing and Accountability District Behavioral Specialist Principals	2010-2015	Discipline Reports Assistance Team Meetings	
8. Provide SAT/ACT/AP/IB data to Board Members, Principals and District Personnel	Director of Testing and Accountability	Annually	Data Reports	Complete for 2010 Completed October 2010
9. Annually review state and federal data with administrators and school personnel to assist in the development of School Improvement Plans	Director of Testing and Accountability District Administrators School Improvement Specialist	2010-2015	Annual Test Results	Complete for 2010
10. Develop and provide yearly scorecards for each school in the district	Director of Testing and Accountability	2010-2015	Completed Scorecards provided to principals	Complete for 2010-2011
11. Expand use of benchmark assessment program in grades 3-12	Director of Testing and Accountability	2010-2015	Quarterly benchmark result for the district	One high school administering benchmarks in two EOC areas

OCS Strategies, Responsibilities, Timelines and Evaluation

Goal 3: Orange County Schools will provide opportunities for involvement of the community in improving the health, safety and well-being of our students and their families.

Objective 1: Develop and implement specific strategies that support and reinforce healthy practices and civic responsibilities among students and staff

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
1. Form a School Health Team per school to coordinate health education and safety activities for students and their families by the 2011-2012 school year	Director of Student Services Director of Environmental Health and Safety/Driver Education	2011-2012	Annual Health Team Report	Ongoing
2. Provide oral presentations and print materials to inform students about how to be responsible, successful, contributing members of a learning community through character education programming	Director of Student Services Director of Environmental Health and Safety/Driver Education	2010-2015	Character Education Plan at each school District-level recognition for outstanding Character Education Programs	Ongoing
3. Conduct annual health and safety-related parent education programs in collaboration with community stakeholders	Director of Student Services Director of Environmental Health and Safety/Driver Education	2010-2015	Parent education programs plan and participation rates	Ongoing
4. Display messages in the schools (hallways, classroom, cafeteria) that support, promote, and reinforce healthy eating patterns and food safety for students and staff on a quarterly basis	Director of Student Services Director of Environmental Health and Safety/Driver Education	2010-2015	Evidence of messages and signage in schools	Ongoing
5. Implement the Healthy Youth Act in grades 7-9 during the 2010-2011 school year	Director of Student Services Director of Environmental Health and Safety/Driver Education	2010-2011	Curriculum materials purchased, survey of staff. Board policy approved	Materials purchased-Winter 2011 Staff trained – August 2010 Board policy approved – August 2010
6. Support and facilitate the physical and mental health and well-being of all employees annually through onsite physical activity programs, self-improvement activities on health-related	Director of Student Services Director of Environmental Health and Safety/Driver Education Assistant Superintendent of Human	2010-2015	Annual participation rates and program of activities	Established Duke Employee Assistance Program Established ongoing staff wellness programs

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
topics, and the employee assistance program	Resources			
7. Purchase and install Automatic External Defibrillators (AEDs) and provide training at each school location	Chief Operating Officer Director of Environmental Health and Safety/Driver Education School Nurses	2010-2011	Purchase, installation and training completed at each school site	Complete Fall 2010
8. Maintain the 5 star rating in the elementary afterschool tuition based program	Director of School/Community Relations	Annually	Completed report for both state and SACRS	Successfully completed all 5 star for 2010
9. Continue to provide middle school afterschool free to students	Chief Academic Officer Director of School/Community Relations	Annually	Yearly reports on student participation	Need participation results for Fall 2010

Objective 2: Promote the use of tools and skills that help students adapt during transitions

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
1. Provide structured programs to assist students with transitions (e.g. elementary to middle, middle to high school, new to the school) through Web, Link Crew, and orientations for 6 th and 9 th grade students	Director of Student Services Director of Environmental Health and Safety/Driver Education	2010-2015	Annual compilation of activities	Completed for 2010-11 school year
2. Provide K-12 student access to primary prevention, intervention, and treatment of mental health and substance abuse problems through community stakeholders such as Carolina Outreach, the Orange County Day Treatment Program, and Triumph	Director of Student Services Director of Environmental Health and Safety/Driver Education	2010-2015	Evidence of student participation Student survey results Suspension data Annual development and monitoring of Personal Education Plans (PEPs)	Completed
3. Assist teachers in determining the best behavioral interventions for chronically disruptive students through the Positive Behavior Support program, the Exceptional Children's Program, Orange County Dispute Settlement Center, Carolina Outreach and Partnership Academy	Director of Student Services Director of Environmental Health and Safety/Driver Education Exceptional Children	2010-2015	Bi-annual meetings among stakeholders to monitor use of behavioral interventions	Ongoing

Objective 3: Respond to emerging risks and dangers in the school environment

Strategies	Responsibility	Timeline	Outcomes Measures	Status
1. Monitor quarterly and annually the safety, security, and environmental quality of buildings, grounds, and school owned vehicles	Director of Environmental Health and Safety/Driver Education Chief Operating Officer	2010-2015	Monthly, quarterly and annual reports	
2. Provide ongoing supervision per semester of internal common areas and external grounds and play areas by district and school staff before and after school, during recess, and at lunch	Director of Environmental Health and Safety/Driver Education Chief Operating Officer	2010-2015	Regular inspections with annual report provided by the safety officer	
3. Coordinate aspects of emergency management strategies with local law enforcement, emergency response, and medical and mental health agencies and personnel through quarterly Rapid Emergency Management Planning (REMS) steering committee meetings, the bi-monthly Safe Environment committee meetings, and full-scale table top exercises	Director of Environmental Health and Safety/Driver Education Chief Operating Officer	2010-2015	Program of events and participation All safety plans up-to-date and annually updated Maintain up-to-date status of Ontime software package	Completed December 2010
4. Manage emergencies through the Critical Incident Stress Management (CISM) team such as the death of a student or staff member in accordance with its established crisis management guidelines and procedures	Director of Environmental Health and Safety/Driver Education Chief Operating Officer	2010-2015	Program events and participation	Establish (CISM) team in place

OCS Strategies, Responsibilities, Timelines and Evaluation

Goal 4: Orange County Schools district leaders will promote a culture that embraces constructive change and focuses on continuous improvement.

Objective 1: Conduct surveys, analyze the data and use feedback from students, parents and staff to improve school culture and climate

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
1. The district will develop an effective and working "survey team"	Technology Coordinator Chief Academic Officer School Improvement Specialist	2010-2011	Team composition and plan of work	Completed Spring 2010
2. The district will develop a five-year survey plan targeted at stakeholders for school culture and climate improvement	Senior Staff	2010-2015	Completed survey plan for teachers, parents, and students	
3. The district will increase the percentage of participation rate of completion of district surveys by at least 5% per year	Technology Coordinator	2015	Annual data analysis of survey participation	Ongoing, currently on track
4. The district will develop a process for analyzing and distributing survey results in a timely manner	Director of Testing and Accountability Technology Coordinator	2012	Analysis of timeline of distribution of survey results	Data is shared as soon as possible after survey is completed
5. The district will develop district-level departmental surveys to measure effectiveness	Senior Staff	Annually	Analysis of survey results	

Objective 2: Develop and support a culture that emphasizes professional learning communities at school and district levels

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
1. Continue district participation in Triangle High Five	Superintendent	2010-2015	Annual plan of work, participation and attendance at events	Ongoing
2. Promote district participation in PLC professional development opportunities	Chief Academic Officer	2010-2015	Annual Triangle High Five professional development plan	Complete for 2010-11 school year Provided funding through Title II to support participation 2011-2012
3. Utilize early release days for building level or district-level professional learning communities activities	Chief Academic Officer	2010-2015	Annual professional development plan	
4. Use common formative assessments to identify students who need additional academic support	Curriculum and Instruction Staff	2010-2015	Review of student performances in grades 3-12 on state assessment and the district benchmark	
5. Evaluate teachers and principals on PLC involvement and implementation	Senior Staff	Annually	Teacher/principal evaluation instruments annual ratings	Completed December 2010 Annual PLC survey completed

Objective 3: Collaborate with families, businesses, community partners and institutes of higher education to enhance student learning

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
1. Schools will provide opportunities each year for the parent community to learn about essential curriculum standards and current teaching strategies needed for parents to support their students such as math nights, curriculum nights, face to face conferences, and parent summits	School staff	Annually	Descriptions and evaluations of program offerings	Individual school summits planned during school year Annual System-wide PACE summit planned for April 2011
2. Orange County Schools Business Advisory Committee will hold meetings on current topics for business groups and school administration	School to Business Committee Career and Technical Education Director	Annual meeting	Minutes from each meeting indicating the committee goals for the next school year.	March Breakfast forum – March 15, 2011 Annual State of the School District – Chamber of Commerce, February 2011

Strategies**Responsibility****Timeline****Outcomes Measures****Status**

3. The school system will collaborate with institutes of higher education in research and professional development to provide current data on teaching strategies and curriculum standards	Curriculum and Instruction Team Chief Academic Officer Professional learning communities at each school	On-going	PLC meetings Professional development using information and personnel from higher institutes of education Research Triangle Schools Partnership (with UNC-CH)	
4. Host quarterly Raising the Achievement and Closing the Gap Oversight Committee meetings	Chief Academic Officer	Quarterly	Minutes/agendas/plan of work	Ongoing October 2010 meeting completed
5. Provide an annual report to the community on closing the achievement gap	Chief Academic Officer	Annually	Present to Raising Achievement and Closing the Gap Oversight Committee, Board of Education and other community groups	

Objective 4: Provide ongoing, research-based professional development for district leadership

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
1. To ensure ongoing, effective leadership, the Curriculum & Instruction Team, comprised of district-level administrators, will meet monthly to identify, assess, and implement research-based topics.	Curriculum & Instruction Team members	2010-2015	Meeting minutes and agendas An annual professional development plan for administrators is developed	Complete through January 2011 Meetings held each month of 2010-2011
2. To ensure communication and alignment between district and school-level leadership in the identification, assessment, and implementation of research-based topics, the Leadership Team, comprised of OCS district- and school-level administrators, will meet monthly and participate in an annual leadership retreat.	Leadership Team members	2010-2015	Meeting minutes and agendas Learning activities provided during each monthly meeting	Scheduled for June 2011 Annual Leadership Retreat planned for June 2011
3. To support individual, ongoing continuous improvement, 100% of district and school-level administrators will set and implement professional development goals that are monitored and facilitated by the Senior Staff and Chief Academic Officer.	District- and school-level administrators Senior Staff Chief Academic Officer	2010-2015	Professional Growth Plans (PGP) documentation	Completed Fall 2010

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
4. Assistant principals will participate in the Aspiring Administrators Academy and receive research-based professional development	Chief Academic Officer Director of School Improvement	2010-2015	Minutes, agendas, syllabi, handouts	Monthly sessions planned and implemented 2010-2011
5. Orange County Schools will annually provide membership for leadership staff to North Carolina Association of School Curriculum Development (NCASCD) and North Carolina Association of School Administrators (NCASA)	Senior Staff Leadership Staff	Annually	Purchase of annual membership	Completed for 2010 NCASCD - completed

Objective 5: Actively recruit and retain high-quality leadership while placing an emphasis on attracting applicants with diverse backgrounds

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
1. Work with local universities to place more minority administrative interns in OCS	Human Resources	2010-2015	Place at least two administrative interns each year	One placed at OHS 2010-11. Complete for 2010-11
2. Conduct a salary study to examine feasibility of raising the local administrative supplement to attract highly qualified candidates	Human Resource/ Finance departments	2010-2015	Implement supplement increase for the 2012-13 school year Provided funds are available	

OCS Strategies, Responsibilities, Timelines and Evaluation

Goal 5: Orange County Schools will be supported by effective and efficient operations.

Objective 1: Make fiscally responsible decisions and allocate resources to support and promote student achievement

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
1. Establish zero-based budgeting	Finance Director	2011-2012	Annual completion of local operating and capital budgets	
2. Purchase new version of AS400	Finance Director	2010-2011 School Year	Installation of new AS400	Complete July 2010
3. Utilize ABC Transfers to maximize local funding	Finance Director		ABC Transfer approval from DPI	Complete for 2010-11 school year
4. Implement a formula driven resource allocation system	Senior Staff	Annually	Evidence of budgets using formula driven development	
5. Reduce Workers' Compensation Premiums	Finance Director	2010-2011 School Year	Contract with Workers' Compensation service provider	Reduced \$26,685 in 2010-11

Objective 2: Structure systems to collect data to improve the operational effectiveness of the district

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
1. Move Financial Software System to a web-based system	Finance Officer	2011-2012	Establishment of web-based system	
2. Reorganize Finance Department to maximize efficiency	Finance Officer	2011-2012	Finance organizational chart Conduct an annual departmental retreat/planning meeting	Ongoing
3. Maximize the use of HRMS to link HR and Finance departments	Human Resource Department	2010-2015	Annual monitoring of use of HRMS	Maintain data in HRMS on a regular basis for position control and budget comparisons

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
4. Effectively manage surplus property in the district	Chief Operating Officer Finance Officer Technology Coordinator	2010-2015	Required annual Board report on the disposition of surplus property	

Objective 3: Develop and implement a long-range facilities plan that addresses the needs of aging facilities and changing student enrollment trends

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
1. Develop and maintain a 30-year strategic replacement plan	Chief Operating Officer	Annually	Completed 30-year plan	
2. Develop a plan for public input on district facility needs	Chief Operating Officer	Annually	Compiled community feedback	
3. Maintain strategic energy management plan	Chief Operating Officer Director of Maintenance Energy Manager	Annually	Energy report	
4. Consolidate all Central Office staff (located in schools) into a single facility	Chief Operating Officer Chief Academic Officer	2010-2011	Completed moves of all selected Central Office staff to Whitted Building	
5. Conduct student reassignment study	Senior Staff Board of Education	2010-2012	Reassignment study completed	On hold until Fall 2011 Partial completion Fall 2010
6. Purchase and continually update the School Dude database	Director of Maintenance	Annually	Monthly/annual report	Complete
7. Expand environmental controls to all facilities	Chief Operating Officer	Annually	Results of monthly/annual energy education reports	

Objective 4: Maintain and implement comprehensive systems that will support the educational mission of the district

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
1. Purchase and implement SubFinder	Human resources	2010-2011	Data analysis of substitutes	Implemented 2010-11 school year;
2. Purchase and implement U.S. Info. Group for criminal background checks	Public Information Officer	2010-2012	Cost benefit analysis for use of U.S. Info. Group	Completed for Fall of 2010 Ongoing, need cost/benefit analysis
3. Purchase and implement online staff development software	Director of School Improvement	2010-2011	Data analysis on use of professional development software	Purchased Fall 2010 in process

Objective 5: Communicate district initiatives and accomplishments to the stakeholders on an ongoing basis

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
1. Annual purchase and updating of "AlertNow" mass communication database	Public Information Officer	Annual	Report on annual use of "AlertNow"	Ongoing
2. Host a "State of the Schools" event to local area Chamber of Commerce and other community stakeholders	Superintendent Public Information Officer	Annual	Completion of Event Copy of annual report	Scheduled for February 2011
3. Maintain district memberships in local civic organizations, i.e. Kiwanis, Rotary	Senior staff	Annual	Staff participation in monthly organizational meetings	Complete
4. Host school level/district parent summits on a variety of educational topics	Director of Communities in Schools	Annual school summits/biannual district summits	Compilation of agendas/dates of events	Scheduled for April 2011

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
5. Continue to host monthly Teacher Advisory meetings and in addition, form student and parent advisory groups	Superintendent	2010-2011	List of participants, dates and agendas of meetings	Ongoing Teacher Advisory meetings conducted monthly
6. Submit OpEd articles to the local news media on pertinent education topics	Public Information Officer	Quarterly	Published articles	Ongoing

Objective 6: Expedite all procedures efficiently and adapt quickly to emerging circumstances

<u>Strategies</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>Outcomes Measures</u>	<u>Status</u>
1. Review and refine individual school's procedures manual	Finance Director	Annually	Completion of a procedures manual	Manual completed 2009-10 updates ongoing
2. Maintain the AS400 Spreadsheet program	Finance Director	June 30, 2010 Annually	Complete a maintenance contract	Completed for 2010-11 ongoing
3. Implement e-Benefits and train all employees	Finance Director	2010-2011 School Year	Access to all employees	Completed
4. Rapid Emergency Management Planning (REMS)	Director of School Safety	Annually	Plan of work distributed	Completed Fall 2010

Revised 01/19/11
Status 02/01/11

**PLS Update: September 2011 Memo
Possible-Legislative and Other Policy Updates**

Updated Policy Number	Policy Title	Description of Update	Statute or Legislation Involved	Required, Strongly Recommended, Recommended or Optional Modification*
1310/4002	Parental Involvement	<ul style="list-style-type: none"> Adding in language about providing equal access to boy scouts and other youth organizations 	Federal: Boy Scouts Act, 20 U.S.C. 7905	
1610/7800	Professional and Staff Development	<ul style="list-style-type: none"> Removed reference to a professional development component related to the safe school plan and footnoted it as optional if board chooses to have a safe school plan. Revises the standard for initiating mandatory improvement plans. 	N.C. Sess. Law 2011-348	
1710/4021/7230	Prohibition Against Discrimination, Harassment and Bullying	<ul style="list-style-type: none"> Same 	Same	
1720/4015/7225	Discrimination, Harassment and Bullying Complaint Procedure	<ul style="list-style-type: none"> Same 	Same	
1730/4022/7231	Nondiscrimination on the Basis of Disabilities	<ul style="list-style-type: none"> Same, plus a change regarding fair/impartial hearing process for placement of 504 students 	Same	
		<ul style="list-style-type: none"> 		
New 2000		<ul style="list-style-type: none"> Regional schools 	N.C. Sess. Law 2011-241	
*New 2000 or 3000?	Accreditation	<ul style="list-style-type: none"> 		
3101	Concurrent Enrollment	<ul style="list-style-type: none"> 	Sect. 7.1A budget bill	
3110	Innovation in Curriculum and Instruction	<ul style="list-style-type: none"> 		
3300	School Calendar and Time for Learning	<ul style="list-style-type: none"> Increase the number of instructional days 	N.C. Sess. Law 2011-145, Section 7.29	
3400 or 3410?		<ul style="list-style-type: none"> Eliminate certain standardized tests 	-Section 7.30 Testing program; - NC Sess. Law 2011-8 and -280	
3530 ?	Citizenship and Character Education	<ul style="list-style-type: none"> 	S.L. 2011 273	

* *Required* means either (1) that the provisions are required by law to be addressed in policy or (2) that the modifications must be made to ensure that the policy reflects current law (ex. adding new statutory language or updates to legal citations).

* *Strongly recommended* means that the provisions are required by law but that they do not have to be addressed in policy, although NCSBA strongly recommends that the provisions be added to policy.

* *Recommended* means that the provisions are not required by law but that NCSBA considers them good practice.

**PLS Update: September 2011 Memo
Possible-Legislative and Other Policy Updates**

3460	Graduation Requirements	•	N.C. Sess. Law 273	
3530	Citizenship and Character Education	•		
	Technology policies (remove technology plan)	•		
4050	Children of Military Families	<ul style="list-style-type: none"> • New G.S. 115C-47(60) - LEA must report to SBE annually on the employment of one employee trained in the unique needs of children who have immediate family in the military. • Adds legal reference and cross reference to policy 6000, Support Services. 	N.C. Sess. Law 2011-185, Section 9	
4100	Age Requirements for Initial Entry	<ul style="list-style-type: none"> • Sets out specific types of evidence that may qualify as secondary proof of age • Included language from OCR guidance. 	N.C. Sess. Law 2011-388	
4155	Assignment to Classes	<ul style="list-style-type: none"> • Included provision allowing parents to request placement of multiple birth siblings 	N.C. Sess. Law 2011-354	
*New 4201/5029/7272	Service Animals	•		
*New 4270/6145	"concussion"	•		<u>Required</u>
4342	Student Searches	<ul style="list-style-type: none"> • Various substantive and technical revisions 		
4335	Criminal Behavior	•	N.C. Sess. Law 2011-248	
5030	Community Use of Facilities	<ul style="list-style-type: none"> • Referenced discrimination policy re boy scouts and youth orgs 	Federal: Boy Scouts Act, 20 U.S.C. 7905	
	Public Records – email lists?	•	N.C. Sess. Law -2011-54	
5071/7351 ?		•	N.C. Sess. Law 2011-199	
6000	Support Services	<ul style="list-style-type: none"> • Reference to policy 4050 and services for military children 	N.C. Sess. Law 2011-185, Section 9	

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Possible-Legislative and Other Policy Updates**

6120	Student Health Services	<ul style="list-style-type: none"> Reference to SBE policy GCS-G-006 regarding the statement in the first paragraph on assessment etc. by nurses. Added statement regarding reporting annually to the SBE on children with diabetes and compliance with SBE guidelines. 	N.C. Sess. Law 2009-563	
6410	Organization of the Purchasing Function	<ul style="list-style-type: none"> Multiple award contracts for certain types of equipment Probably only needs legal reference added if needs change at all 	N.C. Sess. Law 2011-360	
7130	Licensure	<ul style="list-style-type: none"> Added in reference to new SBE standards Added legal reference 	SBE Policy TCP-A-004; N.C. Sess. Law 2011-348	
7130-R	Licensure	<ul style="list-style-type: none"> Changed IGP to PDP Added references and footnote 	Same	
7335	Employee Use of Social Media	<ul style="list-style-type: none"> 		
7405	Extracurricular and Non-Instructional Duties	<ul style="list-style-type: none"> Added definitions from SBE policy Changed "non-certified" to "non-licensed" 	SBE Policy TCP-A-004	
7410	Career Status	<ul style="list-style-type: none"> Added footnote that boards are now required to use the SBE evaluation instrument but may create additional performance criteria. Added legal references. 	N.C. Sess. Law 2011-348	
7620		<ul style="list-style-type: none"> Change 		
7810	Evaluation of Licensed Employees	<ul style="list-style-type: none"> Use of the SBE evaluation instrument and frequency of Teacher evaluation Made a change to the legal and cross references 	N.C. Sess. Law 2011-348	
7811	Mandatory Improvement Plans for Licensed Employees	<ul style="list-style-type: none"> Reflects changes regarding mandatory improvement plans. 	N.C. Sess. Law 2011-348	
7815	Evaluation of Non-Licensed Employees	<ul style="list-style-type: none"> Change to the legal references Made conforming changes 	N.C. Sess. Law 2011-348	
7930	Professional Employees: Demotion and Dismissal	<ul style="list-style-type: none"> Added footnote regarding definition of inadequate performance for teachers. Added a cross reference to policy 7811 and legal references to G.S. 115C-333 and G.S. 115C-333.1 	N.C. Sess. Law 2011-348	

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