

Calhoun County School District

Strategic Plan 2007-2012

“Committed to Excellence”

Vision Statement:

Calhoun County School District strives to be a world class school system; preparing today’s students for tomorrow’s world.

Mission Statement:

Calhoun County School District is committed to excellence, ensuring that each student achieves his or her highest potential in a global society.

Goal 1: To enhance and maintain high levels of student achievement.

Obj. 1.1 Appropriate curriculum strategies will be implemented to meet assessed needs of all students so they may achieve at their highest potential according to the NCLB and Florida's Accountability and Assessment Report (A+ plan) guidelines. The target is to have 100% of all subgroups reaching the target proficiencies or satisfying safe harbor status.

Obj. 1.2 The graduation rate in Calhoun County will either increase or maintain in order to fulfill the NCLB graduation requirements by 2012. The target rate is to set at 85% or above.

Obj. 1.3 Acquire and implement additional hardware and software to increase student technology literacy so that the percent of positive student

ratings will increase to at least 87% by 2012.

Goal 2: To employ and retain highly qualified personnel.

Obj. 2.1 The district will develop innovative ways to attract and retain personnel so that 100% of all instructional staff will be highly qualified by 2012.

Obj. 2.2 2.2 (a) Beginning with the 2007-08 school year, all new employees will complete either an orientation or mentoring program during their first year of employment.

Obj. 2.2 (b) Employees who receive a new job title will either complete an orientation or mentoring program.

Obj. 2.3 The acquisition and implementation of additional hardware, software, and training will increase the instructional staff's technology literacy and implementation so that 100% of employees earn proficient scores (at least 70%) on all areas of the Inventory of Teacher Technology Skills test by 2012.

Goal 3: To ensure an educational atmosphere that facilitates effective teaching and ensures a safe, drug-free, and health environment.

Obj. 3.1(a) By 2012, the percentage of students responding positively towards the section "A Positive

School Climate" on the district climate survey will be at least 75%.

Obj. 3.1(b) By 2012, the average percentage of students responding favorably on questions #36 and #37 on the district climate survey will be at least 70%,

Obj. 3.2 Maintain and enhance drug education, service learning, and dropout prevention programs so that the average score of parents, staff and teachers who responded favorably to item # 38 on the district climate survey will be at least 70% by 2012.

Obj. 3.3 All schools will review and update the Crisis Management Plan conducting drill practices throughout the year.

Obj. 4.4 Construct/remodel facilities to promote an effective, safe and healthy learning environment.

Goal 4: To increase and enhance parental and community involvement in schools.

Obj. 4.1 By 2012, parent satisfaction (questions #31-34) in Calhoun County Schools will have increased to an average of 90% as measured by the annual Calhoun County Climate Survey.

Obj. 4.2 The number of volunteer hours logged in Calhoun County District Schools will increase by at least 5% by 2012.

Obj. 4.3 The number of business and community organizations partners will increase by at least 5% by 2012.

Goal 1: To enhance and maintain high levels of student achievement

Needs Assessment: The 2007 AYP report indicated there were seven total areas inder reading, math, and writing in which students distict wide were not meeting NCLB target proficiencies or satisfying safe harbor status.

OBJECTIVES	STRATEGIES	PERSON(S) RESPONSIBLE	REQUIRED RESOURCES	OUTCOME
<p>1.1 Appropriate curriculum strategies will be implemented to meet assessed needs of all students so they may achieve at their highest potential according to the NCLB and Florida's Accpuntability and Assessment Report (A+ plan) guidelines. The starget is to have 100% of all subgroups reaching the target proficiencies or satisfying safe harbor status.</p>	<ul style="list-style-type: none"> * Recruit or retain Highly Qualified Personnel * Offer training on differentiated instruction at all schools * Follow textbook adoption cycle * Offer professional development in areas of identified weakness as indicated by each school's improvement plan * Adhere to the Calhoun County Reading plan to ensure all identified struggling readers' needs are bring met * Continue to offer and broaden the number of acceleration programs in the district such as Gifted, Dual Enrollment, Advanced Placement, and Academies 	<ul style="list-style-type: none"> * Director of Curriculum and Instruction * Assistant Superintendent * School Improvement Chairs * School Reading Coaches * District Reading Coach * Director of ESE 	<ul style="list-style-type: none"> * Textbook funds allocation * Professional Development funds * Title I funds 	<p>2007-2008 Results: The 2008 District AYP report indicates there are 6 categories in which students are not meeting NCLB target proficiencies or satisfying safe harbor status (graduation, reading for blacks, economically disadvantaged, and students with disabilities, and math for blacks and students with disabilities.)</p>

Goal 1: To enhance and maintain high levels of student achievement

Needs Assessment: According to the district accountability report, the graduation rate for Calhoun County in 2006 was 82%.

OBJECTIVES	STRATEGIES	PERSON(S) RESPONSIBLE	REQUIRED RESOURCES	OUTCOME
<p>1.2 The graduation rate in Calhoun County will either increase or maintain in order to fulfill the NCLB graduation requirements by 2012. The target rate is to set at 85% or above.</p>	<ul style="list-style-type: none"> * Incorporate use of a job coach for students with disabilities * Continue to implement and broaden high school major areas of interest to include technical and vocational certificated programs. * Increase the percentage of high school students passing FCAT and/or ACT through additional tutoring, mentoring, and/or other individualized strategies. * Direct potential drop-outs to enroll in the GED program at the Calhoun County Adult School or at the Calhoun County Public Library * Continue to offer student opportunities to promote using a credit recovery program 	<ul style="list-style-type: none"> * Director of ESE Services * High School Principals and Guidance Counselors * School board members * Community/Business Partners * Job Coach * DCT coordinators 	<ul style="list-style-type: none"> * Funding for position of job coach and resources needed to be effective * Business partners/mentors to increase high school majors * FCAT/ACT prep materials * Funds for tutoring services * Funds for credit recovery program * Funds to recruit Highly Qualified Personnel 	<p>2007-2008 Results: According to the 2008 NCLB AYP report, Calhoun County's high school graduation rate in 2007 was 79%.</p>

**Calhoun County School District
Strategic Plan 2007-2012**

Goal 1: To enhance and maintain high levels of student achievement

Needs Assessment: At the end of the 2006-2007 schol year, 77% of students district wide either agreed or strongly agreed with statement #12 on the district climate survey "Instructional technology and computers are an integral part of classroom instruction along with a variety of teaching materials."

OBJECTIVES	STRATEGIES	PERSON(S) RESPONSIBLE	REQUIRED RESOURCES	OUTCOME
<p>1.3 Acquire and implement additional hardware and software to increase student technology literacy so that the percent of positive student ratings will increase to at least 87% by 2012.</p>	<ul style="list-style-type: none"> * Purchase and install mobile labs in each school * Purchase additional SmartBoards for schools * Implement the I-Textbook and other computer software that is purchased with the textbooks in place *Increase the amount of software used for student learning 	<p>Teachers</p> <ul style="list-style-type: none"> * District technology team 	<p>*</p> <ul style="list-style-type: none"> * Funds to purchase technology * Professional development for teachers * Updating of district technology plan 	<p>2007-2008 Results:At the end of the 2007-2008 school year, 81% of students district wide either agreed or strongly agreed with statement #12 on the district climate survey "Instructional technology and computers are an integral part of classroom instruction along with a variety of teaching materials."</p>

Goal 2: Employ and retain highly qualified personnel.

Needs Assessment: At the end of the 2006-07 school year, 80.8% of classes (district-wide) were taught by highly qualified personnel.

OBJECTIVES	STRATEGIES	PERSON(S) RESPONSIBLE	REQUIRED RESOURCES	OUTCOME
<p>2.1 The district will develop innovative ways to attract and retain personnel so that 100% of all instructional staff will be highly qualified by 2012.</p>	<ul style="list-style-type: none"> * Continue to offer reading endorsement classes and stipends for teachers completing all competencies * Send district representatives to local job fairs at places like FSU and FAMU to recruit personnel * Offer competitive pay increases for personnel who continue their education and earn Master's degrees and higher * Post job vacancies on World Wide Web pages such as Teacher to Teacher.com * Assist with cost associated with teacher's receiving certification in order to teach dual enrollment and advanced placement classes * Offer a recruitment package to attract highly qualified personnel * Employ personnel to oversee recruitment and retention 	<ul style="list-style-type: none"> * District Reading Coach * Director of Student Services * Administrative Assistant to the Superintendent * School Board Members 	<ul style="list-style-type: none"> * Funding for reading endorsement stipends * Funding for travel to job fairs and advertisement of jobs * Funds for recruitment package * Funding for administrative assistant position 	<p>2007-2008 Results: According to the state report DPS.07.ge.f70407.y0708, 89.7% of classes (district wide) were taught by highly qualified personnel.</p>

Goal 2: Employ and retain highly qualified personnel.

Needs Assessment: At the end of the 2006-07 school year, there was no mentoring program available and not all new employees received an orientation.

OBJECTIVES	STRATEGIES	PERSON(S) RESPONSIBLE	REQUIRED RESOURCES	OUTCOME
<p>2.2 (a) Beginning with the 2007-08 school year, all new employees will complete either an orientation or mentoring program during their first year of employment.</p> <p>2.2 (b) Employees who receive a new job title will either complete an orientation or mentoring program.</p>	<ul style="list-style-type: none"> * Continue to implement beginning teacher program and implement Modern Red School House * Encourage administrative personnel to attend Professional Development that relates to administration and leadership * Continue to implement the bus orientation program * Establish and implement a lunchroom employee orientation program * Continue to provide ESE updates and paraprofessional training * Continue substitute teacher orientation * Employ consultant to assist 	<ul style="list-style-type: none"> * Director of Curriculum and Instruction * Coordinator of Transportation * Assistant Superintendent * ESE Director * Administrative Assistant 	<ul style="list-style-type: none"> * Professional Development on how to implement Modern Red School House * Funds for hiring consultant 	<p>2007-2008 Results:</p> <p>(a). All first year teachers must successfully complete the Calhoun Teacher Induction Program (C-TIP). Paraprofessionals, lunchroom workers, and bus drivers all attend training. Custodians receive training at school site.</p> <p>(b). Courses are available on-line and employees are encouraged to take courses offered through PAEC and FloridaLeaders.org.</p>

Goal 2: To employ and retain highly qualified personnel.

Needs Assessment: At the end of the 2006-07 school year, 21% (38/184) of employees scored less than proficient on at least one area on the Inventory of Teacher Technology Skills.

OBJECTIVES	STRATEGIES	PERSON(S) RESPONSIBLE	REQUIRED RESOURCES	OUTCOME
<p>2.3 The acquisition and implementation of additional hardware, software, and training will increase the instructional staff's technology literacy and implementation so that 100% of employees earn proficient scores (at least 70%) on all areas of the Inventory of Teacher Technology Skills test by 2012.</p>	<ul style="list-style-type: none"> * Acquire and install mobile labs for each school * Provide professional development in areas of identified weaknesses as related to technology * Mandate instructional staff, who are not proficient in all areas of the Inventory of Teacher Technology Skills test have technology literacy and/or integration as one of their goals on their IPDP 	<ul style="list-style-type: none"> * District technology team * Director of Curriculum and Instruction * School Principals * School Technology contacts 	<ul style="list-style-type: none"> * Funding to purchase mobile labs * Funds to pay for professional development. 	<p>2007-2008 Results: At the end of the 2007-08 school year, 20.5% (40/195) of employees who took the Teacher Technology Skills test scored less than proficient on at least one area on the Inventory of Teacher Technology Skills.</p>

* Needs Assessment: (a) At the end of the 2006-07 school year, on average, 66% of the students district wide responded favorably towards the section titled "A Positive School Climate." (b) At the end of the 2006-07 school year, on average, 57% of students district wide responded favorably on the statements "Students feel safe at school" and "Students feel safe on the bus."

OBJECTIVES	STRATEGIES	PERSON(S) RESPONSIBLE	REQUIRED RESOURCES	OUTCOME
<p>3.1(a) By 2012, the percentage of students responding positively towards the section "A Positive School Climate" on the district climate survey will be at least 75%.</p> <p>3.1 (b) By 2012, the average percentage of students responding favorably on questions #36 and #37 on the district climate survey will be at least 70%,</p>	<ul style="list-style-type: none"> * Explore the use of bus monitors * Continue to implement and strengthen the character education programs at all schools. * Continue to implement the Positive Behavior System at schools already in place and explore the implementation at other schools * Schools will investigate the use of additional security enhancements (i.e. cameras) * Research grants to hire an additional School Resource Officer 	<ul style="list-style-type: none"> * Coordinator of transportation * Director of Curriculum and Instruction * School PBS Coaches * Director of ESE 	<ul style="list-style-type: none"> * Funding for monitors * Funding for Character Education * Funds for SRO 	<p>2007-2008 Results: (a) At the end of the 2007-08 school year, on average, 70% of the students district wide responded favorably towards the section titled "A Positive School Climate."</p> <p>(b) At the end of the 2007-08 school year, on average, 64% of students district wide responded favorably on the statements "Students feel safe at school" and "Students feel safe on the bus."</p>

Goal 3: To ensure an educational atmosphere that facilitates effective teaching and ensures a safe, drug-free, and healthy environment.

Needs Assessment: At the end of the 2006-07 school year, 61% of students, staff, and parents agreed with statement #38: "Tobacco, alcohol and other drugs are not a problem at this school."

OBJECTIVES	STRATEGIES	PERSON(S) RESPONSIBLE	REQUIRED RESOURCES	OUTCOME
<p>3.2 Maintain and enhance drug education, service learning, and dropout prevention programs so that the average score of parents, staff and teachers who responded favorably to item # 38 on the district climate survey will be at least 70% by 2012.</p>	<ul style="list-style-type: none"> * Continue to offer counseling services at the CARE program * PAEC staff will teach classes addressing drug and alcohol awareness * Continue to celebrate and promote Red Ribbon Week at each school * Make use of services offered by School Resources Officers 	<ul style="list-style-type: none"> * Behavioral Specialist * PAEC staff and Director of Student Services * Red Ribbon School Contacts * School Resource Officers 	<ul style="list-style-type: none"> * Funds for behavioral specialist * Funds to pay for classes taught by PAEC * Funds to pay for materials 	<p>2007-2008 Results: At the end of the 2007-08 school year, 68% of students, staff, and parents agreed with statement #38: "Tobacco, alcohol and other drugs are not a problem at this school."</p>

Goal 3: To ensure an educational atmosphere that facilitates effective teaching and ensures a safe, drug-free, and health environment

* The Calhoun County Crisis Management Plan was written in 1998 and has not been readdresses since.

OBJECTIVES	STRATEGIES	PERSON(S) RESPONSIBLE	REQUIRED RESOURCES	OUTCOME
<p>3.3 All schools will review and update the Crisis Management Plan conducting drill practices throughout the year.</p>	<ul style="list-style-type: none"> * Each school will conduct monthly fire drills * Each school will conduct quarterly tornado drills * Schools will investigate additional security enhancements as needed (i.e. cameras) * Investigate purchasing a mass telephone calling system * Conduct bus evacuation drills * Practice lock down drills 	<ul style="list-style-type: none"> * Building Principals * Assistant Superintendent 	<ul style="list-style-type: none"> * Log to show drills have been completed * Funds for printing and redistributing the Crisis Management Plan 	<p>2007-2008 Results: All schools indicated the Crisis Management Plan has been reviewed and drill practices were conducted throughout the year accordingly.</p>

Goal 3: To ensure an educational atmosphere that facilitates effective teaching and ensures a safe, drug-free, and health environment

Needs Assessment: At the end of the 2006-07 school year, there was no plan for future construction, remodeling, and/or updating of facilities.

OBJECTIVES	STRATEGIES	PERSON(S) RESPONSIBLE	REQUIRED RESOURCES	OUTCOME
<p>3.4 Construct/remodel facilities to promote an effective, safe and healthy learning environment.</p>	<ul style="list-style-type: none"> * Annually inspect all schools * Write a 5 year cycle facilities plan with annual updates * Research options for constructing new buikldings * Research use of grant funds for facilities maintenance and new building construction * Continue to meet Florida's class size reduction act 	<p>* District Facilities Director</p>	<p>* Funds to update, remodel, and construct schools</p>	<p>2007-2008 Results: In July 2008, there was a contingency plan in place that addresses future construction, remodeling, and/or updating ofa facilities.</p>

Goal 4: To increase and enhance parental and community involvement in schools

* Needs Assessment: At the end of the 2006-07 school year, the average percent of parents reporting favorably to the section titled School/Community Communication (statements # 31-34) was 88%.

OBJECTIVES	STRATEGIES	PERSON(S) RESPONSIBLE	REQUIRED RESOURCES	OUTCOME
<p>4.1 By 2012, parent satisfaction (questions #31-34) in Calhoun County Schools will have increased to an average of 90% as measured by the annual Calhoun County Climate Survey.</p>	<ul style="list-style-type: none"> * Investigate purchasing a parent portal communication network such as Gradequick with EdLine * Update school and district website to keep stakeholders involved and informed * Continue to send home newsletters, calendars, notes to parents on a scheduled basis * Continue to host Open House at each school * Investigate strategies to increase parent awareness and involvement in activities at each school 	<ul style="list-style-type: none"> * Director of Curriculum and Instruction * District Web Master * ESE parent liaison * ESE Director * Principals * Teaches * SAC chair 	<ul style="list-style-type: none"> * Funds for purchasing and implementgin communication portal * Funds for hiring Web Master 	<p>2007-2008 Results: The percentage of parents answering favorably to questions 31-34 was an average of 88%.</p>

Goal 4: To increase and enhance parental and community involvement in schools

Needs Assessment: At the end of the 2006-07 school year, Calhoun County School District reported 5137 hours of volunteer service at the schools.

OBJECTIVES	STRATEGIES	PERSON(S) RESPONSIBLE	REQUIRED RESOURCES	OUTCOME
<p>4.2 The number of volunteer hours logged in Calhoun County District Schools will increase by at least 5% by 2012.</p>	<ul style="list-style-type: none"> * Recruit volunteers/mentors at each school * Continue to implement student mentor program at elementary schools * Establish a volunteer coordinator at each school * Host a recognition ceremony to recognize volunteers/mentors 	<ul style="list-style-type: none"> * ESE parent liaison * Volunteer coordinator * SAC chair * Director of Curriculum and Instruction 	<ul style="list-style-type: none"> * Funds for recognition 	<p>2007-2008 Results: At the end of the 2007-08 school year, Calhoun County School District reported 4878 hours of volunteer service at the schools (Altha 217, Carr 1292, BES 1624, BMS 1025, BHS 700 and CARE 20).</p>

Goal 4: To increase and enhance parental and community involvement in schools

Needs Assessment: At the end of the 2006-07 school year, Calhoun County School District had 21 business/community organization partners (Carr - 0, BMS - 4, Altha 14, BHS - 0 , BES - 3).

OBJECTIVES	STRATEGIES	PERSON(S) RESPONSIBLE	REQUIRED RESOURCES	OUTCOME
<p>4.3 The number of business and community oprganizatrions partners will increase by at least 5% by 2012.</p>	<ul style="list-style-type: none"> * Communicate avenues for businesses and community organizations to provide support to schools and districts * Post on websites the needs and events of each school * Discuss needs at school SAC meetings * Continue Take Stock In Children Scholarship program 	<ul style="list-style-type: none"> * Administrative Assistant * School / District web master * SAC chair * ESE parent liaison 		<p>2007-2008 Results: The total number of business partners for Calhoun County Schools during the 2007-2008 school year was 41. Each school's total number is listed below:</p> <ul style="list-style-type: none"> Care - 4 BES - 15 BMS - 4 BHS - 16 CARR - 2