



## Our Vision

Rockingham County Schools will empower each child to be a life-long learner, equipped to contribute in a changing, complex society.

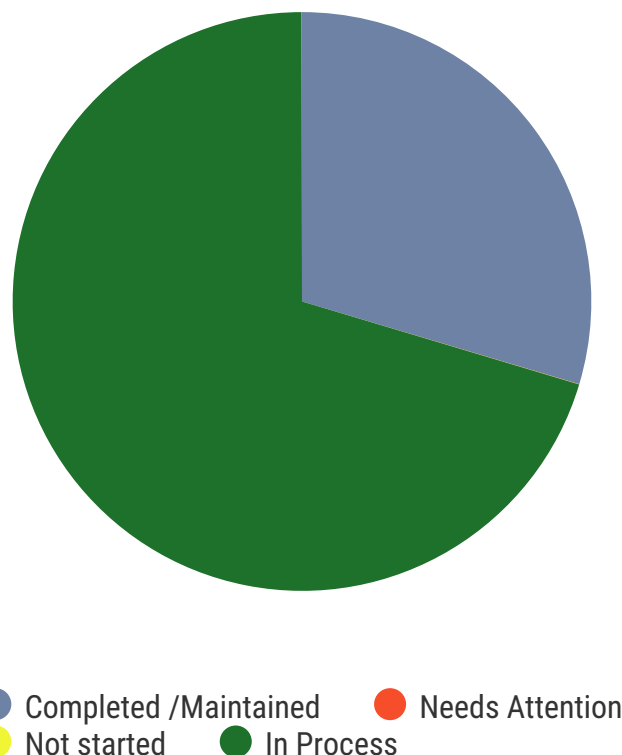
## 1

## Graduation and Beyond

✓ 10 Measurable Objectives

I.A Increase access to high-quality Pre-K programs as evidenced by an increase in Pre-K applications.	
I.B Increase access to high-quality Career Technical Education (CTE) courses as evidenced by CTE course offerings and credits earned.	
I.C Increase access to high-quality remedial services as evidenced by the number of remedial programs offered and teachers trained across all levels by June 2020.	
I.D Student perceptions regarding personalized learning will positively increase as measured by the student instructional and learning environment survey.	
I.E Teachers will implement best practices as evidenced by teacher participation in Professional Development on identified best practices and implementation observed on lesson plans, walkthroughs and formal observations.	
I.F Increase the number of students who perform proficient and college and career ready on state end-of-grade and end-of-course tests.	
I.G The Dropout Rate will decrease by 10%.	
I.H Increase the percentage of students who graduate from high school in four years from 81.4% to 89% as measured by the NC Cohort Graduation Rate Method.	
I.I Increase the percentage of graduating seniors who meet the minimum UNC system requirements. Baseline to be determined during the 2015-2016 school year.	
I.J Parent and community perceptions regarding student character will positively increase as measured by the parent and community survey. Baseline to be established in 2017.	

✓ 27 Strategies



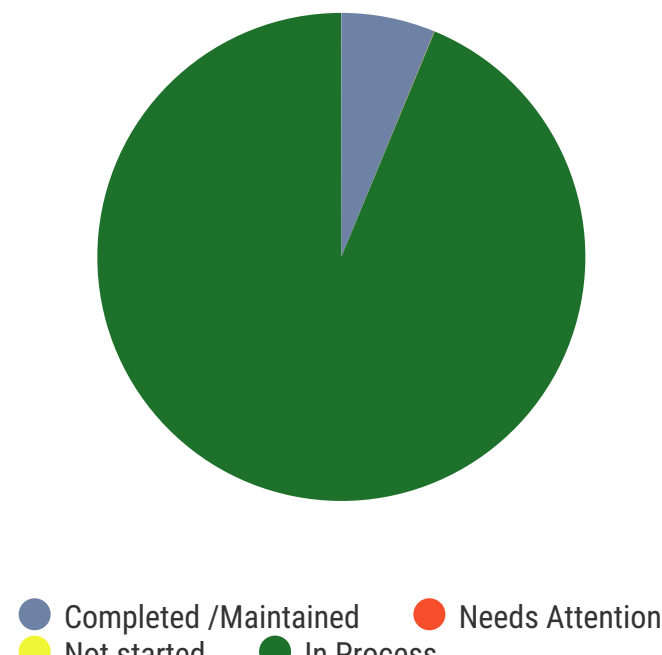
## 2

## Safe, Resourced, Supported & Equipped Schools

✓ 3 Measurable Objectives

II.A By 2020, resources will be prioritized to address facility and technology needs to provide safety and functionality in all buildings.	
II.B By 2020, programs will be expanded through Multi-Tiered Systems of Support (MTSS) in all Rockingham County Schools to facilitate student growth in all areas of development.	
II.C By 2020, all school support teams will be trained to identify and problem-solve to remove barriers that inhibit student success within the school environment.	

✓ 16 Strategies



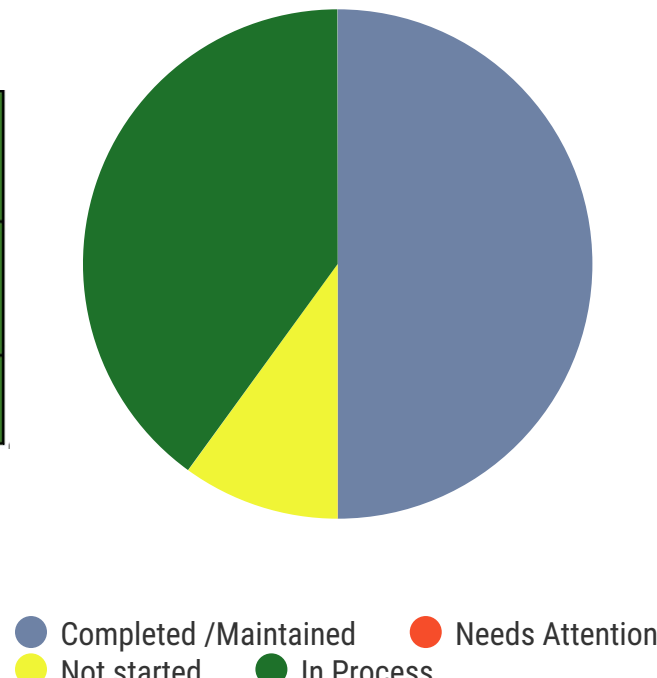
## 3

## Stakeholder Involvement/Engagement

✓ 3 Measurable Objectives

III.A Increase the number of A-B overall perceptions of parent(s)/caregiver(s) in regards to the school by 100% as measured by the A-F parent(s)/caregiver(s) survey.	
III.B Improve perception of RCS staff by 100% in regards to relationships with students, families, and community partners as measured by a short staff perception survey.	
III.C To increase community partnerships by two or more annually as measured by school partnership lists and donations.	

✓ 10 Strategies



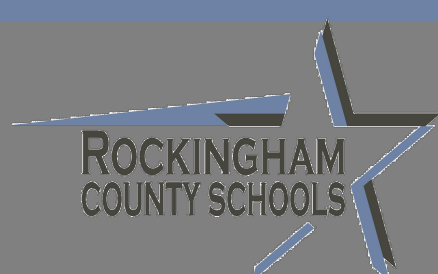
## Points of Pride

- Graduation Rate 85.4%
- Dropout Rate of 2.16 is lower than the state average at 2.29
- 5 schools recognized for moving from a "C" rating last year to a "B"
- Rockingham Early College High School is an "A" school
- Moved from having 7 low performing schools 2015-16 to 3 schools in 2016-17
- 2015-16 we had 6 schools not to make expected growth to only 3 schools 2016-17
- 2015-16 we had 5 schools which exceeded growth to 9 for 2016-17
- 87.5% of our schools met or exceeded growth
- 4 RCS Middle Schools had the highest growth rate in the county
- RCMS and WRMS are the top two middle schools in the county
- Central Elementary ranked 6th in growth in the State of North Carolina among all elementary schools in the state in 2016-17
- Since 2006, the following subgroups have made tremendous gain: Black Students 62.6% to 89.9%; Poverty 41.9% to 81.2%; Students with Disabilities 45.6% to 68.8%; Females 72.9% to 88.9%; Males 60.6% to 82.2%; White Students 69.4% to 84.9%
- 100% of RCS schools use some form of social media platform to promote positive image of school
- Scholarships & Awards for 2016-2017 Graduates \$12,547,473
- MTSS has now been introduced in 3 cohorts. The following schools are now participating: Huntsville, Central, Bethany, Dillard, Lincoln, Monroeton, New Vision, Stoneville, South End, Wentworth, Williamsburg, WRMS, RMS, and SCORE
- All MTSS schools integrating MTSS with NC Star School Improvement Process to assess needs and completion of school improvement tasks
- Creation of the RCS Personalized Learning Instructional Framework to be shared with and implemented by all teachers
- Fall 2017 purchase through state and federal funds provided updated devices for all kindergarten and first grade teachers.
- Winter 2018 Board approval for new devices for instructional personnel will update technology devices for remaining teachers and support staff

Resources: [www.rock.k12.nc.us/sp](http://www.rock.k12.nc.us/sp)

## Mission

*Through effective relationships with family and community partners, Rockingham County Schools will provide a safe, dynamic, nurturing, and innovative learning environment in which each child has the opportunity to reach his/her highest potential.*



VISION 2020  
Collaborator  
Communicator  
Community Engagement  
Creative and Critical Thinker  
Goal Oriented & Resilient Individual



# Strategic Plan

2016 – 2020



## Our Vision

Rockingham County Schools will empower each child to be a life-long learner, equipped to contribute in a changing, complex society.

## Vision 2020

Strategic Plan Vision 2020 is our roadmap to transform Rockingham County Schools over the next four years. The plan sets out the goals and strategies we will use to prepare our students and employees by implementing the metrics and milestones designed to measure our progress. Strategic Plan Vision 2020 is not only a plan for RCS, it is also the articulation of aspirations shared by all members of our community.

1

### FOCUS AREA 1

Graduation and Beyond

2

### FOCUS AREA 2

Safe, Resourced,  
Supported & Equipped  
Schools

3

### FOCUS AREA 3

Stakeholder  
Involvement/  
Engagement

Rockingham County  
Schools

511 Harrington Highway  
Eden, NC 27288  
[www.rock.k12.nc.us](http://www.rock.k12.nc.us)

(336) 627-2600

# Strategic Planning Committee

## **Graduation & Beyond**

Gregg Slate, Chairperson  
Christy Barham  
Barbara Brown  
Kristi Harris  
Diane Hill  
Jason Hyler  
Lavette Medina  
Amy Rose  
Kenny Scott  
Yolanda Stubblefield  
Joy Toms

## **Cabinet**

Dr. Cindy Corcoran  
Mr. Jonathan Craig  
Dr. Sonja Parks  
Dr. Charles Perkins  
Dr. Rodney Shotwell  
Mr. Parker Turpin



## **Safe, Resourced, Supported & Equipped Schools**

June Nealy, Chairperson  
Tammy Barker  
Amanda Bell  
Josh Burchell  
George Daniels  
Jennifer Hardin  
Duane Hensley  
Dee Moyer  
EC Stophel  
Pam Watkins  
Holly Williamson  
Erselle Young



## **Stakeholder Involvement/Engagement**

Angela Martin, Chairperson  
Leslie Coleman  
Annie Ellis  
Randell Galloway  
Karen Hyler  
Ann Mitchell  
Jen Nixon  
Marilyn Payne  
Marcy Piotrowski  
Maranda Robertson  
Russell Vernon  
Bob Wyatt

## **Board of Education**

Nell Rose, Chair  
Amanda Bell, Vice Chair  
Josh Austin  
Virginia Hoover  
Wayne Kirkman  
Elaine McCollum  
Lorie McKinney  
Ron Price  
Lynn Tuttle  
Ophelia Wright  
Bob Wyatt

# Core Beliefs & Values

## **We believe in our children.**

In Rockingham County Schools, we model and teach responsibility, healthy behaviors, integrity and acceptance, while embracing diversity, to develop successful individuals.

## **We believe in communication.**

In Rockingham County Schools, we promote open and honest communication in order to build trust.

## **We believe in collaboration.**

In Rockingham County Schools, we value partnerships between teachers, students, staff, parents and our community.

## **We believe in leadership.**

In Rockingham County Schools, we provide opportunities for all involved to grow as leaders.



## **We believe in innovation.**

In Rockingham County Schools, we provide unique opportunities and individualize education in order to remove barriers and problem solve helping each student reach his/her potential.

## **We believe in a safe environment.**

In Rockingham County Schools, our schools and related facilities will be safe and well-maintained in order to support our students.

## OUR MISSION

Through effective relationships with family and community partners, Rockingham County Schools will provide a safe, dynamic, nurturing, and innovative learning environment in which each child has the opportunity to reach his/her highest potential.



# FOCUS AREA I: GRADUATION AND BEYOND

2016 - 2020 RCS Goal:

Develop personalized mastery-approach to learning for each child to graduate prepared for work, further education and citizenship.

## Measurable Objectives

**I.A Increase access to high-quality Pre-K programs as evidenced by an increase in Pre-K applications.**

**I.B Increase access to high-quality Career Technical Education (CTE) courses as evidenced by CTE course offerings and credits earned.**

**I.C Increase access to high-quality remedial services as evidenced by the number of remedial programs offered and teachers trained across all levels by June 2020.**

## Strategies

- I.1 Identify new opportunities to provide information to parents regarding available Pre-K programs.
- I.2 Expand STRIVE committee by including additional community members and medical professionals.
- I.3 Explore non-traditional avenues for obtaining CTE course credit.
- I.4 Expand college partnership options in CTE-related courses.
- I.5 Increase equitable options between all high schools for CTE course offerings.
- I.6 Explore the creation of a career center.
- I.7 Develop scheduling options for creating interventions with the school day.
- I.8 Increase PD opportunities to teachers and principals for all schools regarding programs.
- I.9 Maximize resources to support remedial programs.

## Measurable Objectives

**I.D Student perceptions regarding personalized learning will positively**

**increase as measured by the student instructional and learning environment survey.**

**I.E Teachers will implement best practices as evidenced by teacher participation in Professional Development on identified best practices and implementation observed on lesson plans, walkthroughs and formal observations.**

## Strategies

- I.10 Provide PD on using student inventories in the development of lesson plans.
- I.11 Create and administer student instructional and learning environment survey to assess student perceptions.
- I.12 District-wide PD will focus on high quality research-based best practices and implementation.

## Measurable Objectives

**I.F Increase the number of students who perform proficient and college and career ready on state end-of-grade and end-of-course tests.**

## Strategies

- I.13 The RCS district grading committee will develop a framework that includes both student mastery of content and the needs of the whole child.
- I.14 Align professional development with district initiatives to impact student learning outcomes.
- I.15 Provide high-quality research-based interventions for students as based on observations, assessment data and teacher observations.

## Measurable Objectives

### **I.G The Dropout Rate will decrease by 10%.**

#### Strategies

- I.16 Identify barriers that lead to student dropouts.
- I.17 Develop a task force with students, parents, and staff to identify and address areas that impact student dropouts and potential areas of concern.
- I.18 Create and administer a student survey regarding student perceptions, barriers to graduation, and school-based relationships.

## Measurable Objectives

### **I.H Increase the percentage of students who graduate from high school in four years from 81.4% to 89% as measured by the NC Cohort Graduation Rate Method.**

#### Strategies

- I.19 Transcript audits will be conducted annually at each high school to determine students at risk of not graduating with their four year cohort, specifically looking at student subgroups.
- I.20 Schools will develop teams to provide wrap around services for students with credit deficits and monitor student progress each grading period.

## Measurable Objectives

### **I.I Increase the percentage of graduating seniors who meet the minimum UNC system requirements. Baseline to be determined during the 2015-2016 school year.**

#### Strategies

- I.21 Transcript audits will be conducted annually at each high school to determine students meeting minimum UNC requirements.
- I.22 Develop plans to increase ACT composite scores.

- I.23 Educate families and students about what college and career readiness means at all grade levels.

## Measurable Objectives

### **I.J Parent and community perceptions regarding student character will positively increase as measured by the parent and community survey. Baseline to be established in 2017.**

#### Strategies

- I.24 Integrate character education and civic engagement with Common Core State Standards and NC Essential Standards.
- I.25 Schools will collaborate to provide parental engagement opportunities that promote positive community involvement for students, staff, parents, and community stakeholders.
- I.26 Develop a parent and community survey to gauge perceptions surrounding student character and citizenship.
- I.27 Analyze the results of the parent and community survey to determine needs and next steps.



## VISION 2020

Collaborator

Communicator

Community Engagement

Creative and Critical Thinker

Goal Oriented & Resilient Individual

## FOCUS AREA II: SAFE, RESOURCED, SUPPORTED, AND EQUIPPED SCHOOLS

2016 - 2020 RCS Goal:

Create and maintain safe and respectful school environments where students are healthy, active, and engaged in activities that promote responsible social interactions and life long learning skills.

### Measurable Objectives:

**IIA. By 2020, resources will be prioritized to address facility and technology needs to provide safety and functionality in all buildings.**

### Strategies:

- II.1 School facility walks yearly to address facility needs and safety status.
- II.2 Follow sustainability plan to prioritize and replace/upgrade devices so that classrooms are functional for instructional technology integration.
- II.3 Based on available resources, address facility improvements to ensure security and safety in all buildings.

### Measurable Objectives:

**IIB. By 2020, programs will be expanded through Multi-Tiered Systems of Support (MTSS) in all Rockingham County Schools to facilitate student growth in all areas of development.**

### Strategies:

- II.4 Implement MTSS in all schools by 2019-2020.
- II.5 Tiered implementation over three year period.
- II.6 Provide training to cohorts of schools through DPI and LEA teams.
- II.7 Implement training for child nutrition, transportation, maintenance, nurses, and other support personnel.
- II.8 Data analysis to provide feedback on implementation.
- II.9 Include MTSS/PBIS focus in safety goal in School Improvement Plan.
- II.10 Utilize Healthy Schools programs to provide strategies and resources to promote healthy, active student engagement.

- II.11 Utilize academic reports to employ strategies for students proactively through PowerSchool reporting.

### Measurable Objectives:

**IIC. By 2020, all school support teams will be trained to identify and problem-solve to remove barriers that inhibit student success within the school environment.**

### Strategies:

- II.12 Provide training to school administration on utilizing school nurses as case managers for students with chronic illness to provide information and coping skills to promote success and consistent attendance.
- II.13 Provide elementary teachers with literacy CEU in collaboration with K-5 literacy lead teacher for integrating health education into daily classroom instruction/ Project Based Learning.
- II.14 Provide training and create committees to support School Resource Officers (SRO) and school administration in understanding of SRO roles and responsibilities, collaboration with staff, crisis and mental health response in the school setting and increase understanding regarding student populations.
- II.15 Provide training and support to increase capacity of personnel to mitigate, prevent, respond, and recover from crisis and emergencies.
- II.16 Expand prevention and intervention efforts through collaboration with agencies and families to develop shared understanding of a child's social and emotional development and strategies for interventions.

## FOCUS AREA III: STAKEHOLDER INVOLVEMENT/ENGAGEMENT

2016 - 2020 RCS Goal:

Foster shared responsibility for student success by building trusting relationships, collaboration, and engagement among staff, families, and community partners at every level.

### Measurable Objectives:

**III.A Increase the number of A-B overall perceptions of parent(s) caregiver(s) in regards to the school by 100% as measured by the A-F parent(s)/caregiver(s) survey.**

### Strategies:

- III.1 Conduct at least two Parent Advisory Council Meetings (Fall and Spring) in order to gain feedback based on survey data as it relates to the RCS Strategic Plan.
- III.2 Every school shares one great story each month to be highlighted on the RCS website and social media.
- III.3 Every school will implement or continue positive public relations through at least one form of social media. (i.e.; Facebook, Twitter, YouTube)
- III.4 Every teacher will make at least two positive parent contacts through traditional or nontraditional means each semester in order to build trust and relationships.
- III.5 At the beginning of the academic year schools will survey parents to determine the most non-threatening place to host events in local communities.
- III.6 To hold at least one parent engagement event off-campus within attendance zone per year. (Title I schools may substitute this for one regular Title I night.)

### Measurable Objectives:

**III.B Improve perception of RCS staff by 100% in regards to relationships with students, families, and community partners as measured by a short staff perception survey.**

### Strategies:

- III.7 Professional development on cultural responsiveness for all RCS staff in order to help staff gain strategies for engagement with students and families.
- III.8 "State of RCS" address given at the beginning of the year during the convocation to all stakeholders with reminders of goals and measurable objectives from the Strategic Plan.

### Measurable Objectives:

**III.C To increase community partnerships by two or more annually as measured by school partnership lists and donations.**

### Strategies:

- III.9 School Improvement Teams will explore ways to connect our communities through service learning projects that address community problems/issues.
- III.10 Administrators are encouraged to get involved in a civic organization in order to make connections with local community partners.

**"EXCELLENCE IS  
OUR ONLY OPTION."**

- Dr. Rodney Shotwell

## Delivery Report

Progress Indicators	<div><div>Completed /Maintain</div><div>In Process</div><div>Not Started</div><div>Needs Attention</div></div>				
	Measurable Objectives				Status
Focus Area I: Graduation and Beyond	I.A	Increase access to high-quality Pre-K programs as evidenced by an increase in Pre-K applications.			
	I.B	Increase access to high-quality Career Technical Education (CTE) courses as evidenced by CTE course offerings and credits earned.			
	I.C	Increase access to high-quality remedial services as evidenced by the number of remedial programs offered and teachers trained across all levels by June 2020.			
	I.D	Student perceptions regarding personalized learning will positively increase as measured by the student instructional and learning environment survey.			
	I.E	Teachers will implement best practices as evidenced by teacher participation in Professional Development on identified best practices and implementation observed on lesson plans, walkthroughs and formal observations.			
	I.F	Increase the number of students who perform proficient and college and career ready on state end-of-grade and end-of-course tests.			
	I.G	The Dropout Rate will decrease by 10%.			
	I.H	Increase the percentage of students who graduate from high school in four years from 81.4% to 89% as measured by the NC Cohort Graduation Rate Method.			
	I.I	Increase the percentage of graduating seniors who meet the minimum UNC system requirements. Baseline to be determined during the 2015-2016 school year.			
	I.J	Parent and community perceptions regarding student character will positively increase as measured by the parent and community survey. Baseline to be established in 2017.			
Focus Area II: Safe, Resourced, Supported, and Equipped Schools	II.A	By 2020, resources will be prioritized to address facility and technology needs to provide safety and functionality in all buildings.			
	II.B	By 2020, programs will be expanded through Multi-Tiered Systems of Support (MTSS) in all Rockingham County Schools to facilitate student growth in all areas of development.			
	II.C	By 2020, all school support teams will be trained to identify and problem-solve to remove barriers that inhibit student success within the school environment.			
Focus Area III: Stakeholder Involvement/ Engagement	III.A	Increase the number of A-B overall perceptions of parent(s)/caregiver(s) in regards to the school by 100% as measured by the A-F parent(s)/caregiver(s) survey.			
	III.B	Improve perception of RCS staff by 100% in regards to relationships with students, families, and community partners as measured by a short staff perception survey.			
	III.C	To increase community partnerships by two or more annually as measured by school partnership lists and donations.			