



2012-2016 Strategic Plan

Rockingham County Schools will empower all students to compete globally.



Rockingham County Schools
511 Harrington Highway
Eden, NC 27288

Rodney Shotwell, Ed.D
Superintendent of Schools
336.627.2600

July 15, 2012

Dear Rockingham County Community Members,

Our Strategic Plan begins with our mission..... *Rockingham County Schools will provide a safe and dynamic globally competitive education environment in which all students can reach their highest potential.*

Driven by this mission, we are motivated to face our challenges, embrace the changes we must make to our culture and practices and hold ourselves accountable for the success of every student. **Together, we can achieve our vision to *empower all students to compete globally.***

This plan is the result of our efforts as a district and as a community. The plan was developed under the leadership of the Superintendent, the Rockingham County Board of Education and community stakeholders. Parents, students, teachers, staff, administrators and community members played a critical and integral role in its development. Through feedback on our online strategic plan survey, you directly shaped this 5-year Strategic Plan.

Simply put, this Strategic Plan is the blueprint that aligns the district's resources and activities so that all of our efforts are directed towards building a successful future for our students. The activities and timelines in this plan may change as we move forward and face new challenges - what will not change is our goal to ensure the success of every student.

We look forward to growing, sharing and improving ourselves, our students and our district over the next five years with your help, understanding and support.

Sincerely,

Rodney Shotwell, Ed.D.
Superintendent of Schools
Chairperson

Nell Rose
Board of Education

Rockingham County Schools Strategic Plan Core Elements

Vision Statement

Rockingham County Schools will empower all students to compete globally.

Mission Statement

Rockingham County Schools will provide a safe, dynamic and globally competitive education environment in which all students can reach their highest potential.

Core Beliefs and Values

Treat everyone appropriately
Accountability and Discipline
Passion for Success
Professional Behavior
Integrity
High Performance
Creative Thinking and Innovation

Strategic Priorities and Major Goals

Provide World Class Instruction

- Develop and implement a comprehensive K-12 curriculum aligned with the Common Core State Standards (CCSS) in all subject areas.
- Develop and implement a K-3 Literacy Plan.
- Develop and implement an instructional plan that prepares students to meet high performance standards on career-ready or college-ready curricula and CCSS requirements.
- All educators will have an overall rating of “accomplished” on the NC Teacher/Administrator Evaluation system.
- Increase the percent of students demonstrating high performance achievement, academic growth and college and/or career readiness, including applied science and technology preparedness.
- All staff will utilize research-based, best instructional practices.
- Provide efficient support services to support teaching and learning.

Strengthen Leadership

- The Board of Education will lead the district in participation in growth and development.
- District and school level leaders will participate in learning opportunities to enhance their skills and knowledge.
- Teachers will be classroom leaders.
- Candidates for the principalship will have completed the RCS leadership academy or a comparable program outside the district.
- The leadership of the board, central office, schools and classrooms will be aligned into a district-wide leadership model.

- Create community-based leadership outside the district with the capacity to assist in solving issues confronting Rockingham County Schools.

Engage Parents and Community

- Increase the quality and quantity of communication between parents and the school district.
- Increase the quality and quantity of communication between the school district and the community.
- Schools and parents working in partnership in achieving schools success.
- Develop new and expand current parent/family involvement programs to help all families establish environments to support children as students.
- Cultivate community and business partnerships.

Elevate the Value of Education

- Increase the perceived value of education among students.
- Increase the perceived value of education among parents.
- Increase the perceived value of education among the community.
- Create a connection between K-12 education and careers.

Strategic Planning Process

This strategic plan provides Rockingham County Schools with a clear direction and a means of navigating the district's course for the future. Based on numerous hours and contributions from many district and community representatives, this plan will help the district leadership, administration, faculty and staff members maximize the educational opportunities for students across the district and successfully traverse the challenges they face in the years ahead.

In January 2012, the Rockingham County Board of Education, in its 2012 winter planning meeting, discussed the district's need for strategic planning and approved the superintendent's recommendation to initiate a strategic planning process. The Board also approved Dr. Larry Price, a strategic planning consultant, to facilitate the development of the strategic plan.

Following the initial January meeting, the superintendent invited individuals to participate in the strategic planning process. The planning committee met for three days in April and May to develop various components of the strategic plan.

To develop the strategic plan, the committee:

- Reviewed data presented by the planning facilitator and district leadership on the status of the district and developed plans to address the issues.
- Developed a vision statement, determined the district's mission, core values, strategic priorities and long-term and short-term goals and strategies.
- Completed a series of planning activities to determine the strengths of the district, the challenges it faces, the opportunities that exist, and the direction the district should take to accomplish its vision and goals for the district. These activities included iterative, cumulative exercises that incorporated multiple perspectives and feedback from the community, resulting in a unified plan.
- More than 300 district patrons participated in a survey to ascertain the points of view of people across the county on the school district and its strengths and weaknesses.

Strategic Planning Committee Members

Sylvia Grogan

Board Member
Rockingham County Education Foundation

Keith Mabe

Chair
Rockingham County Commissioners

Nelson Cole

Former Legislator
NC House of Representatives

Homer Wright

President
The Wright Company

Bobby Stanley

Former Member
Rockingham County Commissioners

Mark Richardson

Principal
Alternative Learning Program

Mark Wells

Executive Director
Rockingham County Business and Technology
Center

Donna Turner

Member
Eden Town Council

Ted Hopkins

Director
Wilkerson Funeral Services, Inc.

Mike Dougherty

Director of Economic Development
City of Eden

Nell Rose

Chair
Rockingham County Board of Education

Hal Griffin

Vice Chair
Rockingham County Board of Education

Lorie McKinney

Member
Rockingham County Board of Education

Elaine McCollum

Member
Rockingham County Board of Education

James Kallam

Vice Chair
Rockingham County Commissioners

Harold Bass

Member
Rockingham County Commissioners

Barry Mabe

Director
Eden YMCA

Jerry Owens

Board Member
Rockingham County Business and Technology
Center

Amelia Dallas

Real Estate Professional
The Wright Company

Brad Corcoran

City Manager
City of Eden

Wayne Tuggle

Member
Eden Town Council

Jim Burnette

Member
Eden Town Council

Lance Metzler

County Manager
Rockingham County

Bill Duke

Pastor
First Baptist Church of Reidsville

Virginia Hoover

Member
Rockingham County Board of Education

Wayne Kirkman

Member
Rockingham County Board of Education

Ron Price

Member
Rockingham County Board of Education

Amanda Bell

Member
Rockingham County Board of Education

Penny Owens

Member
Rockingham County Board of Education

Leonard Pryor

Member
Rockingham County Board of Education

Malcom Allen

Pastor
Reidsville

Heather Kilpatrick

Executive Director
Rockingham County Partnership for Children

Diane Sawyer

President
Reidsville Chamber of Commerce

Ann Griffin

President
Western Rockingham Chamber of Commerce

Richard Johnson

Member
Reidsville Town Council

William Hairston

Member
Reidsville Town Council

Lee Niegelsky

Member
Rockingham County Education Foundation

Tara Pierce

Director
Youth Services

Brenda Nordan

Principal
Holmes Middle School

Leigh Jones

Principal
McMichael High School

Sherry Parker

Teacher
Holmes Middle School

Steve Smith

Member
Rockingham County Board of Education

Clarence Johnson

President
Reidsville NAACP

Cathy DeMason

Director, RCS Student Health Centers
Rockingham County Schools

Jean Ann Wood

President
Eden Chamber of Commerce

James Festerman

Mayor
City of Reidsville

Tom Balsley

Member
Reidsville Town Council

Donald Gorham

Member
Reidsville Town Council

Sherri Walker

Member
Reidsville Town Council

Jacky Miller

Library Services
Rockingham County

Robin Finberg

Principal
Monroeton Elementary School

Gini Cardwell

Teacher
Leaksville Spray Elementary School

Angela Wilson

Teacher
Rockingham County High School

Rodney Shotwell

Superintendent
Rockingham County Schools

Why Do a Strategic Plan?

Strategic planning is what great school districts do to increase the probability of success by every measure. Too many school districts are so busy with the work that they do not stop to consider what they want to be in the future and what decisions need to be made today to insure they get to that future.

The future is a mere story - albeit a powerful one. You are either writing the story of the future or you are living inside the story of another. There can be no other possibilities. The progressive school district has no choice but to anticipate the future, to attempt to mold it, and to balance short-range and long-range goals. To accomplish this, the school district needs to think strategically - and this is the domain of strategic planning.

Strategic planning is the process by which leaders of a school district determine what it intends to be in the future and how it will get there. This work results in a vision for the district's future and determines the necessary priorities, procedures, and strategies to achieve that vision. Strategic planning is the creation of measurable goals, which are realistic and attainable, but also challenging.

Participants in strategic planning assume that certain aspects of the future can be created or influenced by the district. Strategic planning is ongoing; it is the process of self-examination, the confrontation of difficult choices, and the establishment of priorities. It involves charting a course that you believe is wise, then adjusting that course as you gain more information and experience.

If you strategically plan, you:

- Involve stakeholders in planning the future.
- Clearly define the district's vision, mission and core values and beliefs.
- Establish realistic goals and objectives consistent with the mission.
- Identify strategies to be carried out in a defined time frame within the board and administration's capacity for implementation.
- Communicate those goals and objectives to the district's constituents and stakeholders.
- Develop a sense of ownership of the strategic plan.
- Ensure the most effective use is made of the board's resources by focusing the resources on the key priorities.
- Provide a base from which progress can be measured and establish a mechanism for informed change when needed.
- Provide a clearer focus for the school district, producing more efficiency and effectiveness.
- Bridge the staff and the board and create an alignment of efforts.
- Provide the glue that keeps the board working together.

Vision Statement

Rockingham County Schools will empower all students to compete globally.

Vision: *Defines the desired or intended future state of an organization or enterprise in terms of its fundamental objective and/or strategic direction. Vision is a long-term view, describing how the organization would like the world to be in which it operates.*

*A **vision statement** outlines what the organization wants to be, or how it wants the world in which it operates to be. It concentrates on the future. It is a source of inspiration. It provides clear decision-making criteria. The vision statement is the commitment to create a reality that currently does not yet exist, an organizational "To-Be" three to five years out.*

Mission Statement

Rockingham County Schools will provide a safe, dynamic and globally competitive education environment in which all students can reach their highest potential.

Mission: *Defines the fundamental purpose of an organization or an enterprise, succinctly describing why it exists and what it does to achieve its vision. It is sometimes used to set out a "picture" of the organization in the future.*

*A **mission statement** provides details of what is done and answers the question: "What do we do?" The mission statement describes what the school district will do to realize its vision and provides the fundamental purpose of the organization. It identifies the desired level of performance.*

Core Beliefs and Values

Core values and beliefs are shared among the stakeholders of an organization. Values drive an organization's culture and priorities and provide a framework in which decisions are made and are the principles that guide the district.

Treat everyone appropriately	We will treat everyone with kindness, compassion, empathy and sensitivity and will practice civility in our interactions.
Accountability and Discipline	We will take ownership and responsibility for our actions and be self-disciplined.
Passion for Success	Dedication, commitment and perseverance lead to success.
Professional Behavior	Every leader and teacher will be ethical and use good judgment-with their interactions with staff, students, parents, and the community.
Integrity	We will conduct ourselves in an honest and respectful manner. We shall seek excellence in all our endeavors. We will strive to meet the highest expectations of our customers within the parameters of our mission. We shall do our best without compromise. We will provide the highest level of instruction to our students.
High Performance	
Creative Thinking and Innovation	We will take the initiative to think strategically and creatively to solve problems.

Strengths, Weaknesses, Opportunities and Threats (SWOT)

The SWOT is an analysis of the environment within which the strategic plan was developed and is to be implemented. It includes **strengths** to be maximized, **weaknesses** to overcome, **opportunities** of which to take advantage and **threats** to be addressed. The Strategic Planning Team conducted a SWOT analysis of the environment within which Rockingham County Schools exists. The planning team found that numerous strengths and opportunities exist that will serve the school district well. They also found weaknesses and threats that must be addressed for the district to perform at its highest performance level.

District Strengths

- technology
- appropriate central office support of staff
- quality teachers
- focus on students
- public support
- focus on the whole child
- awareness of the need to improve
- communication
- collaboration
- great leadership-superintendent
- willingness to improve
- political support
- access to current data
- good school based leadership
- manageable size
- IB program
- advocates for change
- trends of growth
- teacher retention
- strong EC program
- CTE program
- students
- extracurricular activities
- ROTC
- support teachers
- early college
- dedicated teachers
- leadership availability
- district webpage
- athletic success
- cultural arts
- math scores
- support of parents
- robotics program
- school nurses, social workers
- student health centers
- college advisors
- caring/concerned professionals
- education foundations
- leadership to find opportunities
- instructional technology
- senior project

District Weaknesses

- decline in social skills
- decline in respect for authority by students
- standardized test scores
- life readiness
- occupational courses
- public relations to share the positive impact of the school district
- high school writing skills
- verbal/written communication for students
- too broad a spectrum-everything to everybody
- physical maintenance of older buildings
- funding-insufficient
- level of expectations – too low
- shortage of people who want to raise expectations
- student/teacher ratio
- school dropouts
- graduation rates
- serving of pregnant/parenting teens
- teen pregnancy rate
- achievement gap
- professional development for teachers
- planning time for teachers
- lack of enhancement teachers at some schools
- communication among teachers, students and parents
- insufficient support staff
- teacher supplies
- student promotions
- disgruntled teachers
- obesity rate
- student discipline
- differentiation
- too many innovations at once
- lack of sex education
- bullying
- compensation structure
- too many meetings
- paperwork not related to planning
- lack of parent engagement
- not prepared for the thinking and intensity of the Common Core
- student apathy/insubordination
- excessive teacher tasks
- shortage of teacher incentives
- too much testing
- lack of community support
- athletic success
- SAT scores
- long bus routes

Opportunities

- natural resources
- increasing business involvement
- Reidsville Area Foundation
- education foundations
- Rockingham Community College
- size
- volunteers
- online education
- tapping alumni resources
- Tier 1 county
- grants
- parent education
- positive public relations
- increased parent involvement
- building leadership capacity within
- holding parents accountable
- teacher workshops/training
- student incentives
- teacher incentives
- administrator incentives
- redistricting
- athletics
- increase experiential learning
- mentoring K-12
- scouts (boys/girls)
- cross county collaboration

- creativity-administratively
- vocational/technical training
- economic development
- alumni participation
- minority parent involvement
- integrate athletics and robots
- improve school preparation (pre-K)
- general public participation in school board meetings

Threats

- economy
- lack of jobs
- under-educated population
- under valuing education
- funding
- local business/industry
- crime
- educator/professional opportunities in neighboring counties
- government regulations
- gangs
- drugs
- time
- government mandates
- public perception of school changes, such as the Common Core
- school competition (charter, home, private)
- illegal residents
- diminished support for public education
- lack of parent involvement
- school safety
- bullying
- media
- technology
- reduction in teaching staff
- higher paying school districts
- blaming teachers
- lack of personal/parental responsibility
- outside organizations
- lack of communication with state/federal government
- tax base erosion
- teenage pregnancy
- single parent households
- student attention
- sex education

Strategic Priorities

Strategic Priorities are the major areas of institutional focus that were derived from the SWOT analysis and the identification of the school district’s important functions. Through the analysis of data and the SWOT analysis, the strategic planning team identified four strategic priorities as the foundation for the strategic plan.

Provide World Class Instruction
 Strengthen Leadership
 Engage Parents and Community
 Elevate the Value of Education

3-5 Year Goals	1 Year Goals	Strategies	Measure	Responsible
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Strategic Priority – Provide World Class Instruction				
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Develop and implement a comprehensive K-12 curriculum aligned with the Common Core State Standards (CCSS) in all subject areas.	Develop district pacing guides to insure curriculum aligns with CCSS.	Appoint action teams of teachers and principals to develop pacing guides in each academic discipline and grade level.	All pacing guides completed	Action Team Assistant Superintendent C&I
	Develop district pacing guides comparable to the CCSS for all curriculum areas not part of the CCSS that support the cross curricular nature of the CCSS.	Appoint an action team of teachers and principals to develop pacing guides in each academic discipline and grade level.	All pacing guides completed	Action Team Assistant Superintendent C&I
Develop and implement a K-3 Literacy Plan.	Conduct a deep analysis of RCS K-3 literacy performance.	Appoint a system-wide literacy action team to review the district's current K-3 literacy program.	Literacy report to the Superintendent	Assistant Superintendent C&I Action Team
	Develop a plan to implement the North Carolina Read to Achieve Program.	Utilize the literacy action team to develop a K-3 reading program that fulfills the requirements of the 2012 legislation.	Approval of the program by the Board Incorporation of the program into the each school's improvement plan	Assistant Superintendent C&I Action Team Principals

3-5 Year Goals	1 Year Goals	Strategies	Measure	Responsible
Develop and implement an instructional plan that prepares students to meet high performance standards on career-ready or college-ready curricula and CCSS requirements.	Align classroom instruction with the CCSS to prepare all students to be college or career ready.	Create a repository of lesson plans and other resources to maximize the ability of all teachers to teach as required by the CCSS.	Lesson plan repository	Assistant Superintendent C&I Principals Teachers
	Ensure challenging courses, effective 21 st century research-based resources and technology are available for students.	Select resources and technology based on empirical evidence of effectiveness.	Annual list of resources and technologies	Technology Director Assistant Superintendent C&I Principals Teachers
		Inventory and assess all instructional resources to ensure alignment to CCSS.	Alignment report	Assistant Superintendent C&I Principals Teachers
		Upgrade technology infrastructure so that by 2013-14 technology is aligned with instructional needs.	Technology and instructional needs alignment report	Technology Director Superintendent
	All students in 4 th , 8 th , and 12 th grade will complete in-depth and rigorous projects requiring research and inquiry to facilitate learning and assess student academic knowledge and real world skills, including problem solving, decision making and investigation.	Appoint a committee to develop a project-based learning initiative for RCS students in grades 4, 8 and 12.	The plan approved by the Board	Assistant Superintendent C&I Superintendent
		Develop an implementation plan for projects in grades 4, 8, and 12.	Completed implementation plan	Assistant Superintendent C&I Curriculum Directors Principals Teachers
		Research "best practices, "project-based and/or thematic curriculum resources.	Repository of best practices and thematic resources	Assistant Superintendent C&I Curriculum Directors Principals Teachers

3-5 Year Goals	1 Year Goals	Strategies	Measure	Responsible
<p>All educators will have an overall rating of "accomplished" on the NC Teacher/Administrator Evaluation system</p> <ul style="list-style-type: none"> Administrators-Standard 2, Instructional Leadership Teachers-Standard 4, Teachers Facilitate Learning for Their Students 	<p>Identify indicators for RCS educators for what constitutes "accomplished" for administrators and classroom teachers.</p>	<p>Appoint an action team to review the teacher and administrator standards and develop a common definition and list of performance criteria for "accomplished."</p>	<p>The action team's report, distribution of the report and discussion of the content of the report with all administrators and teachers</p>	<p>Executive Director of Human Resources</p>
	<p>Every administrator includes Standard 2, Instructional Leadership as one of the areas of focus on his/her targeted areas for growth and improvement.</p>	<p>The evaluator and the administrator will incorporate activities in the growth plan for Instructional Leadership development for the year.</p>	<p>Instructional Leadership activities in 100% of administrators' growth plans</p>	<p>Superintendent Central Office Leadership Team</p>
	<p>Every teacher includes Standard 4, Teachers Facilitate Learning for Their Students, as one of the areas of focus on his/her individual professional development plan.</p>	<p>The evaluator and the teacher will incorporate activities for growth in Teachers Facilitate Learning for Their Students into all teachers' professional development plans for the year.</p>	<p>Teachers Facilitate Learning for Their Students activities in 100% of teachers' professional development plans</p>	<p>Principals</p>
<p>Increase the percent of students demonstrating high performance achievement, academic growth and college and/or career readiness, including applied science and technology preparedness.</p>	<p>Revise grading practices so one can distinguish between work habits and attainment of skills, strategies, and content so that a grade reflects the student's ability to demonstrate what he/she has learned.</p>	<p>Development and district-wide implementation of new grading program.</p>	<p>Adoption of grading program for 2013-14 school year</p>	<p>Assistant Superintendent C&I Curriculum Directors Principals Teachers</p>

3-5 Year Goals	1 Year Goals	Strategies	Measure	Responsible
	Assess student achievement accurately, and use data to improve results by school and by child.	Provide continuous professional development on assessment tools and data utilization.	Inclusion of professional development in this area in the district's professional development plan	Director of Testing and Research Assistant Superintendent C&I Principals Teachers
		Utilize student performance data to plan and deliver instruction.	Teachers and administrators inclusion of data-driven instructional planning and delivery as an evaluation artifact	Superintendent Assistant Superintendent C&I Principals Teachers
	Prepare all students to be able to achieve high performance on state assessment measures.	Teach every student so they are able to perform at the highest level on state assessments.	Percent of students performing at the highest level	Assistant Superintendent C&I Curriculum Directors Principals Teachers
	Target students who perform in the lowest third of each performance level.	Identify these students in the summer and determine the instructional practices and support needed to strengthen their performance.	List of students instructional practices and support mechanisms by the first day of school each year	Principals Teachers
	Align teacher expectations with appropriate levels of student performance so that grades reflect students' ability to demonstrate what he/she has learned.	Develop a professional development initiative on instruction and grading practices so one can distinguish between work habits and attainment of skills, strategies, and content knowledge.	District professional development plan	Assistant Superintendent C&I Curriculum Directors Principals Teachers

3-5 Year Goals	1 Year Goals	Strategies	Measure	Responsible
	Utilize school improvement plans to create yearly goals where data drives instruction.	Each school will revise their school improvement plan annually to create goals for the coming year.	Revised school improvement plans each year	Superintendent Principals Teachers
All staff will utilize research-based, best instructional practices.	Identify and evaluate the current instructional practices being used by teachers within the district.	Appoint an action team to develop a list of the current instructional practices and the evaluation of the practices.	Action team report by December 2012	Assistant Superintendent C&I Curriculum Directors Principals Teachers
	Determine the existing best practices that will continue to be utilized and those that will be implemented at applicable grade levels and departments.	Develop a mechanism for sharing the best practices and strategies for implementation.	Development of the means for sharing and implementing district wide implementation beginning in January 2013	Assistant Superintendent C&I Curriculum Directors Principals Teachers
	Evaluate the degree to which these research-based strategies are being used and the existing level of competency on these strategies.	Each principal will evaluate the extent to which the best practices are being used and the level of competence of instructional staff in using the best practices.	Reports by school will be shared and discussed in principal meetings beginning in March 2013 and ongoing	Assistant Superintendent C&I Curriculum Directors Principals Teachers
Provide efficient support services to support teaching and learning.	Create 21st Century learning environments utilizing technology.	Appoint an action team to define the Rockingham County Schools 21 st century learning environment.	Implementation of the 21 st century learning environments	Director of Technology Services Principals

3-5 Year Goals	1 Year Goals	Strategies	Measure	Responsible
	Increased use of technology devices in classrooms.	Develop school-based teams of student technologists to support the growth of devices.	Increased use of technology devices and student technologist providing tech support	Director of Technology Services Principals
	Improve technology infrastructure system to enhance productivity and support one-to-one in middle schools and elementary schools.	Develop a technology plan that includes plans to improve infrastructure, enhance productivity and support one-to-one for middle schools by 2014 and elementary schools by 2016.	The technology plan developed and implemented	Superintendent Director of Technology Services
	Align the district's operating budget to the strategic plan.	Utilize the strategic plan to develop the budget for 2013-14.	Proposed 2013-14 budget to the Board of Education	Superintendent Associate Superintendent Finance Officer
	Streamline internal business communication practices via electronic medium.	Utilize technology to provide internal business communication.	Identification and implementation of appropriate technology platform	Superintendent Associate Superintendent Finance Officer
	Develop a plan for facility maintenance.	Address cost of supplies and materials, HVAC replacement, capital projects and renovations.	Board approval of the plan	Associate Superintendent Maintenance Director

3-5 Year Goals	1 Year Goals	Strategies	Measure	Responsible
	Provide nutritious, cost effective meals for students.	Develop a plan to increase community acceptance of Nutrition Standards.	The plan developed and implemented	Associate Superintendent Associate Superintendent Director of Child Nutrition
		Develop a plan to insure the proper equipment within each of the cafeterias.	The plan developed and implemented	Associate Superintendent Director of Child Nutrition
	Enhance the child nutrition program delivery model to support student health and wellness.	Improve the nutritional value of food offerings provided to students and staff.	Establishment of a baseline and periodic reports on the alignment with national nutritional standards	Associate Superintendent Director of Child Nutrition
	Develop safety inspection systems to meet the many requirements of this program while not interfering with teaching and learning.	Develop an inspection schedule utilizing existing personnel.	Safety inspection plan and schedule	Associate Superintendent Director of Athletics
	Develop a long-range facilities plan.	Develop a plan for improvements and repairs of current facilities.	Long-Range Facility Plan	Assistant Superintendent Director of Maintenance
		Develop a plan for major facility improvements.	Long-Range Facility Plan	Assistant Superintendent Director of Maintenance
	Develop a plan to increase the efficiency rating of the school bus fleet.	Evaluate the feasibility of staggered bell schedules to allow dual routes for buses.	The plan and recommendations	Assistant Superintendent Director of Transportation

3-5 Year Goals	1 Year Goals	Strategies	Measure	Responsible
Strategic Priority –Strengthen Leadership				
The Board of Education will lead the district in participation in growth and development.	The Board of Education will participate in the North Carolina School Boards Association (NCSBA) Master Board Master Program.	The Board will obtain Master Board I status.	Completion by January 2013	Board Chair Superintendent
		The Board will obtain Master Board II status.	Completion by June 2013	Board Chair Superintendent
	Each member of the Board of Education will annually participate in a minimum of 30 hours of training through the NCSBA Academy of School Boardsmanship.	Each board member will participate in meetings, conferences and trainings for which academy credit is given.	Recognition of board members at the NCSBA annual conference	Board Chair Board members Superintendent
District and school level leaders will participate in learning opportunities to enhance their skills and knowledge.	Based on a model of continuous improvement, professional development will be provided for all school administrators at the district and school levels.	Appoint an action team to develop a professional development plan for all school administrators.	The plan developed and implemented	Superintendent
Teachers will be classroom leaders.	Develop structures for creating and/or enhancing teacher leadership.	Develop a teacher leader academy and identify teachers in the schools to be the initial cohort of trained teacher leaders.	The development of the academy and the completion of the initial cohort of participants	Superintendent Principals
Candidates for the principalship will have completed the RCS leadership academy or a comparable program outside the district.	Develop a leadership academy for aspiring principals.	Appoint an action team to develop the content and format of the program for aspiring principals.	The leadership academy developed and the first cohort identified and enrolled	Superintendent Central Office Leadership Team Principals

3-5 Year Goals	1 Year Goals	Strategies	Measure	Responsible
The leadership of the board, central office, schools and classrooms will be aligned into a district-wide leadership model.	Develop a plan for an aligned leadership system that empowers leaders at every level to make decisions that improve student learning.	Appoint an action team to create a leadership plan that empowers every leader, at every level, to determine decisions they own and to make those decisions.	The development and implementation of the plan	Board of Education Superintendent
Create community-based leadership outside the district with the capacity to assist in solving issues confronting Rockingham County Schools.	Identify leaders and organizations that will support the vision and mission of RCS.	Develop a county PTA Council that will engage parent leaders in problem solving for the school district.	The organization of the PTA Council and minutes from the initial meeting	Superintendent Community Organizations
		Develop a citizen's academy to educate citizens on how the school system operates and the issues it must address.	The development and organization of the citizen's academy and the enrollment of the initial cohort	Superintendent Community Organizations

3-5 Year Goals	1 Year Goals	Strategies	Measure	Responsible
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Strategic Priority – Engage Parents and Community				
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Increase the quality and quantity of communication between parents and the school district.	Determine what parents want to know about the schools and how frequently they want to receive communication.	Survey parents and/or conduct focus group discussions to determine the appropriate communications with parents.	Data collected and analyzed	Superintendent Public Information Officer Program Directors Principals
	Increase communication by 50 percent over the established baseline.	Develop a metric to establish a baseline of communication instances.	Metric developed, data collected and analyzed	Superintendent Public Information Officer
		Develop and implement a centralized, communication system to provide and distribute continuous, accurate, relevant and consistent information to parents across the district.	New communication system announced and data on its use	Superintendent Public Information Officer
	Strengthen family connections and community outreach efforts.	Launch NCWISE Parent Assistant Module to provide parents access to comprehensive students information.	Increased participation in district wide events and initiatives	Superintendent Principals
Increase the quality and quantity of communication between the school district and the community.	Develop a metric to establish a baseline of communication instances with the community.	Survey community members and/or conduct focus group discussions to determine the appropriate communications with the community.	Data collected and analyzed	Superintendent Public Information Officer

3-5 Year Goals	1 Year Goals	Strategies	Measure	Responsible
	Increase communication with the community each year of five years and track progress.	Develop a metric to establish a baseline of communication instances.	Metric developed, data collected and analyzed	Superintendent Public Information Officer
		Develop and implement a centralized, communication system to provide and distribute continuous, accurate, relevant and consistent information to the community.	New communication system announced and data on its use	Superintendent Public Information Officer
			District report given annually on RCS presence in the media	
Schools and parents will work in partnership in achieving schools success.	Set district-wide standards for what effective parent engagement looks like.	Appoint an action team of school district personnel and parents to develop the district wide standards.	The development and implementation of district wide standards	Superintendent
	Provide professional development to principals and teachers in effective parent engagement strategies.	Train faculty and staff in various methods to enhance collaboration between home and school.	Professional development offered and participant rosters	Superintendent Principals
	Hold meetings with parents to share data on student progress, model learning strategies and educate parents on how they can help their children improve specific academic skills.	Develop a model for teachers to use in sharing student specific information with parents and utilize in parent meetings in the fall of 2012.	The model developed and utilized in fall meetings	Superintendent Principals
Develop new and expand current parent/family involvement programs to help all families establish environments to support children as students.	Select parents in communities to be trainers who will recruit and train parents on how to be engaged in their children's education.	Train parent leaders on effective strategies for recruiting and engaging more parents.	Parents selected and trained to be community parent leaders and recruiters	Superintendent

3-5 Year Goals	1 Year Goals	Strategies	Measure	Responsible
	Develop a plan on how support services can continue to meet the critical needs of students during crisis.	Appoint an action team of school counselors, school psychologist, and other support personnel to help parents and community work with the schools during a crisis or addressing issues dealing with students.	The action team plan	Assistant Superintendent of Support Services Program Directors Student Support Staff
	Partner with community groups to provide families with the skills and training to better partner in their child's learning.	Develop partnerships with existing community organizations to provide parenting workshops to help parents support their children's education.	Number of new partnerships developed	Superintendent
	Develop and implement plans to deliver information (workshops, websites, courses, etc.) to parents on how to support their children in obtaining their education.	Appoint an action team to develop and implement parent education opportunities.	List of plans developed and implemented	Superintendent
	Create opportunities for parents to share information and receive feedback from the school or school district.	Develop a way for parents to offer constructive feedback.	Stakeholder feedback opportunities and feedback shared	Superintendent
Cultivate community and business partnerships.	Develop a plan to strengthen the existing community partnerships.	Appoint an action team to develop the plan to strengthen the existing partnerships throughout the county.	The plan for strengthening partnerships	Superintendent

3-5 Year Goals	1 Year Goals	Strategies	Measure	Responsible
	Invite all businesses in the county to join and participate in a business/education partnership to provide increased business support for education in the county.	Work with existing business-education partnerships to invite businesses to join the partnerships.	Invitation and follow up activities	Superintendent
		Appoint an action team to develop a plan to build business-education partnerships through out the county.	New partnerships developed	Superintendent
	Ensure active participation in existing community partnerships to provide face-to-face opportunities for collaboration and understanding.	Seek opportunities for school district leaders to be a part of every partnership meeting and to share information about the school district.	List of partnerships and collaboration activities	Superintendent
	Strategically collaborate with local, regional, and global organizations to increase the number of partnerships that support student learning.	Ensure that each school has a faith-based partner to support site-based initiatives.	A list of the faith-based partner for each school	Superintendent Principals
		Expand or create new partnerships to support district initiatives for classroom instruction and classroom activities.	Reports to the Board of Education on expanded or new partnerships to support classroom instruction and activities	Superintendent

3-5 Year Goals	1 Year Goals	Strategies	Measure	Responsible
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Strategic Priority – Elevate the Value of Education				
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Increase the perceived value of education among students.	To improve students' perception of the schools and the district.	Increase positive media coverage, utilizing a multi-faceted approach to broadcasting positive news stories.	Log of communication activities	Superintendent Public Information Director
		Improve the school system website to make it easier for parents and community to find information to share with students and other organizations to promote the value of education.	The improved website with more easily accessible information for parents and the community	Superintendent Public Information Director
	Promote the importance of higher education beyond a high school diploma through the GEAR UP program.	Begin the GEAR UP program in the fall of 2012.	The GEAR UP program begun and success measured	Assistant Superintendent for Support Services
	Engage students in their education.	Have all students to develop individual strategic plans for their educational obtainment.	Strategic plans for all students	Principals Counselors Teachers
Increase the perceived value of education among parents.	To improve parents' perception of the schools and the district.	Increase positive media coverage, utilizing a multi-faceted approach to broadcasting positive news stories.	Log of communication activities	Superintendent Public Information Director
		Create regular communication devices to share with parents on an ongoing basis, the value proposition for educational obtainment.	Log of communication activities	Superintendent Service Clubs Chamber of Commerce

3-5 Year Goals	1 Year Goals	Strategies	Measure	Responsible
Increase the perceived value of education among the community.	To improve public perception of the schools and the district.	Increase positive media coverage, utilizing a multi-faceted approach to broadcasting positive news stories.	Log of communication activities	Superintendent Public Information Director
	Form media and business partnerships with chambers of commerce and young professionals' networks to create strategies to reach students and parents.	Recruit industry partners, educational foundations, media outlets and chambers of commerce to develop a Rockingham County community plan to encourage students and parents to participate in the educational opportunities provided by the school district.	Community plan for reaching students and parents	Superintendent Public Information Director
Create a connection between K-12 education and careers.	Develop a career awareness program where students are exposed to careers and the educational requirements to be successful in the workplace.	Develop a cadre of businesses who will provide education sessions and workplace visit opportunities for middle school students.	Program developed, implemented and a cadre of businesses recruited	Superintendent Career-Technical Education Director Rockingham Community College