

HOUSTON COUNTY BOARD of EDUCATION

STRATEGIC PLAN

2012 -2017

The Strategic Plan for Houston County Schools has been developed in partnership with stakeholders in each school community. Through this partnership, information was obtained that provided direction to enable each school to be an innovative, exemplary, and technology-rich center for learning. Following the Houston County Schools vision we will inspire, challenge, and empower students to become responsible citizens and lifelong learners by providing high quality research-based educational programs and strategies in safe, secure, and nurturing environments.

The implementation of this plan will provide the framework to accomplish the priorities of the school system. The superintendent and his staff will review the strategic plan annually and will report to the board and stakeholders the effectiveness of the plan. Revisions will be an ongoing process to facilitate student learning.

Houston County School System Strategic Planning Committee

Tim Pitchford	Superintendent	Delbert Bradley	Principal
Andrew C. Faircloth Jr.	Elementary Curriculum Supervisor	Melanie Sellers	School Improvement Specialist
Dr. Rhonda Lassiter	Secondary Curriculum Supervisor	Jarrold Andrews	Parent
Denise Whitfield	Special Education Director	Vickie Fairris	Teacher
Beth Pittman	Federal Programs Director	Cyndi Harper	Reading Coach
Cas Haddock	Assessment and School Improvement	Carolyn Wozow	Media Specialist
Scott Stephens	Principal	Sharon Wilson	Teacher
Melanie Pitchford	School Improvement Specialist	Debra Wright	School Improvement Specialist
Lisa Towns	Assistant Principal	Phillip Hayes	Special Education Teacher
Marie Payne	Parent	Mandy Strickland	Teacher
Marsha Shelley	Principal	Judy Fowler	Principal
Brandy White	Assistant Principal	Paul Strange	Parent
Kay Ivey	Counselor	Shirley Brewer	Principal
Carol Wells	Reading Coach/RTI	Dusty Bedsole	Special Education Teacher
Brittany Nolin	Teacher	Barbara Greathouse	Reading Coach/RTI
James Odom	Principal	Pat Tyson	Assistant Principal

Samantha Willis Teacher/Parental Involvement

David Sewell Technology/Student Services

Janue H. Wilson Parent

Bob Blalock Technology Director

Johnny Dixon Principal

Angie Linder Teacher

Lisa Warren Teacher

Cathy Keasler Counselor

Sheila Thomley Teacher

Tracy Cantlope Teacher

Tonya Holland Teacher

Matt Swann Principal

Sharon Frith Teacher

Jean Elizabeth Miles Student

TARGET AREA 1: Houston County Schools will produce students that are prepared for college and/or the workforce.

Goal 1: Provide all learners with the knowledge, experience, perspectives, and skills needed to become lifelong learners in an increasingly diverse world.

ACTION STEPS	EVIDENCE/MEASURE	RESPONSIBILITY	TIMELINE
<ul style="list-style-type: none"> Refine procedures for curriculum development to increase rigor and academic growth at each grade level 	Curriculum Guides Student Transcripts Benchmark Tests	Curriculum Supervisors School Administrators Federal Programs Director Assessment Coordinator	2012- 2017 (Continuous)
<ul style="list-style-type: none"> Expand curriculum alignment in core subject areas for grades 7-12 	Student Schedules	Federal Programs Director Technology Support Team	
<ul style="list-style-type: none"> Establish a program to nurture the potential in each student for high academic performance 	Credit Recovery Program	School Administrators Counselors	
<ul style="list-style-type: none"> Establish system-wide programs to strengthen reading instruction in grades K-8 	Teacher Lesson plans Pacing Guides		
<ul style="list-style-type: none"> Provide opportunities for students to participate in rigorous courses that award high school and college credit 	Dual Enrollment		
<ul style="list-style-type: none"> Provide increased opportunities for students to develop test taking knowledge and skills necessary for acceptance into the workplace and post-secondary schools 	Test Taking Tutorial Logs		
<ul style="list-style-type: none"> Research, implement, evaluate, and improve transitions between each grade level 	Assignment Alignments Vertical Team Meetings Professional Development Logs		
<ul style="list-style-type: none"> Provide adequate academic, career, and personal counseling services to students 	Student Counseling Folders Technology Plan		
<ul style="list-style-type: none"> Utilize technology skills as a means to support academic content 	Successful implementation		
<ul style="list-style-type: none"> Pilot program using eBooks and tablets 			

GOAL 2: Provide research-based instructional and school organizational practices, including resource support for special needs students, to ensure that all students have the opportunity to meet high academic standards, closing achievement gaps and raising performance of all students.

ACTION STEPS	EVIDENCE/MEASURE	RESPONSIBILITY	TIMELINE
<ul style="list-style-type: none"> Expand research-based differentiated instruction in all classrooms to accommodate the wide range of learning needs and styles of the students 	Lesson Plans	School Administrators Curriculum Supervisors Superintendent	2012-2017 (Continuous)
<ul style="list-style-type: none"> Foster on-going collaboration to provide maximum opportunities for all learners 	Grade Level/ Subject Area Meetings	School Improvement Specialists	
<ul style="list-style-type: none"> Identify and plan interventions for students at risk of school failure 	RTI Problem Solving Team	Federal Programs Director	
<ul style="list-style-type: none"> Provide in-school, after school, and summer tutoring for identified students 	RTI Meetings/ Minutes	Assessment Coordinator	
<ul style="list-style-type: none"> Expand school and community-based support for students in need of assistance 	Tutorial Documentation		
<ul style="list-style-type: none"> Work in partnership with Henry County Schools, Dothan City Schools, the Houston/Henry District Attorney's Office, Juvenile Probation Office, and the Youth Family Services to develop programs targeting truancy, drop-outs, and at risk students 	Community Services Meetings		
<ul style="list-style-type: none"> Provide in-service on strategies to prevent dropouts, collection of data to report and track students 	Regular Contact and Planned Meetings		
<ul style="list-style-type: none"> Research and implement new curricula/instructional methods for use with gifted, EL, special education, and at-risk students, including expanding strategic lessons in every classroom 	Topics of In-service and Implementation of strategies		
	Improved Curricula		
	Classroom Observations		

GOAL 3: Implement continuous assessment practices to improve planning, instruction, achievement, and to measure individual, school-based, and district-wide performance.

ACTION STEPS	EVIDENCE/MEASURE	RESPONSIBILITY	TIMELINE
<ul style="list-style-type: none"> Use information from all state assessments to improve instruction 	School Improvement Team Agendas System Improvement Plan	Central Office staff School Administrators	Yearly
<ul style="list-style-type: none"> Analyze pre and posttest assessment data as normal classroom practice 	Schedule of Assessment Reviews Grade level meetings/ Sign in logs	School Improvement Specialist Counselors	
<ul style="list-style-type: none"> Expand formal assessments for reading and math through grade 12 	STI Achievement STAR Math/STAR Reading	Teachers Reading Coaches	
<ul style="list-style-type: none"> Collaborative meetings between central office staff and school leadership teams (Scheduled) 	Completed Continuous Improvement Plans		

TARGET AREA 2: Houston County Schools will be led by 21st Century professionals.

Goal 1: Provide rigorous and effective programs of personnel recruitment, retention, training, and evaluation of employees to ensure the most qualified and effective personnel staff our schools.

ACTION STEPS	EVIDENCE/MEASURE	RESPONSIBILITY	TIMELINE
<ul style="list-style-type: none"> Assure that all beginning teachers are provided on-going support from expert caring, mentor teachers 	Mentor Lists / Meetings	Mentor teachers Principals	2012-2017 Continuous
<ul style="list-style-type: none"> Establish an improved approach to recruiting and retaining faculty and staff 	College Recruitment Dates	Central Office staff	
<ul style="list-style-type: none"> Provide staff development for teachers principals, and central office staff on effective use of analytical feedback to facilitate instructional improvement 	List PD Topics Agendas and Sign Sheets Evaluation of Progress	Superintendent	
<ul style="list-style-type: none"> Encourage and support each teacher's personal and professional growth options 	Provide Leadership Opportunities Assist in Mapping Career Goals		
<ul style="list-style-type: none"> Encourage participation in and monitor results of the National Board Certification process by facilitating support and evaluating student achievement 			
<ul style="list-style-type: none"> Utilize instructional specialists to plan with teachers and model best practices in instruction and student engagement 	Schools' Plans of Action Videos of Instruction	Assessment Director	
<ul style="list-style-type: none"> Engage all staff in professional development opportunities that create a culture of learning focused on a high level of student achievement 	Individualized Programs of Improvement		

Goal Z: Improve student learning by establishing professional development that align with state reform initiatives and district priorities, promote collegiality and collaboration, and improve instruction in the classroom

ACTION STEPS	EVIDENCE/MEASURE	RESPONSIBILITY	TIMELINE
<ul style="list-style-type: none"> Increase job embedded professional development activities and peer observations for the purpose of improving aligning, and articulating the curriculum and to expand the knowledge of best practices in classroom management, instruction, and assessment 	Peer Classroom Visits School Improvement Meetings	School Improvement Specialist Curriculum Supervisors Principals Superintendent	2012-2017 Continuous
<ul style="list-style-type: none"> Provide ongoing professional development activities for newly hired teachers to introduce them to the district's curriculum framework, instructional practices, and assessment modules 	New teacher Institute		
<ul style="list-style-type: none"> Provide professional development activities for administrators to enhance their leadership, supervision, and management skill 	InDepth PD Once Year Completion and Implementation Activities		
	Principal Mentors		

TARGET AREA 3: Houston County Schools will provide a healthy environment in which each child has a positive, nurturing learning experience.

Goal 1: Provide an adequate finance system that ensures school environments are safe, clean, inviting, professionally staffed, and supplied with essential materials, especially technology, to achieve learning goals.

ACTION STEPS	EVIDENCE/MEASURE	RESPONSIBILITY	TIMELINE
<ul style="list-style-type: none"> Ensure that allocation of all resources are in alignment with the mission and goals of the school system 	Budgets	Principals/CFO	2012-2017
<ul style="list-style-type: none"> The staff, parents, and partners are enabled to contribute to the success of the district student achievement objectives 	Parental Involvement Meetings	Chief Financial Officer Federal Programs Director Special Education Director	Continuous
<ul style="list-style-type: none"> Utilize the capital plan to guide the recommendations for improvement and maximize the use of available resources in support of the district's plans for continued improvement 	Effectiveness of Plan	Superintendent	
<ul style="list-style-type: none"> Maintain written emergency procedures to reflect current needs 	School Safety Plans	School Safety Director Transportation Director	
<ul style="list-style-type: none"> Provide annual training to all administrators and teachers in creating and sustaining safe school environments 	Agenda/Minutes of meeting		
<ul style="list-style-type: none"> Apply best practices to reduce youth aggression promote school safety, and engage students in planning for safe schools 	Anti-Bullying Program Student Councils Observation / Incident Reports		
<ul style="list-style-type: none"> Provide administrators, teachers, and students access to technology services as a means to enhance the learning process 	Technology Plan	Technology Coordinator	

TARGET AREA 4: Houston County Schools will communicate high expectations and accountability to the students, parents, and community.

Goal 1: Build a positive relationship with the community to broaden understanding and support of the educational process and each school.

ACTION STEP	EVIDENCE/MEASURE	RESPONSIBILITY	TIMELINE
<ul style="list-style-type: none"> Establish procedures to facilitate more effective parent communication through conferences, open-house and curriculum nights 	Board Policy	Principals Parental Involvement Contacts	2012-2017 (Continuous)
<ul style="list-style-type: none"> Incorporate procedures to effectively communicate the district's plans to all stakeholders Equip parents with techniques to provide academic assistance at home and encourage them to become actively involved with the schools 	Administrative Directives Parent Nights Handbooks Parent Feedback	Central Office Staff	
<ul style="list-style-type: none"> Form a network of business and community stakeholders willing to contribute human and financial resources 	Adopt-A-School Program	Superintendent	
<ul style="list-style-type: none"> Create parent brochures that inform parents of school and system data and other pertinent information 	Brochures		
<ul style="list-style-type: none"> Develop system-wide parent compacts that hold parents, students, and teachers accountable for student achievement 	Copies of Compacts		
<ul style="list-style-type: none"> Utilize STI HOME at all schools to inform parents of their child's academic progress 	STIUSELOG	Technology Staff	

Goal 2: Develop a communication plan that provides timely, accurate and transparent information that informs, engages, and reconnects the community and school system.

ACTION STEPS	EVIDENCE/MEASURE	RESPONSIBILITY	TIMELINE
<ul style="list-style-type: none"> Engage students as part of the communication process by involving them in publicizing good news and events to the media 	School Publications Websites Media Releases	Principals and staff	2012-2017 (continuous)
<ul style="list-style-type: none"> Increase direct interaction among schools, parents, students, and community by increasing the use of school facilities to the public 	Record of Use and Requests		
<ul style="list-style-type: none"> Use the school system technology infrastructure for communication among all educational stakeholders 	Surveys School Cast	Technology Staff Curriculum Supervisors	
<ul style="list-style-type: none"> Develop a plan to publicize school events and good news to the media 			
<ul style="list-style-type: none"> Conduct school tours to educate and inform parents and members of the community 	Visitation Records		
<ul style="list-style-type: none"> Require all schools' websites to be current and display accurate data 	Observation		
<ul style="list-style-type: none"> Hold administrative meetings at the school sites enabling parents and interested community members to attend 	Calendar/ Agendas/ Minutes	Superintendent	

Goal 3: Leadership will guide innovation in Houston County Schools.

ACTION STEPS	EVIDENCE/MEASURE	RESPONSIBILITY	TIMELINE
<ul style="list-style-type: none"> School leaders will collaborate with partners to discover innovative transformational strategies which will facilitate change and remove barriers for 21st Century learning 	College/University Collaboration	Principals	2012-2017 (Continuous)
<ul style="list-style-type: none"> Establish a superintendent's leadership team to identify specific human and financial resources Elicit input from businesses, colleges, and universities to identify skills that are necessary for success in post K-12 education and the workplace 	Committee in Place and Active	Superintendent Curriculum Personnel	
<ul style="list-style-type: none"> School leaders will be trained in quality management and continuous improvement of academic programs Hold bi-monthly administrative meetings that involve administrators in discussion and exchange of ideas 	Professional Development Participation Calendar/ Agendas	School Improvement Specialist	
<ul style="list-style-type: none"> Decision making will be delegated to the school improvement/leadership team led by the principal Develop and implement an academy for preparing aspiring administrators to become innovative instructional leaders in Houston County Schools 	Leadership Academy Framework and Cohort	Superintendent	

