

Parkwood Elementary School

*Strategic Plan
2007-2010*



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Building Leadership Team

Lisa Brewer- Principal
Patricia Smith- Assistant Principal
Maria Burdette- Kindergarten teacher
Kim Andrews- First grade teacher
Denise Jones- Second grade teacher
Michelle Starcala- Third grade teacher
Meloney Seay- Fourth grade teacher
Bonnie Chance- Fifth grade teacher
Cindy Evans- Media coordinator
William Myer- Special Needs teacher
Kim Allen- Teacher Assistant
Kathy Wangerin- Parent
Lynn Smith- Parent
Margaret Smith- Parent
Mike Hewitt- Parent
Dr. Connie Gruber- Parent

Principal's Message

As we begin this new improvement plan process, we at Parkwood Elementary School accept the challenges of preparing future ready students for the 21st century. Not only must we prepare our students with the skills and knowledge to be globally competitive, but we as instructional leaders must also sharpen our skills to use the tools to deliver to our students the content that will make them globally competitive graduates.

This plan works towards developing those skills in a positive professional learning community where staff, students and parents are respected and supported and where high expectations are set for all students to achieve academic success.



DEMOGRAPHIC PROFILE

EXECUTIVE SUMMARY

SECTION A

Introduction

An overview of student performance data, student and community demographic data, school characteristics and stakeholder perspectives on the quality of education is provided. A summary of the major sets of data within each of these categories is outlined in Section B.

Section 1: Student Performance Data

State Measures

The state of North Carolina administers an end-of-grade assessment (EOG) in grades three, four and five at the elementary school level (Tables 1 – 2). The end-of-grade assessments include testing in math and reading in grades three, four and five. Fourth grade students are administered a state writing test (Table 3). Teachers analyze the EOG data for the students in their classroom in order to enhance student achievement or to remediate areas of needed improvement.

Parkwood Elementary has consistently scored above state and local mean in most areas. During the past three school years, Parkwood has maintained the state's growth expectations and has been recognized as a School of Distinction. Since the 2004-05 academic school year, the number of students on or above grade level in reading and math has averaged 84.9%. We have also consistently maintained AYP standards, until the 2006-2007 school year. This year was the first year that Parkwood did not meet the NCLB standard missing AYP by 15 out of 17 goals for 88.2%.

District Measures

In the areas of math average proficiency, reading average proficiency and writing proficiency for the fourth grade, our students are meeting or exceeding the performance of students in the Onslow County School District.

The disaggregation of the results of our students performance on the EOG by race reveal that there are inconsistent performance levels in all grade levels in the areas of math and reading in grades three through five. Due to the low number of minorities in given grades, the data appear to indicate that minorities may not be achieving proficiency. With only a small number of students of a specific race and gender, only one student scoring below standard can make the data appear as if all students of that particular race are not meeting proficiency standards. For NCLB data, race is not a subpopulation at Parkwood Elementary.

Additional Information

The percentage of students enrolled in the exceptional needs program has increased slightly over the past several years (Table 4). During the 2006-2007 school year, the state of North Carolina administered alternate assessments for exceptional needs students in need of a modified testing format. During the 2006-07 school year, seven students who were in need of a modified testing format were administered an alternate assessment.

The data collected for Section 1 are summarized in the following graphs and figures (Table 1 – 4).

Section 2: Student and Community Demographic Data

Parkwood Elementary has seen a consistent rise in enrollment each year. The average total school enrollment for the 2006-2007 school year was 623 students in grades K-5. Currently, the total enrollment for the 2007-2008 school year in grades K-5 is 676 students (Table 5). Table 6 indicates student absences for the 2006-07 school year. As mentioned in Table 4 the special education population has increased over the past three years. This data indicates a steady growth in the number of special education students. During the 2004-05 school year, approximately 11% of the total school population were special needs students. The 2006-07 school year school population was approximately 22%. Children whose parents were active duty military during the 2006-07 school had an enrollment of 29%. (Table 15) The ethnic population has seen few changes in the Parkwood District. The school is comprised of 63% white, 16% African-American, 7% Hispanic, 2% Asian, .4% American Indian, and 11% Multi-Racial. A summary of student ethnic population for the past four years can be seen in Table 7. Students eligible for the free or reduced lunch program represent the low-income population. Tables 8, 9 and 10 represent the percentage of low-income students in grade 3 – 5 who scored at or above grade level proficiency (Level III or IV) on the End-of-Grade test for the 2006-2007 school year.

We serve a very small population of ESL (English as a Second Language) students, six to be exact. (five Spanish speaking and one Chinese) These students are served weekly by an ESL tutor.

The socio-economic background for the Parkwood School district is high compared to the county as a whole. The students of Parkwood Elementary are residents of several attractive neighborhoods within the Jacksonville city limits. Jacksonville is the commercial hub of Onslow County and the 10th largest city in North Carolina. It is the home to Camp LeJeune Marine Corps Base and the Marine Corps Air Station, which brings a variety of people of various cultural and ethnic backgrounds to our community. The racial composition of the community is predominantly white, 60.8%, with approximately 24% African-American, 10% Hispanic, 1% Asian and 2% American Indian. These percentages closely reflect that of Parkwood's population for this area, including Camp LeJeune and the Air Station, which are 72,254.

Aside from the military community, the area has a mix of service industry, manufacturing, and retail businesses. The largest single employer is Onslow County Schools with 3500 employees followed by the local hospital with 953. The religious orientation of the community is varied, including the following denominations: Baptist, Methodist, Catholic, Jewish, Lutheran, Presbyterian, Holiness, Latter Day Saints, and Episcopalian.

The data collected for Section 2 is summarized in the following graphs and figures (Tables 5-10 & 15)

Section 3: School Characteristics

Parkwood Elementary School is a small public school nestled in the heart of the Northwoods Park community in Jacksonville. Since the school opened its doors in August of 1969, and received its initial accreditation in 1974, significant changes have occurred on the twenty-acre campus to meet the continuously changing needs of its students. In October of 2007, Parkwood will begin construction for additional facilities. Funding for this project and for other schools within the county was procured from a bond referendum that passed with overwhelming support from the taxpayers. Parkwood will receive a multi-purpose building which will house the Art, Music and PE departments along with three additional regular classrooms and one resource room.

Parkwood has a strong instructional team of energetic teachers and resourceful administrators who are focused on the task of school improvement. Currently, Parkwood employees 69 staff members, 41 of which are certified personnel. This is an increase from the 2004-2005 year with an employment of 65 staff members, of which 38 were certified personnel. An annual summary of the data related to the demographic profile of the teachers and administrators by gender, age, average years of teaching experience and the educational status of certified personnel is provided in Tables 11 through 14. Relatively few changes in these factors have occurred over the past three years.

Parkwood Elementary School has implemented an effective volunteer and Parent-Teacher Organization. These two areas assist in bringing the home and school together as partners in education by creating an effective two-way communication system and a greater understanding of educational needs and goals. To assist in this effort, Parkwood holds parent nights to keep the parents abreast of the changing needs of its students and a clear focus on the school's vision for success.

At Parkwood Elementary we follow the "Safe and Civil School" initiative in order to maintain minimal office referrals for discipline. Parkwood Elementary discipline referrals for the 2006-2007 school year totaled 193 (Table 16). Bus related referrals made up 45% of all discipline reported to the administration. The male population of Parkwood Elementary also had a much greater incidence of discipline referrals for the 2006-2007 school year (Table 17). Discipline data was also collected by grade level and is disseminated in Table 18.

The data collected for Section 3 are summarized in the following graphs and figures (Tables 11-14 and Tables 16-18).

Section 4: Stakeholder Perspectives

The 2006-2007 Climate survey results showed the following areas of needed improvements from the students, staff and parent perspectives.

Students:

- Treat each other with respect while unloading and loading the bus - 41%
- Bus drivers are helpful and treat students respectfully- 35%
- Students treat each other respectfully on the playground- 43%

Staff:

- Students treat each other with respectfully on the playground- 58%
- Students treat each other with respect while unloading and loading the school bus- 53%
- Staff members do a good job of communicating with each other- 50%

Parents:

- Students treat each other respectfully when they are riding the bus or walking to school- 59%
- The bus drivers are helpful and treat students respectfully- 47%
- I believe there is a concern about early check outs- 67%

**Parkwood Elementary School
Strategic Plan Results 2006-2007
Highlights**

EOG Reading Results by Levels

Grade	Level I	Level II	Level III	Level IV	Proficiency
3	3/2	7	30/1	58	87.2%
4	2/1	6	44	58	92%
5	2/1	11/1	33	48	84.5%
Total	11	25	108	164	88.1%

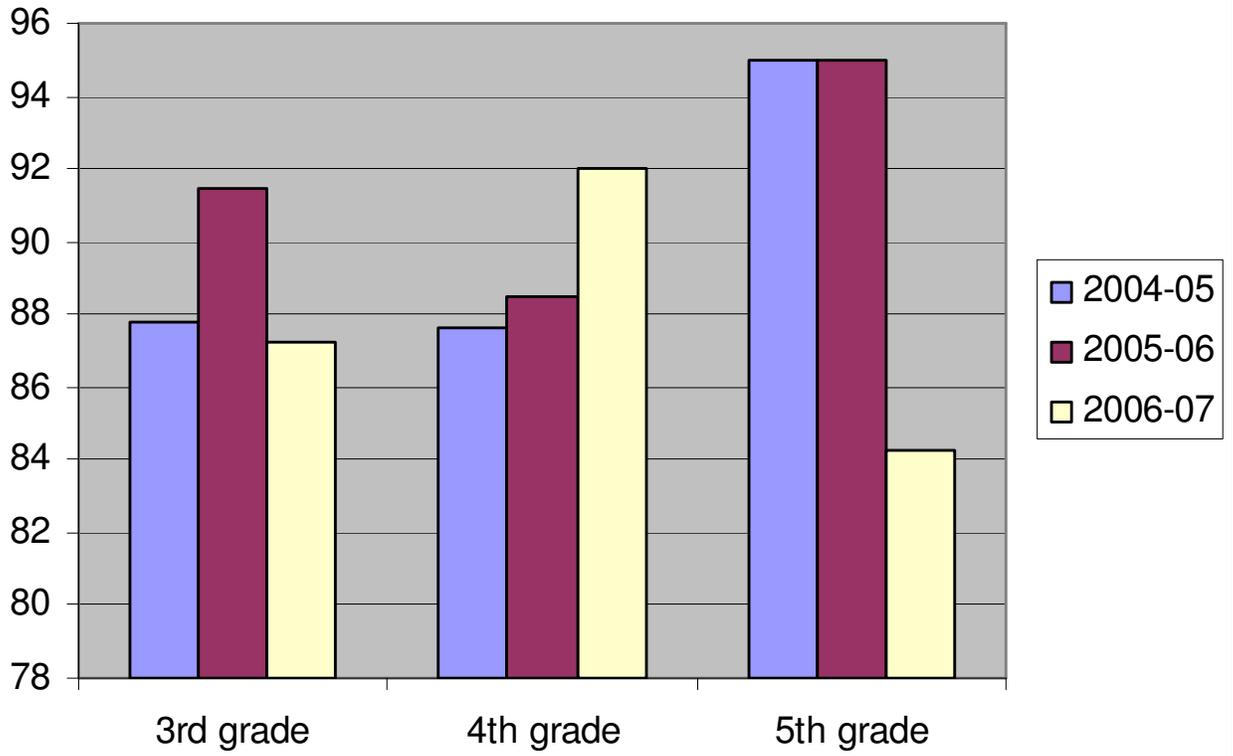
EOG Math Results by Levels

Grade	Level I	Level II	Level III	Level IV	Proficiency
3	3/1	24/2	48	23	70.5%
4	8	18/1	59	26	76.1%
5	8/1	28/1	49	10	61.4%
Total	21	73	156	59	69.7%

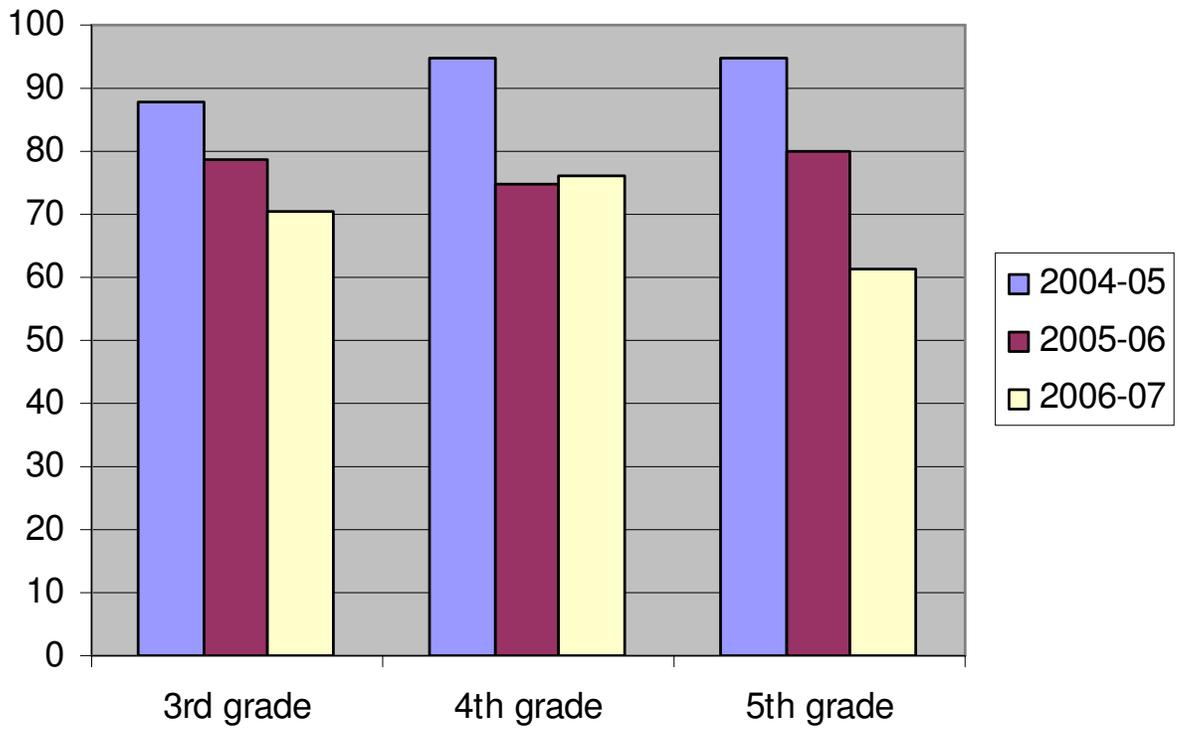
(NCEExtend2 scores on right side of /)

- Total school proficiency- 77.6%
- 4th grade state writing tests results showed an increase of 17.3% over the previous year for a total of 63.1 %
- 3rd grade local writing tests results showed 60.3% proficiency, while 5th grade showed a 78.5 % proficiency
- Suspensions dropped this school year from 23 in 2006 to 16 in 2007.
- CPI trained staff was increased this year from 3 to 8.
- Disadvantaged Funds were used this year to develop an after-school tutoring program that served 60- K-5 at-risk students and provided transportation home.
- Tutoring was also provided M-Th to 3rd – 5th grade students at-risk in reading and math, by two certified tutors.
- The Instructional Intervention Model was implemented in alignment with PEP's. We had 22 students referred for special needs testing (including speech). Six students qualified for special needs services.
- A Math and Science Night, as well as a Literacy Night were held to showcase classroom activities and concepts. Both were well attended and enjoyed by parents and staff.
- Technology needs were upgraded this year through the Bond referendum. We were able to purchase: 3- Elmo overheads, 5- Projectors, 16- Dell computers. We also purchased 3 Promethean Boards this year.
- Staff development was provided this year to the whole staff in the areas of: Technology, Physical Education, Math (PIMS) and Best Practices (AIG, Lang. Arts, Character Education)

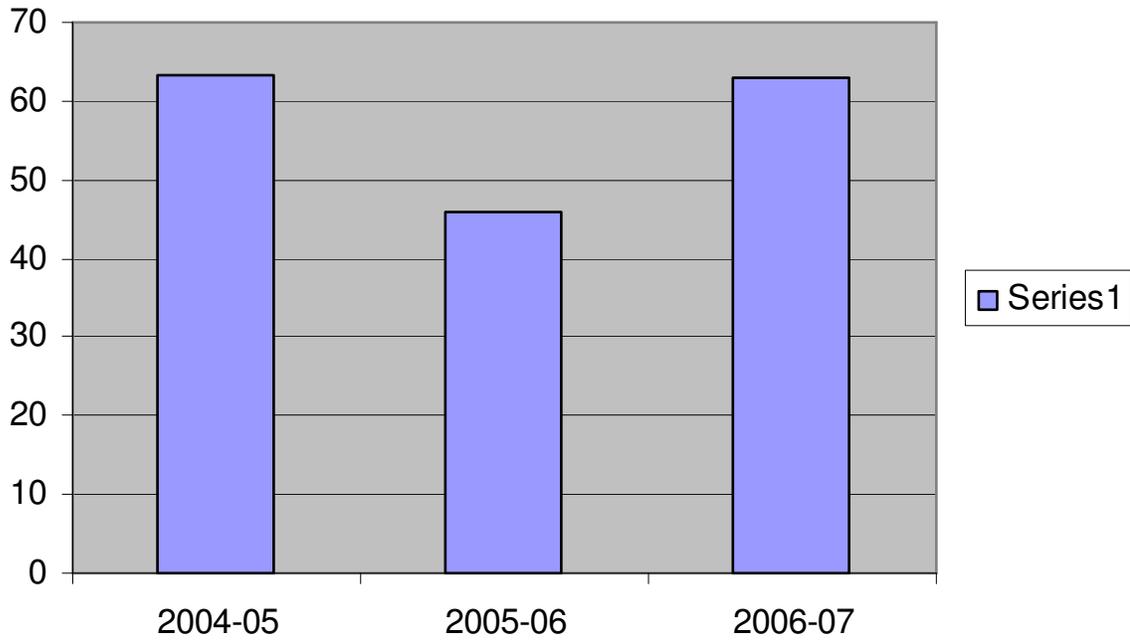
3rd-5th Grade Reading Proficiency #1



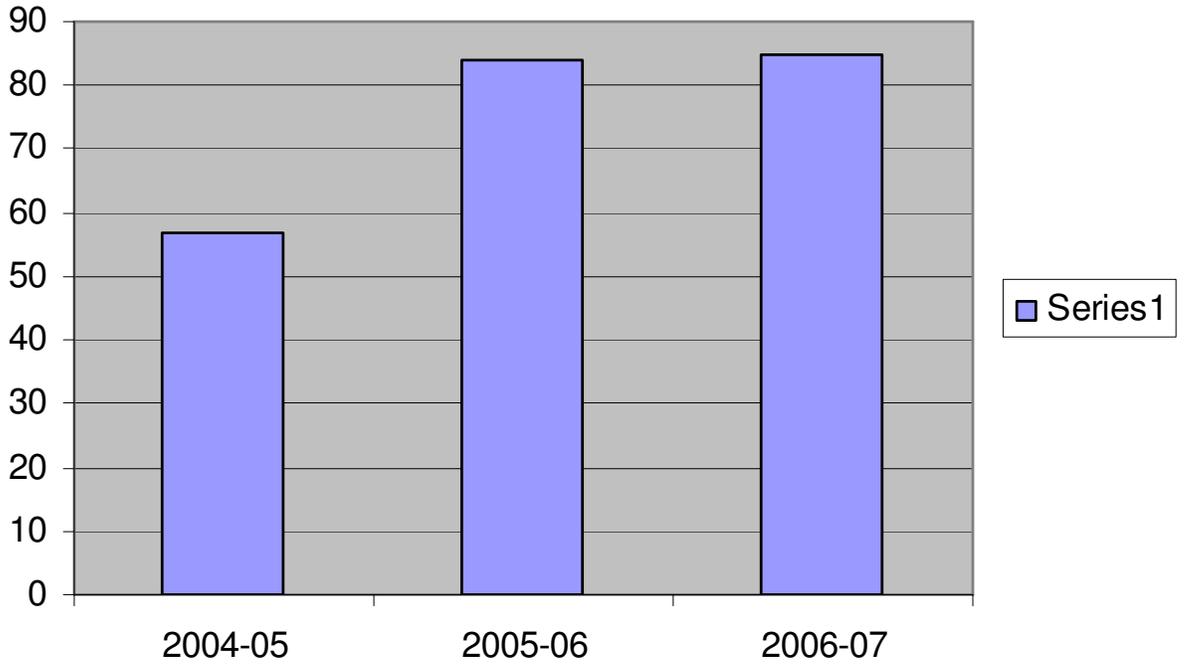
3rd-5th Grade Math Proficiency #2



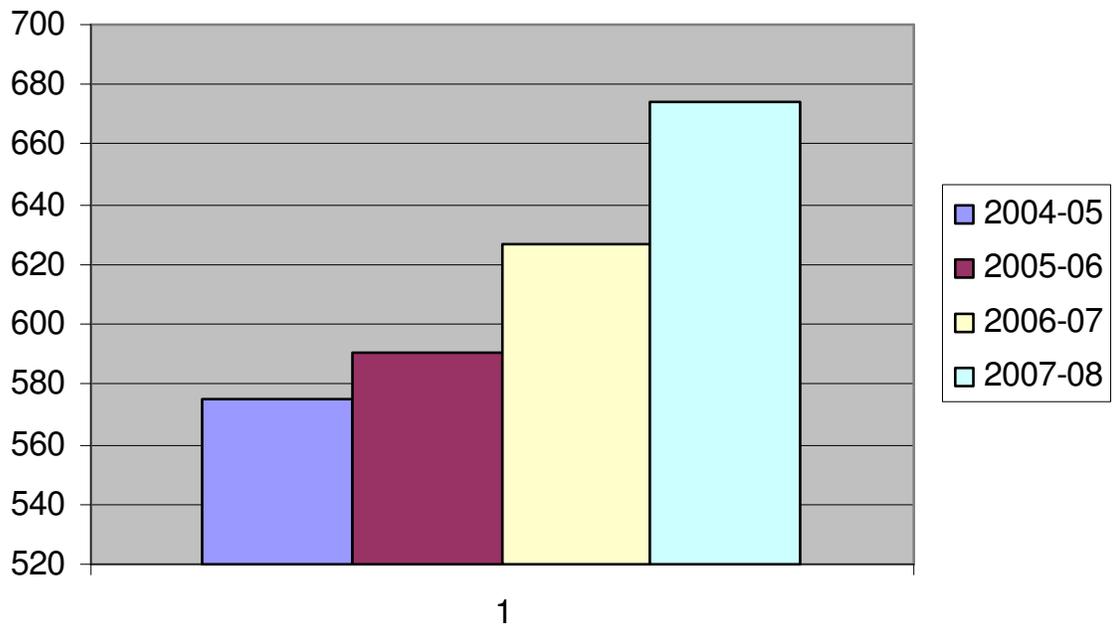
4th Grade Writing-Percentage of Students on Grade Level #3



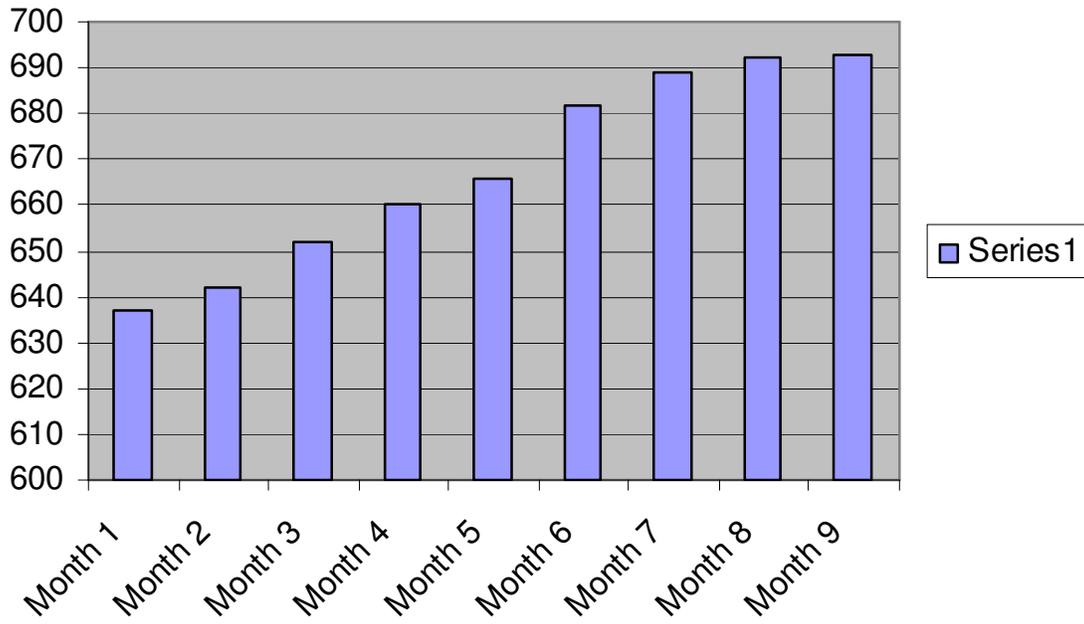
Headcount for Special Education #4



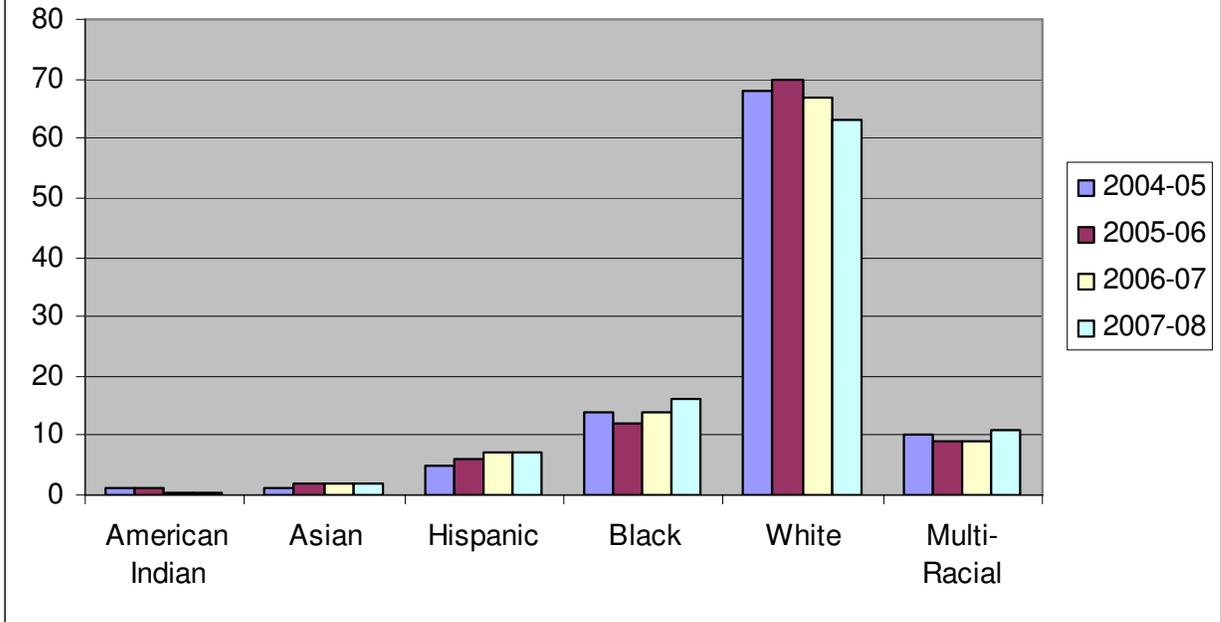
Student Membership SY 2004-2008 (20 Day Report) #5



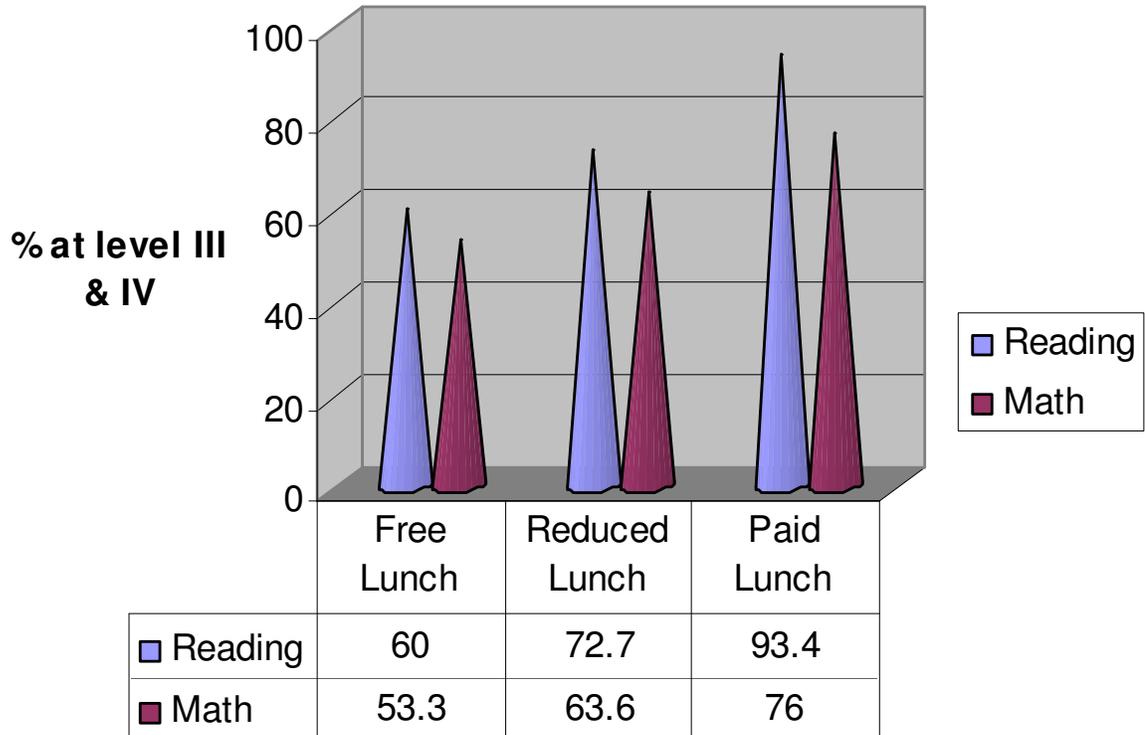
Student Absences 2006-2007 Baseline Data #6



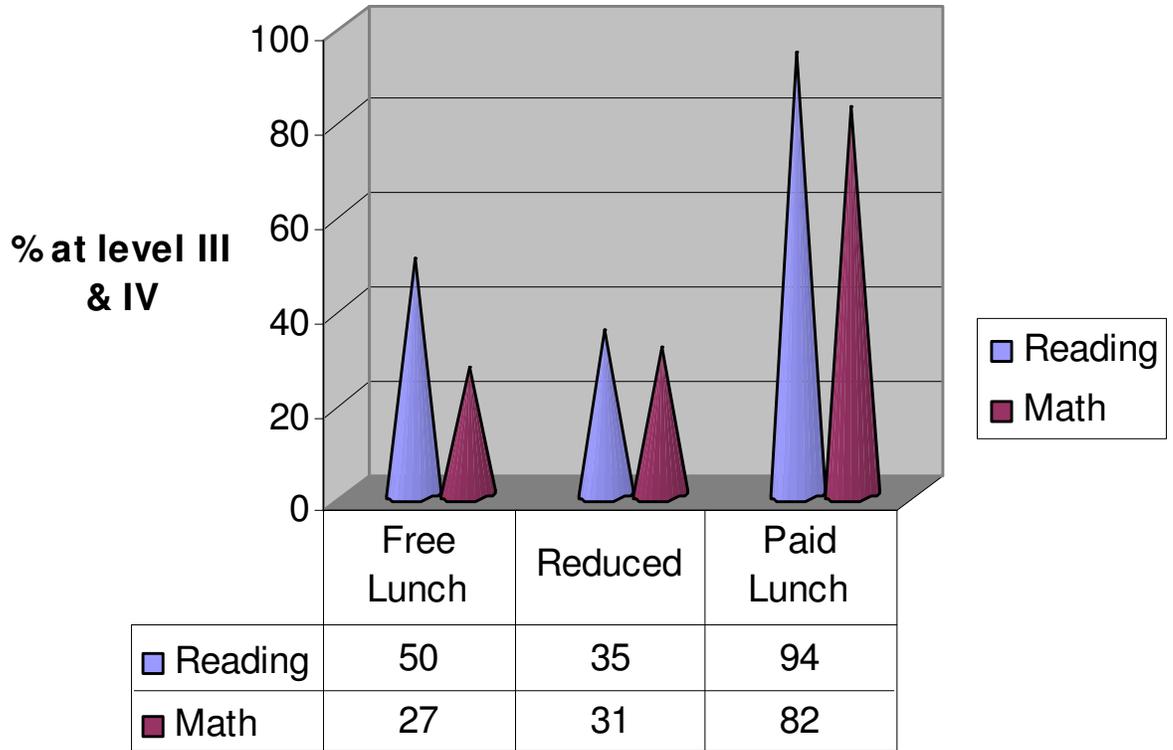
Percentage of Ethnic Population #7



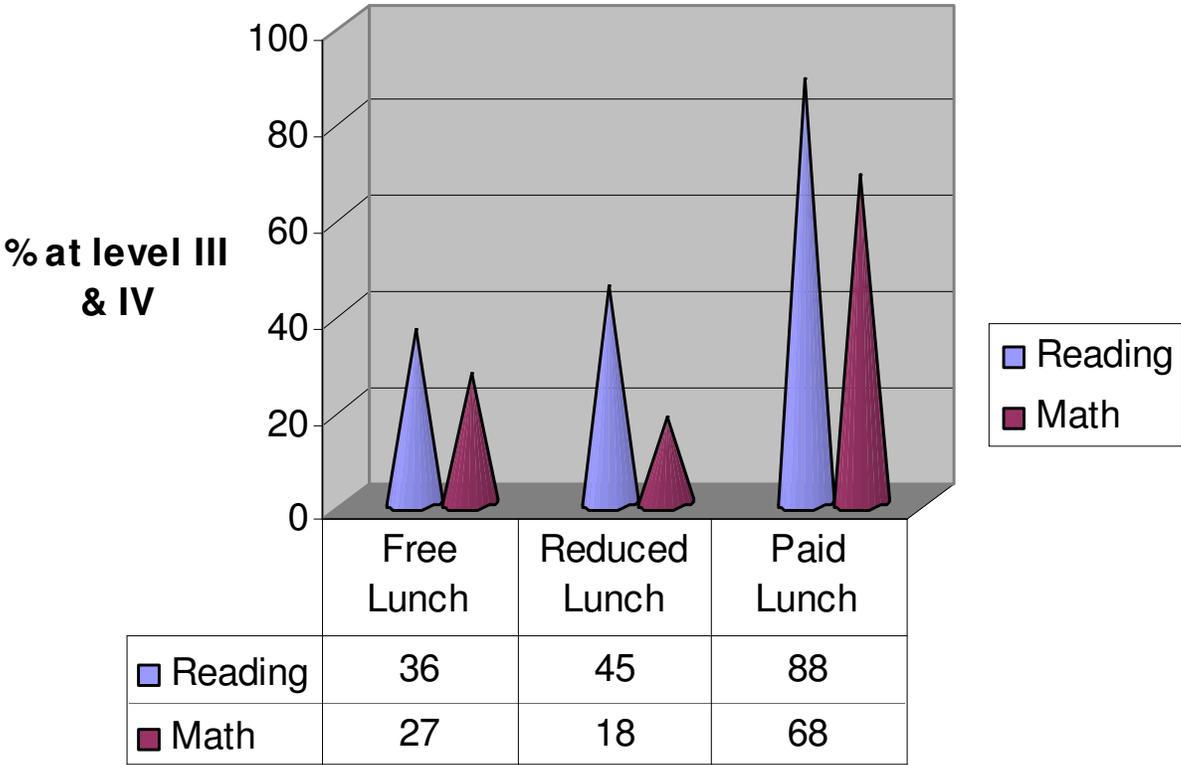
3rd Grade Lunch Count 2006-2007 #8



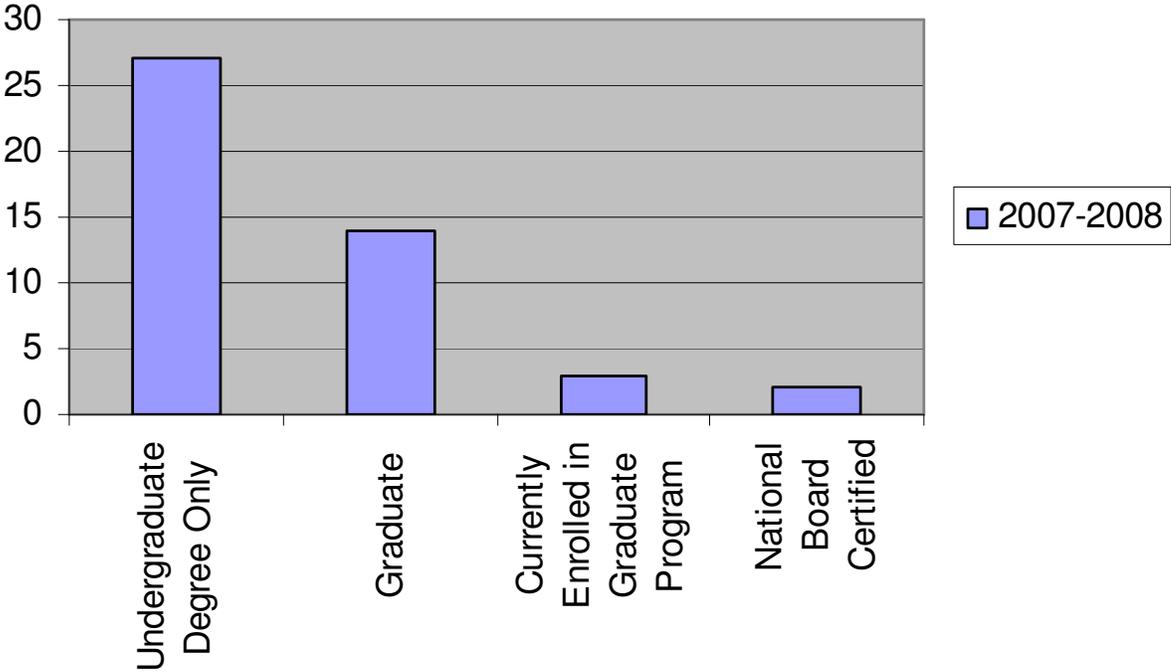
4th Grade Lunch Count 2006-2007 #9



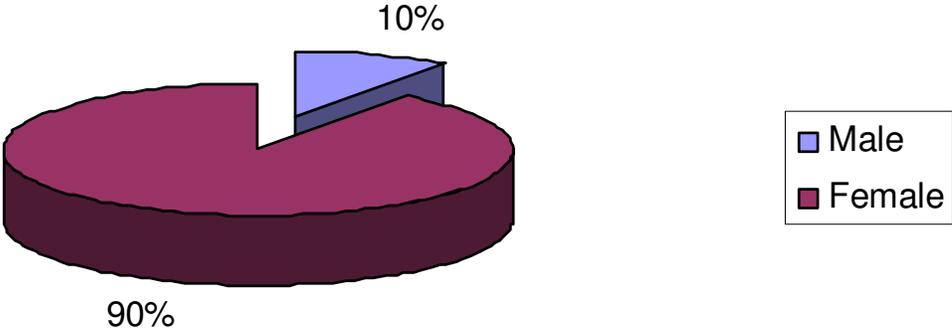
5th Grade Lunch Count 2006-2007 #10



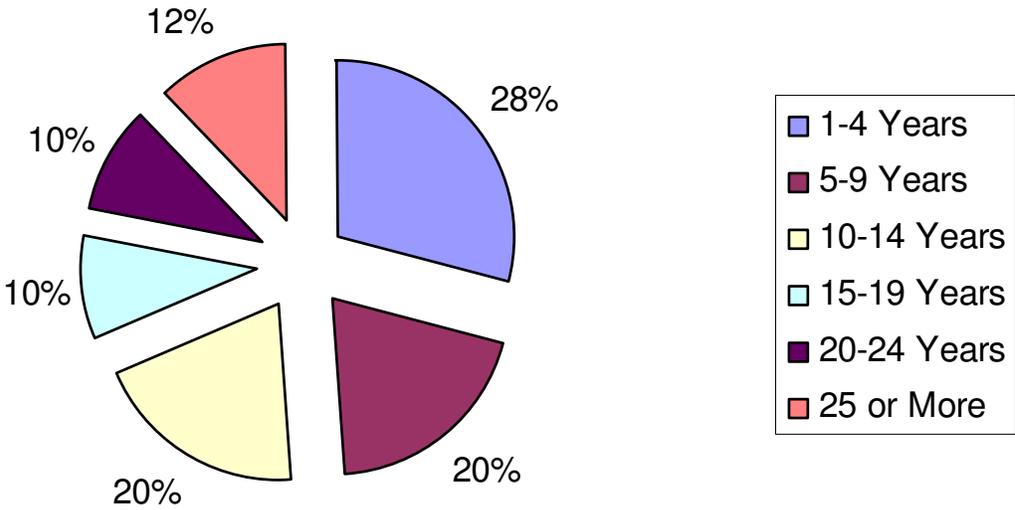
Educational Status of Certified Personnel 2007-2008 # 11



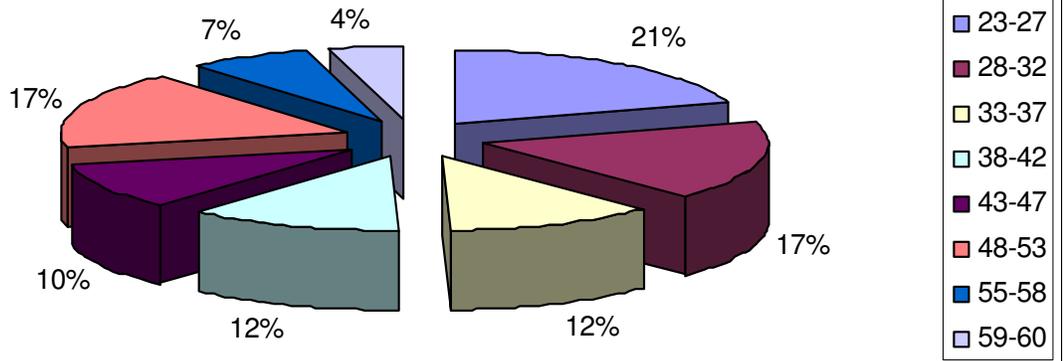
**Parkwood Elementary Certified Staff
2007-2008 #12**



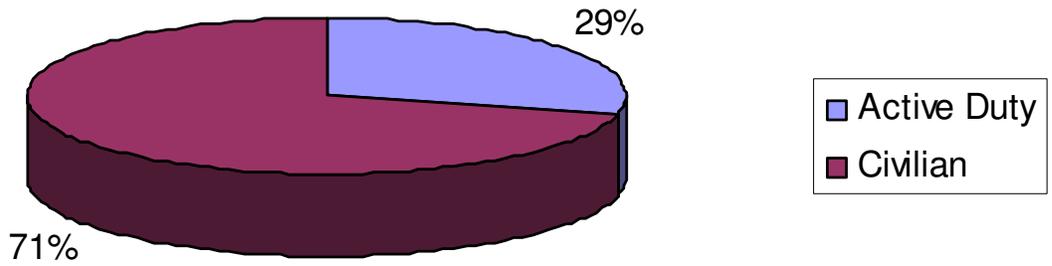
Parkwood Faculty Average Years of Teaching Experience 2007-2008 #13



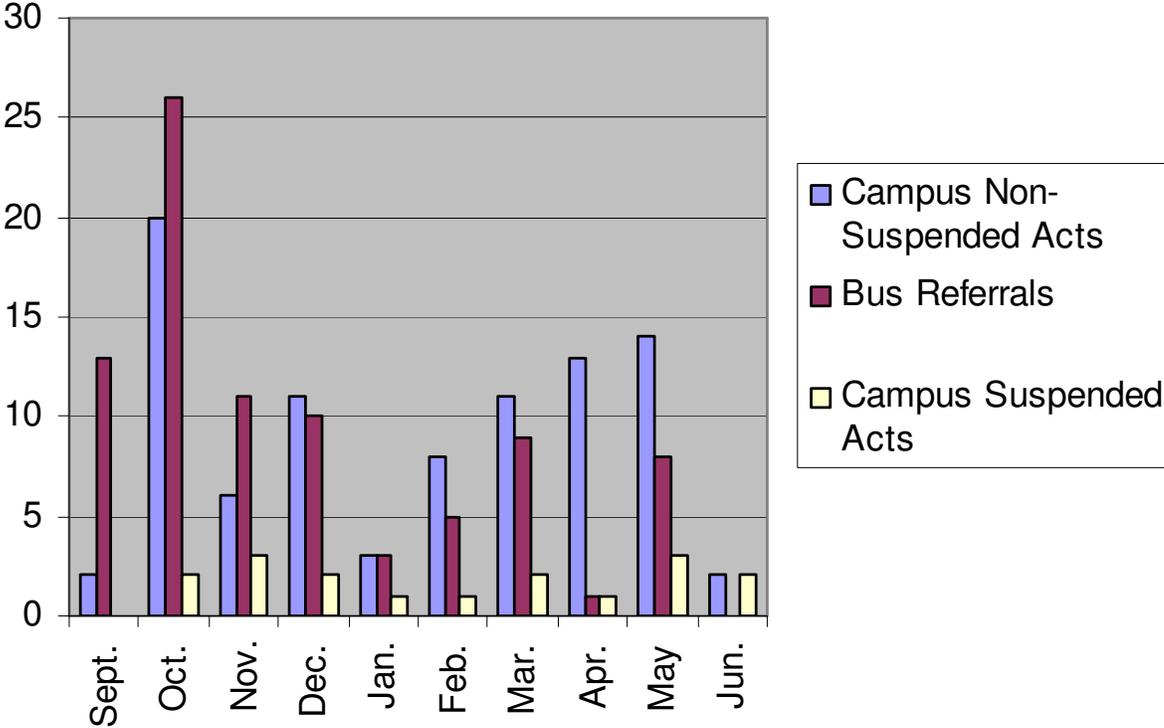
**Parkwood Elementary Age of Certified Personnel
2007-2008 #14**



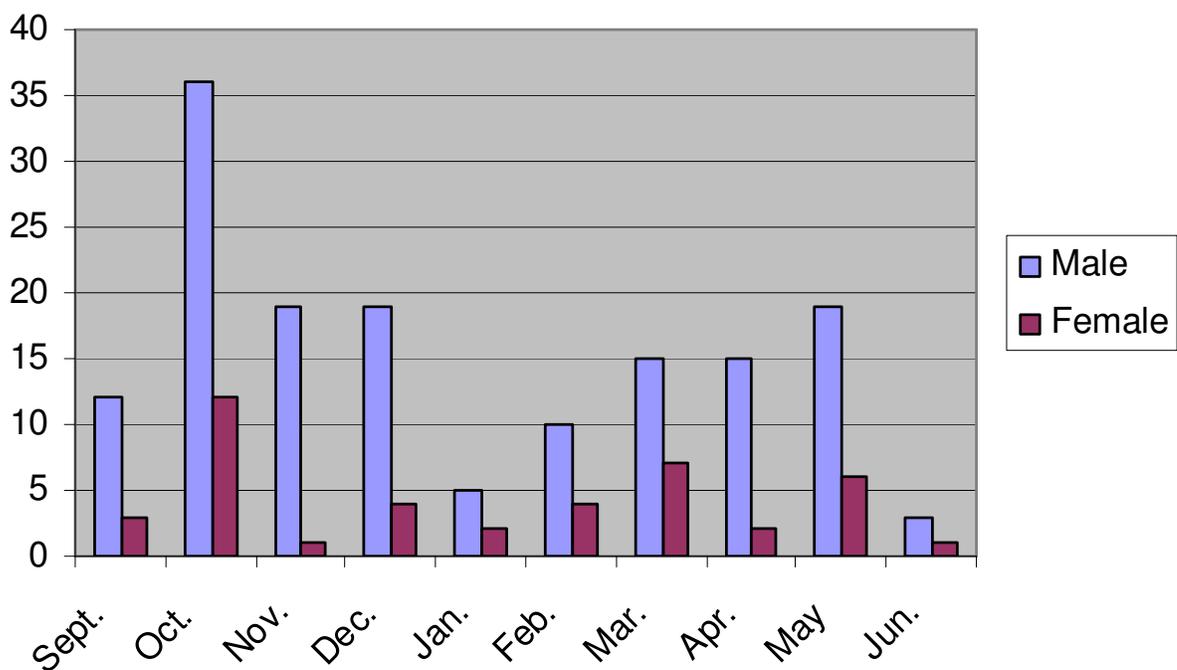
Parkwood Elementary Families 2006-2007 #15



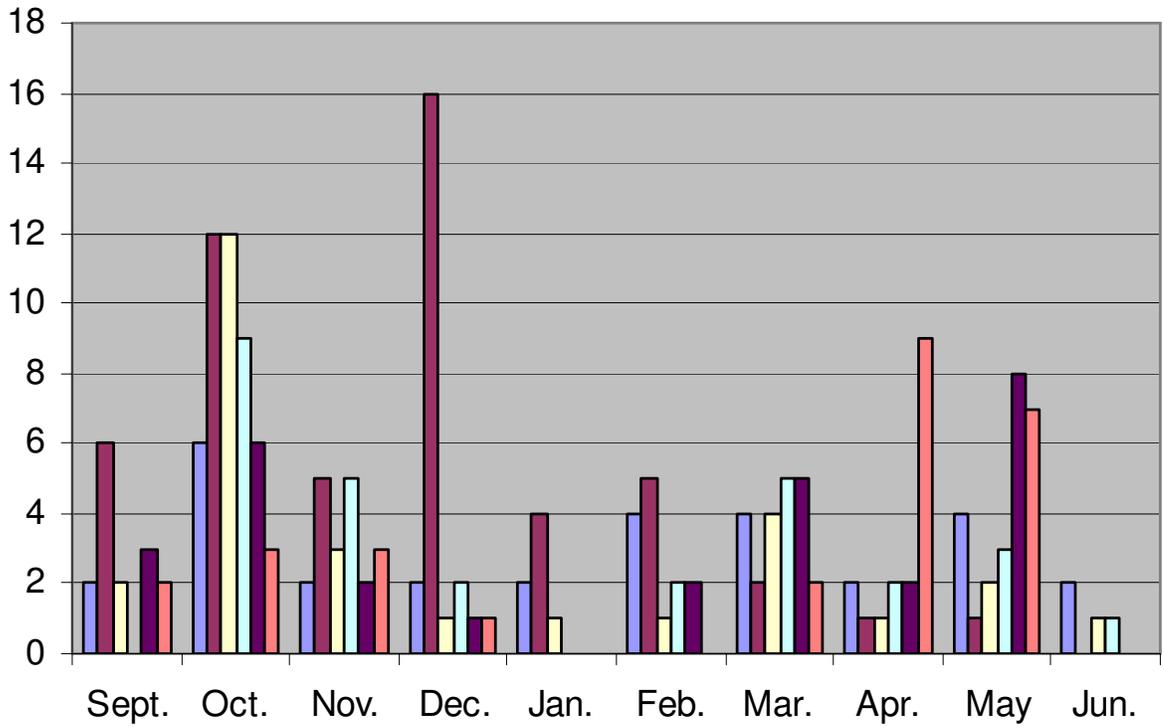
Discipline Data Summary 2006-2007 #16



Ratio of Male to Female Discipline Referrals 2006-2007 # 17



Discipline Data by Grade 2006-2007 #18



Continuous Process of School Improvement

Building Leadership Team

- Serve as a representative body of all customers—internal and external
- Collect and analyze assessment data for decision making
- Develop strategies for ongoing implementation, assessment, and revision of the school plan
- Serve as facilitators of action teams
- Function as the key leadership group in the school

The Principal

- Exercises leadership with the SIP to adopt necessary strategies to support continuous school improvement
- Initiates practices that support shared decision making
- Transmits an overall inspirational vision of teaching for learning for all children to entire organization
- Assures that a strategic plan for implementing the improvement process is developed and updated
- Assigns responsibility for implementing the Strategic Plan
- Reflects the mission and improvement goals of the school system in contacts with personnel within and outside of the school system
- Communicates the Strategic Plan to the Board of Education and to the community
- Supports allocation of resources to priority needs as reflected in the local School Improvement Plans
- Includes use of collected data among factors considered in the evaluation process for decision-making

Parkwood Elementary School's

Vision

Excellence In Education

Mission

Parkwood Elementary School will prepare students to be globally competitive and responsible citizens in the 21st century.

Belief

We will provide a learning environment that is inviting, respectful, supportive, inclusive and flexible for student success.



School Name
 School Strategic Action Plan
 2007-2010

OCS Goal # _1_: Onslow County students will be globally competitive through a rigorous and relevant curriculum.	
Strategy: Ensure a consistent focus that enables all students to achieve high levels of achievement through the support of the school, parents and the community.	
Desired Results: <ul style="list-style-type: none"> - Increase EOG scores in reading, math, writing and Science (grade 5) - Receive the highest level of state recognition - E.C. students achieve proficiency in reading, writing, math (K-5) and Science (grade 5) - AIG students will show a year's worth of growth in reading, math, writing and Science (grade 5) - Second grade students will be on grade level on the K-2 assessment by the end of the school year. - Lessons and classroom observations indicate an engaging, rigorous, challenging and globalized curriculum 	Measures: <ul style="list-style-type: none"> - EOG scores - Lesson plans - Observations (formal and informal) - K-2 assessments - State recognition - Computer program reports (Star, Accelerated Math and Accelerated Reader)
Processes: <ul style="list-style-type: none"> - Implement inclusion for Special Needs students - Differentiate instructional strategies to address students' learning needs - Increase problem solving activities - Articulation through vertical planning - Implementation of IMPACT model 2007-2008 	

OCS Goal # _1_:

Onslow County students will be globally competitive through a rigorous and relevant curriculum.

Resources:

- Funds for tutoring
- Funds for staff development
- 360 degrees on line
- Study Island 2-5
- After-school writing workshops to increase proficiency (4th grade)
- Student/teacher conferencing each nine weeks
- 5th grade curriculum assistance during the school day
- Implement AVID for 4th and 5th grade
- Articulate with middle school to discuss AVID and IB program
- Provide professional development for globalization awareness, AIG, Special Needs and AVID
- Continue to refine instructional intervention process for At-risk and Special Needs students

Summarize your results. Show trends. Were improvements made?**2007-2008****What are the areas for improvement? What will you do differently the next time?****Next steps**

OCS Goal # 2:

Staff and students will be led by creative, passionate and proficient technologically skilled professionals.

Strategy:

Create a workplace that attracts and retains high quality professionals; communicates and fosters a climate of respect and high expectations and exemplary performance.

Desired Results:

- Provide an orientation and additional mentoring opportunities
- Increase staff comradery
- Increase use of technology support personnel
- Increase use of technology by students and staff in the classroom
- Increase number of trained mentors

Measures:

- Increased percentage of staff perception through climate survey
- Rosters
- Lesson plans
- Observations

Processes:

- Implement the 20/20/20 faculty meeting
- Hold monthly meetings with BT's and mentors at a different time/location
- Hold an orientation for new staff members
- Share community builders and best practices at faculty meetings
- Conduct outside social/team building opportunities for staff
- Set up e-pals for global connection in each classroom
- Add a technology component to the Math and Science Night
- Provide technology training in the use of web-cams for global connections
- Purchase additional technology to continue to upgrade equipment. (laptops, elmos, ipods, computers, printers, aver-keys)

Resources:

- Technology facilitator
- United Streaming
- Learnnc.org
- Funds for team building
- Funds for technology

OCS Goal # 2:

Staff and students will be led by creative, passionate and proficient technologically skilled professionals.

Summarize your results. Show trends. Were improvements made?**2007-2008****What are the areas for improvement? What will you do differently the next time?****Next steps**

OCS Goal # _3

Onslow County students will learn in a safe environment to be civil, healthy and productive citizens.

Strategy:

Develop, monitor and adhere to school policies that emphasize school-wide behavior management plans, character education and healthy child legislation.

Desired Results:

- Continue Safe and Civil School initiative
- Meet Safe Schools criteria
- Increase percent of students and staff that feel safe at school
- Increase the percentage of respect among students and staff
- Increase the amount of formal P.E. classes
- Decrease the amount of unhealthy food items students receive
- Increase awareness of effects of drugs, alcohol and violence
- Provided more focused character education lessons on responsibility/respect

Measures:

- Climate survey
- Behavior management plans
- Lesson plans (teacher/Guidance Counselor)
- Schedule electives
- Survey of items
- Weekly bulletin board

Processes:

- Develop a school store that sells school items instead of candy for Student Council
- Have Guidance Counselor teach lessons on respect using "Guidelines for Success"
- Present teachers with new behavior management (intrinsic reward) system
- Increase formal P.E. classes to two times a week
- Provide teachers with CD's of movie clips for teaching Character Education
- Recognize students monthly for good citizenship
- Provide strategies to help resist use of drugs, and avoid confrontation
- Provide off campus time for Team collaboration (teachers)
- Implement citizen, athlete, musician, and artist of the week program
- Utilize Energizers for structured recess activities

OCS Goal # 3

Onslow County students will learn in a safe environment to be civil, healthy and productive citizens.

Resources:

- CDs of character education clips
- Funds for school store items
- Teacher Assistant to cover second P.E. class
- PTO/Parent volunteers
- Handouts on Behavior Management System

Summarize your results. Show trends. Were improvements made?

2007-2008

What are the areas for improvement? What will you do differently the next time?**Next steps**

OCS Goal # 4

Leadership will foster innovation in the Onslow County School System with the cooperation of families and community partners.

Strategy:

Create a professional learning community in collaboration with stakeholders to promote continuous academic success for all students.

Desired Results:

- Increase annual BASES participation
- Increase service projects for student/staff
- Increase the number of school volunteers
- Increase the number of parent/staff communications through technology
- Increase parent awareness and academic support

Measures:

- BASES reports
- Volunteer log and list
- Project completed
- Communications
- EOG scores

Processes:

- Utilize community businesses for classroom needs
- Develop classroom and student council community service projects
- Utilize parents/high school students for classroom volunteers
- Utilize public folders for information
- Develop year long master calendar for events
- Publish Parkwood Proclaimer on website
- Develop teacher websites
- Each team sends out monthly newsletters
- Develop after-school community tutoring off campus (One teacher and high school students needing SAT hours)
- Turn in BASES reports every 9 weeks to administrators

Resources:

- Funding for supplies
- Technology
- Community building
- Teacher and high school students

Summarize your results. Show trends. Were improvements made?

2007-2008

What are the areas for improvement? What will you do differently the next time?

Next steps

OCS Goal # 4

Leadership will foster innovation in the Onslow County School System with the cooperation of families and community partners.

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OCS Goal # _5

Onslow County Schools will be an effective and efficient system.

Strategy:

Maximize resources to meet instructional and operational needs of the school.

Desired Results:

- Utilize playground more efficiently
- Utilize media center and technology more efficiently
- Provide time for teachers for collaboration and reflection
- Implement use of technology to minimize paperwork, time off task, which will increase instructional time

Measures:

- Playground schedule
- Professional Learning Community ground rules
- Climate survey
- TA duty schedule
- E-mailed lesson plans and lunch count
- Copies of plans

Processes:

- Schedule recess by grade level
- Implement IMPACT model
- Implement duty free lunch for teachers and an average of five hours of planning each week
- Develop short and long term plans
- Utilize public folders
- E-mail lunch counts to cafeteria manager daily
- Have attendance rosters picked up by SIMS manager daily
- Include the Technology Facilitator in team planning sessions
- Implement on-line report cards and interim reports

Resources:

- Purchase grade book for on-line report card
- Template for planning
- 9 weeks planning format on disc

Summarize your results. Show trends. Were improvements made?

2007-2008

What are the areas for improvement? What will you do differently the next time?

Next steps

OCS Goal # 5

Onslow County Schools will be an effective and efficient system.

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Goal 3: Civil, healthy, and productive citizens

Develop, monitor and adhere to school policies that emphasize school-wide behavior management plans, character education and healthy child legislation.

Items for Purchase	Budgeted Amount	Source of Funding	Purpose
School store items	\$250.00	Local funds	Student store

Goal 4: Leadership will foster innovation

Create a professional learning community in collaboration with stakeholders to promote continuous academic success for all students.

Items for Purchase	Budgeted Amount	Source of Funding	Purpose
Tutor	\$5,000.00	At-risk	After school program

Goal 5: Effective and efficient systems

Maximize resources to meet instructional and operational needs of the school.

Items for Purchase	Budgeted Amount	Source of Funding	Purpose
Online report card grade book	\$500.00	State Instructional	Teachers keep grades on-line