

## Comprehensive Progress Report

**Mission:**

The mission of Warren County Schools, located in close-knit rural communities with natural and cultural treasures in which children grow and blossom, is to educate students for the future by providing innovative school choices that ensure all students will become globally competitive, productive citizens who have acquired critical thinking, collaboration, communication, and leadership skills through creating and sustaining learning options in unique learning environments, expanding parental choice in the development of K-12 educational options, implementing a challenging, rigorous, and relevant curriculum, retaining a highly qualified and dedicated staff, utilizing community involvement and assets, and providing access to state of the art technology.

**District Priorities**

- Strengthen our school/district improvement process
- Recruit, support, and retain high quality educators/staff
- Ensure high quality instruction in every classroom, and monitor instruction to assess the impact of student learning
- Provide all students with access to multiple pathways
- Build educator's capacity through various professional development opportunities
- Utilize a variety of services and supports to ensure their health, safety, and wellbeing of our students, staff, and families
- Engage families and community

**Vision:**

Every student has the right to receive a high-quality education that meets their individual needs and prepares students for success in the future as a lifelong learner, responsible citizens, and bold leaders.

**Goals:**

By June 2025, increase student proficiency in Math, Reading, and Science by 10 percentage points.

By June 2025, ensure that >80% of teachers are trained and implement district-aligned instructional strategies (i.e., activating prior knowledge, using anchor charts, scaffolding lessons/gradual release, attending to misconceptions, differentiation, and checks for understanding).

By June 2025, 100% of principals will be able to provide target feedback and coaching to teachers to build their teaching capacity.

By June 2025, increase retention of hard-to-staff positions (Exceptional Children, Math, Science, Space Junior ROTC).

Increase parent and family engagement and involvement with the district.



Core Function:		Domain 1: Turnaround Leadership			
Effective Practice:		Practice 1B: Monitor short-and long-term goals			
	A03	The district sets district, school, and student subgroup achievement targets.(5627)	Implementation Status	Assigned To	Target Date
<i>Initial Assessment:</i>		<p>District has set goals for achievement which is embedded in the district's strategic plan.</p> <p>Schools have aligned school goals with district goal with a focus on getting out of low performing status.</p> <p>District Testing and Accountability Director is conducting data meetings with each school to review performance data of all students including subgroups (EDS, Students w/Disabilities and African American Students) and to set goals for the current school year.</p>	Limited Development 10/11/2022		
<i>How it will look when fully met:</i>		When fully met the schools would be able to address the disparities in student proficiency and growth between cohorts of students. There will be aligned targeted interventions with students showing the most significant declines. There will be initiatives to improve transition support for students advancing between grade levels with known proficiency gaps.		Amiee Richardson	06/30/2025
<b>Actions</b>			<b>0 of 5 (0%)</b>		
	10/31/22	Provide professional development focused on social-emotional learning and effective classroom management strategies.		Amiee Richardson	05/30/2025
<i>Notes:</i>					
	10/31/22	Implement data trackers to expand targeted small-group instruction in identified gap areas during and after school hours		Amiee Richardson	06/30/2025
<i>Notes:</i>					
	1/18/23	Monitor subgroup performance monthly through data meetings and adjust instructional strategies as needed.		Amiee Richardson	05/30/2025
<i>Notes:</i>		Due to testing, the original date was changed from 1/31/2023 to 2/15/2023.			
	10/24/24	Implement targeted interventions for underperforming subgroups with data-driven strategies		Amiee Richardson	05/30/2025
<i>Notes:</i>					

10/24/24	Create a district-wide instructional framework with district level expectations for all levels of MTSS (core, supplemental, and intensive)		Amiee Richardson	05/30/2025
<i>Notes:</i>				

<b>Core Function:</b>	<b>Domain 1: Turnaround Leadership</b>			
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<b>Effective Practice:</b>	<b>Practice 1C: Customize and target support to meet needs</b>			
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	<b>B07</b>	<b>The district examines existing school improvement strategies being implemented across the district and determines their value, expanding, modifying, and culling as evidence suggests.(5634)</b>	<b>Implementation Status</b>	<b>Assigned To</b>	<b>Target Date</b>
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<i>Initial Assessment:</i>		Focus walls, instructional framework, lesson plan templates, academic learning walks, pacing guides and district grade level/content planning meetings have been implemented. District-wide goals have been set for both the schools and the district level. Each school created improvement plans and feedback was provided based upon its content by the district. Principals presented school improvement plans to Superintendent and Chief Academic Officer. School improvement plans are presented to the Board of Education for approval.	Limited Development 10/18/2022		
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<i>How it will look when fully met:</i>		When this objective is fully met, all schools in Warren County will meet or exceed their goals. District vested instructional resources will be utilized in each classroom in Warren County Schools. Data driven decision making will be used in all departments and schools.	<b>Objective Met 10/30/24</b>	<b>LaTonya McNeill</b>	<b>06/30/2024</b>
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<b>Actions</b>					
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	11/3/22	School principals will collect and analyze school data at the beginning, middle, and end of the year to assess the impact of their improvement strategies. Data collected will be compiled for their comprehensive needs assessment in the spring of each year.	Complete 06/30/2024	Stephanie Brooks	06/30/2024
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<i>Notes:</i>					
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	11/3/22	The Academic Team will meet bi-weekly to discuss and develop district improvement strategies to enhance the academic achievement of all students.	Complete 01/31/2023	Cathy Alston-Kearney	06/30/2023
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<i>Notes:</i>					
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	6/6/23	The Academic Team will meet once per month.	Complete 06/06/2023	Shana Brown	06/30/2023
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<i>Notes:</i>					
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10/22/23 Assess and monitor the implementation of all resources that are utilized for core instruction and determine its implementation fidelity and impact (Curriculum Audit)

Complete 06/23/2024

Stephanie Brooks

06/30/2024

*Notes:*

Core Function:		Domain 2: Talent Development			
Effective Practice:		Practice 2A: Recruit, develop, retain, and sustain talent			
	C04	The LEA has a plan and process to recruit and retain highly-qualified teachers to support school improvement.(5167)	Implementation Status	Assigned To	Target Date
<i>Initial Assessment:</i>		<p>Our Human Resource department participate in job fairs to recruit potential candidates. Some university partnerships have been created. Our district has a protocol for hiring new employees. Principals are hiring managers for their schools. Principals utilize an online platform to view applicants. Once principals select a possible candidate from the pool of applicants, they contact Human Resources who schedules an interview. An interview team is created with district and school representatives. A rubric is used to rate the candidates responses. The team has a discussion on each candidate identifying the strengths and weaknesses of each. The team makes a recommendation to the principal based on the highest score on the rubric. The principal then makes the final decision and recommendation. Our district has designated professional development days built into the calendar. Mentors have been assigned to and support our beginning teachers.</p>	Limited Development 10/18/2022		
<i>How it will look when fully met:</i>		<p>The Human Resource department, in collaboration with other leaders, work to support the recruitment and retention of high quality staff by:</p> <ul style="list-style-type: none"> <li>• Cultivating a culture of high expectations (i.e. professionalism, student learning)</li> <li>• Providing high and differentiated support based on staff needs</li> <li>• Building capacity of our staff through strategic professional development and other professional learning opportunities</li> <li>• Encouraging positive and inclusive environments in all of our district buildings</li> <li>• Developing and sustaining strong college and university partnerships</li> <li>• Offering bonuses such as recruitment, early commitment, relocation reimbursement, and bonuses for “hard to staff” positions and content areas as well as low performing schools.</li> </ul>		Keedra Whitaker	06/30/2025
<i>Actions</i>			<b>1 of 5 (20%)</b>		
	10/28/22	Offer reimbursement for coursework towards licensure and professional growth	Complete 06/06/2023	Keedra Whitaker	05/12/2023
<i>Notes:</i>					

10/23/23	Create a strategic recruitment plan for high-need subject areas with local institutions to build a talent pipeline.		Keedra Whitaker	05/30/2025
<i>Notes:</i>				
11/21/23	Develop a comprehensive onboarding program for new teachers and staff, including mentorship and training specific to district needs.		Keedra Whitaker	06/30/2025
<i>Notes:</i> Human Resources and Academic Services				
10/23/24	Increase professional development opportunities that address teacher needs and career growth.		Keedra Whitaker	05/30/2025
<i>Notes:</i>				
10/23/24	Utilize a Teacher Champion Council (TCC) to gather feedback on retention strategies and identify additional support.		Heather Mallard	12/15/2024
<i>Notes:</i>				

Core Function:		Domain 2: Talent Development			
Effective Practice:		Practice 2B: Target professional learning opportunities			
C10		The district develops and supports a comprehensive professional development plan centered around district wide teaching and learning initiatives.(7032)	Implementation Status	Assigned To	Target Date
<i>Initial Assessment:</i>		Our district reviews data from NCTWC Survey. Our current professional development plan encourages teacher leadership. Stakeholder input is used to identify areas of need. Professional development is planned based upon the needs of the stakeholders in the district. Professional development days are incorporated into the school calendar.	Limited Development 10/18/2022		
<i>How it will look when fully met:</i>		A comprehensive professional development plan will be created and supported by Human Resources and Academic Services to ensure that all employees receive ongoing growth opportunities which build capacity and ensure student growth and achievement. The HR and Academic team will utilize data from multiple sources to identify professional growth topics and opportunities. We also will assess the quality and impact of professional development.		Marcus Jones	06/30/2025
<b>Actions</b>			<b>0 of 5 (0%)</b>		
10/28/22	Implement the district-wide instructional framework, modeling best practices for core instruction.			Marcus Jones	06/30/2025
<i>Notes:</i> Provide opportunities for staff input and voice					
10/22/23	Provide ongoing professional development in standards-aligned instructional strategies, focusing on Math and Reading for all teachers.			Marcus Jones	06/30/2025
<i>Notes:</i>					
10/22/23	Create the instructional coaching framework around core instruction to support teachers with lesson planning and instructional delivery.			LaTonya McNeill	06/06/2025
<i>Notes:</i>					
10/24/23	Implement quarterly district-wide data review sessions to align instructional practices for targeted instruction for students growth data.			Debra Clayton	06/30/2025
<i>Notes:</i>					

11/21/23	Create and implement school-level weekly PLCs (Professional Learning Communities) guidelines.		LaTonya McNeill	06/30/2025
<i>Notes:</i> elementary, middle, and high school				

<b>Core Function:</b>	<b>Domain 4: Culture Shift</b>			
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<b>Effective Practice:</b>	<b>Practice 4A: Build a strong community intensely focused on student learning</b>			
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	<b>B01</b>	<b>The LEA has oriented its culture toward shared responsibility and accountability.(5140)</b>	<b>Implementation Status</b>	<b>Assigned To</b>	<b>Target Date</b>
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<i>Initial Assessment:</i>		Currently, joint planning and meetings are occurring across all disciplines and departments. Parents are being included in the decision-making process at both the school and district level. Title I school, parent, and student compact addresses the accountability of all stakeholders.	Limited Development 10/18/2022		
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<i>How it will look when fully met:</i>		All principals would have participated in professional development opportunities to support providing targeted feedback and coaching to build teaching capacity. The targeted feedback will help teachers refine their instructional practices, leading to student achievement. In addition, the coaching creates a culture of continuous improvement, encouraging professional development and lifelong learning among staff. The principals can align teacher practices with the school's vision and goals, ensuring everyone is working towards the common objective of student success and better student outcomes.		<b>Marcus Jones</b>	<b>05/30/2025</b>
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<b>Actions</b>			<b>0 of 4 (0%)</b>		
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10/24/24	Provide leadership development training for principals and assistant principals, focusing on targeted feedback strategies.			Marcus Jones	05/30/2025
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<i>Notes:</i>					
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10/24/24	Develop a district-wide leadership accountability protocol, including clear expectations for decision-making and coaching.			Marcus Jones	05/30/2026
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<i>Notes:</i>					
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10/24/24	Create a schedule and topics for principals' monthly meetings modeling targeted feedback and coaching.			Stephanie Brooks	05/30/2025
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<i>Notes:</i>					
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10/24/24	Partner with Relay Graduate School of Education to provide coaching to the principals			Marcus Jones	05/30/2025
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<i>Notes:</i>					
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<b>Core Function:</b>		<b>Domain 4: Culture Shift</b>			
<b>Effective Practice:</b>		<b>Practice 4B: Solicit and act upon stakeholder input</b>			
	<b>E03</b>	<b>The district establishes two-way communication channels to encourage transparency, feedback loops, and access to information for families and the community.(6837)</b>	<b>Implementation Status</b>	<b>Assigned To</b>	<b>Target Date</b>

<b>Initial Assessment:</b>	Warren County communicates by sharing information through Thrillshare to our district's Facebook, Twitter, Website, Live Feed, and Voice Calls. We have had a few town hall meetings and surveyed parents to get input from community stakeholders and parents. The Testing Calendar and school calendars are also shared with parents.	Limited Development 10/18/2022		
<b>How it will look when fully met:</b>	<ul style="list-style-type: none"> <li>• The district leaders (designated by the superintendent) will support each school in developing an active parent organization (i.e. PTA, PAC, PTO, PTSA)</li> <li>• There will be at least one parent representative on school teams and district teams (i.e school improvement team, district improvement team, calendar committee)</li> <li>• Each district and school will host a community-building event (i.e. Open House, Back-to-School, Meet-the-Teacher Night, Supply-Give-Away) at the beginning of the school year to introduce families and staff, build relationships, and ensure effective communication channels, and provide opportunities to engage in school and district improvement planning</li> <li>• Each school share with families the various volunteer opportunities, community resources, educational resources, and contact information to reach key personnel involved with their child's education and support services (i.e. website, class dojo newsletters)</li> <li>• Establish communication practices and expectations for each teacher to communicate regularly (weekly) with all families about the current and/or upcoming activities in the classroom</li> <li>• Teachers and/or support staff report to families regularly about positive and/or negative behavior of their student</li> <li>• Regular translation of all district and school messages to families in their primary language.</li> <li>• Orientation for parents and students who are entering 6th grade and 9th grade.</li> <li>• District and school improvement plans are posted on the website</li> <li>• District website is updated regularly and outdated information is removed in a timely manner with parents information, videos, and materials to support their child at home</li> </ul>		<b>Heather Mallard</b>	<b>06/30/2025</b>
<b>Actions</b>		<b>0 of 9 (0%)</b>		
10/27/22	Revive the Student, Parent, and Teacher Champion Council.		Heather Mallard	05/30/2025

*Notes:* This will include at least 2 representatives from each school and other interested community leaders. Parent and community representation will work collaboratively with the District sharing pertinent and transparent feedback with student achievement being a high priority. This committee will meet monthly to share ideas and concerns from each school to collaborate and make recommendations to district leadership. The district will share information about federal programs and requirements.

10/27/22	Devise and share communication plan with stakeholders; Utilize multiple tools for communication while dismantling any barriers for communication and ensuring equitable access to school information, resources, and opportunities		Heather Mallard	06/30/2025
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*Notes:*

10/27/22	Identify social media coordinators for each school who would be responsible for posting, at least three times a week in the most important social media such as Instagram and Facebook. Share positive communication about the schools and districts every week.		Heather Mallard	06/30/2025
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*Notes:*

10/27/22	Implement fall and spring community engagement sessions		Heather Mallard	05/30/2025
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*Notes:*

10/27/22	Have parent representation on the calendar meeting.		Debra Clayton	04/30/2025
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*Notes:*

11/21/23	Create and post an online volunteer application form.		Keedra Whitaker	12/30/2025
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*Notes:* Orientation for parents and students who are entering 6th grade and 9th grade

11/21/23	Host an Open House before the first day of school to welcome new and returning students		Dennis Carrington	08/20/2025
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*Notes:* The purpose is to introduce families and staff, build relationships, and ensure effective communication channels

The dates should be set by the end of the school year and communicated to families throughout the summer.

11/21/23	Collaborate with InfiniteCampus Coordinator, staff members, Apptegy representatives, and data managers to standardize data entry identifying preferred home language and setting up our messaging system to translate messages to the appropriate language.		Heather Mallard	11/30/2024
<i>Notes:</i> Regular translation of all district and school messages to families in their primary language. (Requires setting up/cleaning up PowerSchool to effectively use the tool to indicate a family's preferred language.)				
11/21/23	Post district and school improvement plans on our school and district website		Russell Piland	01/18/2025
<i>Notes:</i> Guest Login is accessible on the main school and district website.				