



# NAFC SCHOOLS

*Excellence Defined.*





# DEAR COMMUNITY,

Thank you for supporting the New Albany Floyd County Schools. This is the second year in a row that our enrollment has increased. Over the past five years, we have had the highest percentage of graduates in the district's history with more students securing scholarships and college credits. Moreover, our students are doing better academically than ever before. Our first Bulldog Scholars cohort is a testament to our efforts to close the achievement gap and the International Baccalaureate Program shows our willingness to raise the bar for all of our students. We have had more schools earn the 4 Star designation than ever before. Fairmont Elementary School was named a National Blue Ribbon School. Our athletic teams continue to excel and our performing arts departments are among the best in the nation.

All of these accomplishments have been done during a time when we have had to make tough decisions to ensure that we are operating within our budget. For the first time since 2008, NAFCS has a sustainable budget.

Of course, there was a lot of planning and hard work that went into making our district a healthy organization for the betterment of our students. Our teachers, support staff and building leadership teams continue to do remarkable work under more and more political scrutiny. Our School Board continues to give us the support and oversight necessary to be an ever-improving professional learning community. Although our central office staff is smaller than it was in 2009, we are providing our schools with the utmost support in regards to facilities, transportation, technology, food service and academics.

During the 2010 – 2011 school year, one hundred forty community members including school board members, teachers, administrators, parents, and businessmen joined the Superintendent's Cabinet in creating a strategic plan. As a beginning point we used John Kotter's book, *Our Iceberg is Melting*. Although it is a fable, the book gave the group a way to discuss our predicament (the need for improved academics with less State funding). Of course this meant that the discussion would be about the need to change.

At the same time the Superintendent's Cabinet was cultivating the strategic planning process, we were involved with The Table Group developing The Four Disciplines of a Healthy Organization. This work helped us develop the strategic plan with thematic goals and strategic anchors.

The following pages document the work that has been done since the spring of 2011. Please celebrate with me.

Sincerely,

Bruce A. Hibbard, PhD  
Superintendent

## THEMATIC GOALS



### ACADEMICS

Raising the Bar and Closing the Achievement Gap is the district's core purpose.



### SUSTAINABLE BUDGET

Building a model program that will be confined to the budget.



### HIGHEST AND BEST USE OF CAPITAL RESOURCES

Creating a plan that meets the needs of our students' future.



### CONNECTING WITH THE COMMUNITY

Utilizing new technology to improve our communication with the community.



# ACADEMICS

## Raising the Bar and Closing the Achievement Gap

- 2013 Graduation Rate 94.9% (Highest Ever) (2009 - 82.4%)
- 2013 National Blue Ribbon School (Fairmont Elementary)
- Placement Exams 839 high school students took 1,452 AP exams (2009 - 482 students took 640 AP exams)
- 2012 Five 4Star Schools (most in district history)
- Spring 2013 2nd Highest ISTEP+ Scores in NAFCS History (ISTEP+ math, 2013 – 88% pass, ISTEP+ ELA, 2013 – 82% pass)
- Spring 2012 Highest ISTEP+ Scores in NAFCS History (2009 – 68% pass ISTEP+ math, 2012 – 89% pass, 2009 – 69% pass ISTEP+ ELA, 2012 – 82% pass)

## *Strategic Anchors*

### Developing Effective Instructional Staff

- 2014 Reading Instruction (K-6) training with Jan Richardson
- Since 2010 Elementary School Literacy Coaches create, train, and model effective literacy core instruction
- Since 2013 Middle School English Coach (2014 two coaches added) creates, trains, and models effective English core instruction
- Since 2011 Middle School Math Teacher Leaders at each grade level facilitating monthly professional development in Five Easy Steps
- Since 2013 Elementary School Math Teacher Leaders at each grade level and school facilitating monthly professional development in Five Easy Steps
- Since 2013 High School Math and English Teacher Leaders working on Pacing Guides
- Since 2012 Using NAFCS Performance Management System (one of five districts using different evaluation system than RISE model)
- Have hired five administrators that attended NAFCS Leadership Academy
- Since 2012 Using Teacher Quality Inventory Rubric for hiring teachers
- Since 2012 Attending University Recruitment Fairs (Butler, Ball State, Indiana, Purdue, Kentucky, IUS)
- Since 2011 High School Teachers attended IB training
- Since 2013 Elementary Teachers and Counselors are trained in Conscience Discipline



### 2013 Summer Training for Staff

- Reading Instruction (K-6) – Tim Rasinski
- Transition to New Standards in English (5-12) – Angela Perry
- Five Easy Steps to a Balanced Math Program (k-12) – Jan Christinson
- Rigorous Curriculum Design (Secondary Science, Social Studies and Elective Departments) – Andrea Tottossy

### 2012 Summer Training for Staff

- Five Easy Steps to a Balanced Math Program (k-12) – Jan Christinson
- Transition to New Standards in English (5-12) – Angela Perry
- Rigorous Curriculum Design (Secondary Science, Social Studies and Health) – Larry Ainsworth

### Broadening Academic Opportunities

- Since 2014 Zero Period utilized at all three middle schools with 60 (111 enrolled for 2015) 8th grade students taking World Language at FCHS and NAHS for high school credit
- Since 2013 FCHS and NAHS are IB Diploma Programme World Schools
- Since 2010 NAHS supports Bulldog Scholars
- Since 2013 FCHS Nationally Certified Project Lead the Way school
- 2011 and 2012 AP Districts of the Year Award – College Board (one of only two districts in Indiana to be on the Honor Roll for two consecutive years and one of 367 U.S. public school districts to earn the recognition)

### Defining the Curriculum

- Since 2013 Pacing Guides used in all subject areas except for AP and IB classes
- Since 2010 Common Formative Assessments used in K thru 8 (Math, E/LA), Algebra, English 9/10
- Since 2010 K-4 Reading Framework used
- Since 2013 5/6 Reading Framework used
- Since 2013 IB Diploma Programme used
- Since 2013 Rigorous Curriculum Design Units created

### Incorporating Mentoring Opportunities

- 2014 - First Bulldog Scholars Cohort Graduates
- Since 2012 Highlander Scholars, Bullpup Scholars, Panther Scholars
- Mentor Mii Program Continues
- Since 2012 Focused Study Halls used at NAHS and FCHS

### Improving the Graduation Rate

- Extended Day Program
- Project Graduation Program

## 2014-2015 SCHOOL BOARD



*George Gauntt, Secretary; Rebecca Gardenour, Member; Mark Boone, Member; Jan Anderson, Member; D. J. Hines, President; Jessica Knable, Member; Roger Whaley, Vice-President.*



# SUSTAINABLE BUDGET

## Building a Model Program Confined to the Budget

- 2013 General Fund Budget is in the Black (1st time since 2008)
- \$7.8 million budget deficit eliminated
- District administration costs have been reduced since 2009

## Strategic Anchors

### Containing Health Insurance Costs

- Unfunded Health Care Liability is eliminated
- Plan design is comparable to industry trend
- Collective Bargaining agreements do not include automatic cost increases

### Exploring Operating Referendum

- All operating efficiency should be implemented prior to asking for an increase in taxes
- Protecting our core academics is a priority of the General Fund (see Academics)

## Remaining Competitive

- Peer Group wages and benefits have been analyzed prior to recommendations for all groups
- Budget is no longer in deficit spending

## Pursuing Other Revenue Sources

- Out of county transfers continue to grow
- Utilized purchasing rebates from American Express and MasterCard
- Substantial gifts from Blue Sky Foundation, Horseshoe Foundation, and NAFCS Education Foundation
- Support the Education Foundation (Employee contributions continue to grow)





# HIGHEST AND BEST USE OF CAPITAL RESOURCES

## Creating a plan that meets the needs of our students' future

### *Strategic Anchors*

#### **Safety and Security**

- All schools have secure front entry
- All secondary schools have new IP cameras
- All schools have enhanced emergency radios
- All classroom door locks have been upgraded
- Intruder resistant glass installed
- Access control system upgraded and installed at all schools
- Car rider lane expanded at Floyd Knobs Elementary

#### **Equitable and Competitive Technology**

- Smart Board Technology in all schools and each classroom
- Audio enhancement technology in each classroom of all elementary schools
- Proprietary fiber project completed
- WiFi project completed
- My Big Campus begins at high schools 2014-15 school year

#### **On-Going Repair and Maintenance**

- Synthetic Turf at NAHS and FCHS
- FC#2 (Galena) HVAC connection and demolition
- FCHS bleacher replacement
- FCHS baseball/softball flood damage repair
- FCHS athletic field shelters
- NAHS baseball field renovation
  - New light poles
  - New fence
  - Laser graded field
  - Irrigation main upsized
  - Pitcher warm up areas
- NAHS practice football field renovations
  - Sprinkler system
  - Bermuda grass field
- NAHS girls softball field Laser graded and new batting cage
- Replaced failed retaining wall along Rasmussen alley
- House demolitions Shelby Street (five)
- Hazelwood corridor carpet replacement
- Hazelwood wrestling mats and lift
- Hazelwood parking lot sealed and stripped
- Scribner exterior of performing arts center painted
- Scribner painting in gymnasium and cafeteria

- Fairmont gymnasium sound system replacement
- Fairmont wall covering removal and painting phase I
- Floyds Knobs corridor carpet replacement
- Georgetown carpet replaced
- Georgetown wall covering removal and painting phase I
- Georgetown house demolition
- Mt. Tabor walkway to University Woods paved
- Waste water treatment plants refurbished at FCHS, Floyds Knobs and Greenville.
- ASC boilers replaced
- ESC boilers replaced
- 8,513 repair and preventative maintenance work orders completed

## Energy Projects

- Natural gas pipeline constructed to connect FCHS and HHMS
- Occupancy sensors project completed
- Variable speed fan drive project completed

## Use of Facilities

- Synthetic turf – greatly expanded use of high school football fields
- All middle school swimming pools open and completed one year of operation
- Partnership with parents to provide elementary cross country
- Partnership with Floyd County parks to provide elementary basketball



## CONNECTING WITH THE COMMUNITY

## Utilizing new technology to communicate with our community

More information flowing to community via NAFCS Website, FaceBook Page, Twitter and INow

## *Strategic Anchors*

### Expanding Our Digital Outreach

- Website redesigned, updated and audited yearly
- 6,000+ Facebook friends
- 330+ Twitter Followers
- Weekly Moving Forward video production since 2011-2012 school year
- Electronic Billboard on I-265 utilized each month

### Improving Our Parent Portal

- INow fully implemented
- My Big Campus implementation begins 2014-2015 school year at NAHS and FCHS

### Increasing Our Alumni Support

- FCHS and NAHS have Alumni Associations and Hall of Fame banquets

### Establishing a Two-Year Calendar

- Established 2012
- Balanced calendar implemented in 2013

### Enhancing Our Registration Procedures

- 2014 Families can pay fees on-line with no processing charge
- 2013 Families can input and change student information on-line





*New Albany Floyd County  
Consolidated School System  
2801 Grant Line Rd,  
New Albany, Indiana 47150*

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