



GOOCHLAND COUNTY PUBLIC SCHOOLS
STRATEGIC PLAN
2014-2020



VISION

Inspiring the next generation to make a positive impact



MISSION

To maximize the potential of every learner



CORE VALUES

We value **Excellence** and are committed to meeting exceptional standards of growth, achievement, professionalism, character, and personal responsibility.

- We believe that instructional excellence occurs when students exceed our expectations for how much they can grow.
- We believe that by establishing high expectations for employees we set the stage for inspiring our students.

We value **Creativity** and will emphasize the use of imagination, intellectual curiosity, and human ingenuity in our instruction and work together.

- We believe that the most desired instructional and cognitive development must coincide with student creativity.
- We believe that an emphasis upon intellectual curiosity will prepare individuals to make a positive impact in a dynamic, interconnected world.
- We believe that creativity is a quality necessary to successful navigation of the complex issues that characterizes today's society.
- We believe that creativity is a function of leadership.



We value **Courage** and will establish an environment in which individuals seek to have a purposeful positive impact, advocating for themselves and others at all times.

- We believe that courageous risk-taking is a prerequisite for true creativity.
- We believe that all individuals should have the opportunity to lead courageously.
- We believe that strong self-esteem is developed through students being courageous enough to stand up for themselves and their peers.

We value **Honor** and are unwaveringly committed to the truth, to personal integrity, and to supporting what is right and virtuous and actively rephending what is not.

- We believe persons of integrity demonstrate an alignment between what they believe and the manner with which they behave.
- We believe we are responsible to encourage personal responsibility, trust, and moral courage in others.
- We believe honorable behavior is characterized by humility and respect for others.

We value **Optimism** and will seek to be characterized by a positive view of others and a belief that everyone can learn.

- We believe the educational research that points to academic optimism as a foundation for exceptional student performance.
- We believe that holding the highest expectations for our students is directly related to high levels of success.
- We believe courageous, honorable leadership is marked by a positive view of others, self, and the organization and seeks first to assume positive intent.



Goal 1 - Prepared for Life through Deeper Learning

To maximize each student’s academic potential through engaging experiences and deeper learning, preparing our students for the challenges of learning and working in the modern global economy

Goal 2 - Improved School Climate

To improve the climate of our organization and create opportunities for meaningful stakeholder engagement

Goal 3 - Safe Schools with Effective Management

To maximize resources for instruction by providing safe, efficient, and transparent operations for all stakeholders while effectively managing our facilities and programs

Note

*This plan follows a GOST (Goals, Objectives, Strategies, and Tactics) model. Below, **Objectives** and **Strategies** will be listed for each of the three **Goals** above. **Tactics** and a **Scorecard** will be developed following the adoption of this plan to assign responsibilities for achieving each goal among division personnel and to regularly report on progress in this plan to the school board and division stakeholders.*

Goal 1: Prepared for Life through Deeper Learning

»Objective 1: *All students will experience high levels of engagement, enjoyment, and personalization while learning.*

ENGAGEMENT STRATEGIES

Instructional Innovation Plan - Develop an *Instructional Innovation Plan*—embracing personalized, inquiry-based learning—strengthening the curriculum, facilitating engagement, and demanding deeper student learning.

1:1 Technology - Implement a 1:1 computing program through the technology plan, including opportunities for school division devices, Bring Your Own Device (BYOD) policies, digital e-texts, and professional development towards inquiry-based, student-centered learning.

Teacher Support for Engagement - Provide guidance, training, and support for teachers on how an exemplary teacher delivers quality and engaging instruction for students and on the importance of respectful relationships, cultural and instructional relevance, and student-centered academic rigor.

Extracurricular Engagement For All - Ensure that all students in grades 6-12 participate in a minimum of one extracurricular activity annually¹.

Personalized Learning Plans - Develop personalized learning plans for students with opportunities for goal setting around extracurricular activities, learning styles, future career and academic plans, volunteering aspirations, and goals for academic growth.

Redefine Exceptional Education - Refine the offerings for exceptional programs to match the individual needs of our students through the annual gifted and special education plans.

»Objective 2: *All students will exceed expected growth each school year.*²

GROWTH STRATEGIES

Enhance the Curriculum - Enhance and augment the curriculum to include expectations of student outcomes, strategies for higher-level thinking (critical thinking, creativity, and problem-solving), vertical

¹ Extracurricular is defined as involvement outside of the general curriculum, though not necessarily outside of the

² Expected growth is defined as the average change in test scores that occurs over a specific time for individuals at equivalent age or grade levels.



alignment PK-12, opportunities for student interests and learning preferences, STEM learning³ and examples of student collaboration and inquiry-based, student-centered practices.

Systemic Approach to Intervention - Create a division-wide *Corrective Instruction Plan* detailing a systemic approach to intervention for struggling students including the alignment of curriculum to assessment, the analysis of data to drive teacher decision-making, and the implementation of research-based tiered interventions.

Training on Best Practices - Provide training for teachers on the best practices of instructing exceptional students.

Balanced Assessment - Implement the balanced assessment model, communicating student progress with parents.

► **Objective 3:** *We will fiercely pursue preparing all students to graduate on time and to be both college and career ready.*

COLLEGE & CAREER READY STRATEGIES

College-Level Courses For All - Create courses at the high school that give all students the opportunity to participate in core subject, CTE (Career & Technical Education), and fine arts curricula at the 2-year or 4-year college level.

Communication Skills - Design curriculum and instruction to ensure that students are prepared to be strong communicators (written form, orally, and through creative production).

2-Year Degree Program - Expand partnerships with 4-year colleges (i.e., James Madison University, Virginia Commonwealth University), with Reynolds Community College, and the College Board (AP) to offer a 2-year degree through the *Advance College Academy*.

STEM & CTE Expansion - Expand the number of STEM opportunities and career and technical education courses to match student interests, ensuring alignment to earn workforce credentials, industry certifications, and CTE completer requirements.

Virtual Courses - Provide all students with access to virtual learning opportunities through a K-12 virtual curriculum including full-time and blended virtual courses.

Graduation Watchlists - Monitor watchlists as part of each school's systemic approach to intervention to ensure that all students are on-track to graduate.

³ Science, Technology, Engineering, and Mathematics



SAT and AP Test Preparation - Create opportunities for students to attend additional SAT and AP test preparation sessions and/or test preparation courses.

Early Childhood Education - Expand opportunities for early childhood education.



Goal 2: Improved School Climate

»Objective 1: *We will attract, recruit, and retain inspiring professionals.*

PERSONNEL STRATEGIES

Evaluate Engagement - Develop clear guidelines for evaluating employee engagement, value, and alignment to the division's core values.

Rigorous Interview Process - Create a rigorous interview process, only hiring candidates who align to the division's core values.

Improve Compensation - Improve teacher and staff compensation and benefits by implementing the best practices in creative compensation.

Staff Recognition - Implement a recognition program celebrating the behaviors associated with the core values.

Improve Recruitment - Improve recruitment of teachers by creating updated materials, developing leaders within our organization and community, and by expanding to a more diverse set of job fairs.

Teacher Leadership - Refine the teacher-leadership model to foster collaborative learning.

Professional Learning - Establish high quality learning opportunities for staff members to develop an understanding of the behaviors associated with each of the core values.

»Objective 2: *We will engage and inspire faculty, staff, parents, business partners, and community members resulting in a more positive perception about the school division.*

PUBLIC PERCEPTION STRATEGIES

Clarify Climate Responsibilities - Communicate the expectations required of leaders to provide an inspiring climate.

Leadership Feedback - Develop a mechanism for measuring our leaders' alignment to the division's core values.

Public Relations Plan - Develop and implement a public relations (PR) plan to maximize the communications potential of the division.



Engage Families and Volunteers - Grow and maintain a network of community partners and families to provide enhanced opportunities for students, including mentorships, internships, program partnerships, grant opportunities, and student service supports.

»Objective 3: *We will develop students of high character.*

STUDENT DEVELOPMENT STRATEGIES

Honor Code - Develop a division-wide honor code and procedures for implementation at each school.

Mentoring - Implement mentoring programs at all schools for students.

Values-Based Leadership Curriculum - Develop a leadership curriculum built around values in all schools.

Goal 3: Safe Schools with Effective Management

»Objective 1: *We will improve school safety—especially in the area of student discipline—while eliminating bullying from our schools.*

SCHOOL SAFETY STRATEGIES

Programs to Address Discipline and Bullying - Implement programs to address bullying and discipline during the school day and at all school-sponsored events, considering age-appropriate models such as the *Effective School-Wide Discipline* (ESD) model and *Olweus*.

Crisis Management Plan - Revise the *Crisis Management Plan* to include the installation of new interior cameras at the secondary complex, the creation of building level threat assessment teams, a review of non-school buildings within the division, and implement any new mandates or recommendations that come from annual safety audits and new risk management tools.

School Resource Officers - Consider expansion and enhancement of the school resource officer (SRO) program in collaboration with the sheriff's department.

»Objective 2: *Our school division will be recognized as a leader in fiscal efficiency, transparency, and effectiveness.*

FISCAL EFFECTIVENESS STRATEGIES

Transparent Budget Process - Balance input from all stakeholders with expected outcomes to ensure that constrained resources are allocated effectively.

Revise the Capital Improvement Plan (CIP) - Update the CIP annually to address space needs for Career and Technical Education (CTE), the quality and age of all facilities, and enrollment growth.

Online Financial Processes - Optimize the use of online systems for payments, purchase orders, budget management, time accounting, and payroll.

Assess Program Effectiveness - Develop program and operational assessments that provide feedback on effectiveness relative to expected outcomes to measure the return on investment of expenditures during budget execution.

Athletics Department Budget - Integrate an Athletics Department budget into the division's operating budget.



Food Service - Enhance the food service department, while maintaining self-sustaining financial status, continually assessing the quality of the product, the variety of selections, and the caliber of service that we offer to students.

► **Objective 3:** *All departments will meet or exceed all compliance mandates.*

MANDATE STRATEGIES

New Mandate Compliance - Prioritize mandates in all programs (facilities management, finance, food service, human resources, instruction, technology, and transportation) for implementation of requirements in a timely fashion.

Audit Resolution - Resolve any remaining compliance issues for corrective action, oversight, and improved implementation to exceed future timelines and requirements.

For more on our Strategic Plan, visit

<http://www.glnd.k12.va.us/index/schoolboard/plan>

