

**HENRICO COUNTY PUBLIC SCHOOLS
STRATEGIC PLAN 2010-2015**

GOALS, OBJECTIVES AND ACTION PLANS

Henrico County Public Schools engaged in a strategic planning process beginning in January 2010. A steering committee of 31 members from across all school and community stakeholder groups assembled to lead the process. The steering committee established the school division mission, belief statements, parameters, goals and objectives. Action teams involving over 300 community members developed action plans to support the goals and objectives.

The Henrico County School Board approved the Strategic Plan in August 2010. Listed below are the goals, objectives and action plans that make up the strategic plan. The action plans will be implemented over the five years of the strategic plan. Each year, specific action plans will be selected for implementation based on analysis of school division key performance indicator data points and stakeholder perception surveys.

GOAL 1: All students will graduate upon completion of the Henrico County Public School curriculum that exceeds state and national standards.

OBJECTIVE 1.1: We will recruit, train, and evaluate personnel to ensure they are effective and accountable.

ACTION PLAN 1: We will develop a structure to merge features of current applicant tracking systems (WinOcular and iRecruitment) for increased efficiency in tracking excellent candidates.

ACTION PLAN 2: We will develop a process using “applicant assessment tools” that will generate a spreadsheet of all applicants and give the applicant’s responses to specific questions from the assessment tools. Representatives from Human Resources, principals, and others will have the opportunity to use the spreadsheet to review consistent information from all applicants for a position.

ACTION PLAN 3: We will create a database containing exceptional staff development and in- service presentations from each school and department to support continuous growth of teachers.

ACTION PLAN 4: We will develop a supplemental activity to implement during the “Off Cycle” year of the PGEP process.

ACTION PLAN 5: We will review the evaluation and professional growth processes for non-instructional staff and make adjustments to align performance and professional development expectations with current needs of the school division.

OBJECTIVE NUMBER 1.2: We will work to retain quality personnel.

ACTION PLAN 1: In monitoring the mentor/mentee programs for more consistent and efficient support, staff development would target those schools with less than an 85% success rating on the new teacher satisfaction survey for additional training.

ACTION PLAN 2: Twenty PREP Program retirees will be used solely as instructional coaches to assist teachers who need extra support, and as a result teacher retention will increase.

ACTION PLAN 3: In schools with patterns of high teacher turnover, hire and assign four Beginning Teacher Advisors for the 2011-2012 school year and increase by one yearly (continue on a year-by-year basis as identified by need for the next 2-3 years).

ACTION PLAN 4: A documented career map/ladder will be developed for employee promotions that Henrico County Public Schools can offer in support of the leadership succession plan.

OBJECTIVE NUMBER 1.3: We will achieve open and honest communication among all participants in a student's education.

ACTION PLAN 1: Informational resources will be developed to support communication among/between students, parents, and staff.

ACTION PLAN 2: School Counselors & Teachers will be trained on the products available (Parent/Student Checklists, Online Resources, Online Planning Guide) as well as where to access these products (main website link) and include reference to these products in parent/student communications.

OBJECTIVE NUMBER 1.4: We will maintain an ongoing review and development process of curriculum, programs, and instructional initiatives.

ACTION PLAN 1: Develop a HCPS Curriculum Review Process and Timeline for reviewing all curriculum areas.

ACTION PLAN 2: Develop a structure to evaluate the availability and use of electronic resources in each curriculum area to ensure they are considered in the review and development of curriculum, programs, and instructional initiatives.

ACTION PLAN 3: Develop a process to review and improve the selection of online courses for students.

OBJECTIVE NUMBER 1.5: We will maintain an ongoing review of the instructional technology initiative.

ACTION PLAN 1: All schools will participate in an external audit of their classroom technology integration.

ACTION PLAN 2: Identify opportunities to improve equitable access to instructional technology.

ACTION PLAN 3: Identify the impact of technology exposure through the 1:1 initiative on student technology aptitude.

ACTION PLAN 4: Document perception data of all stakeholders to inform instructional technology program improvement activities.

ACTION PLAN 5: Conduct a cost effectiveness analysis that correlates contract specifics, cost, School Board policy and practice. Identify opportunities for improvements that ensure optimal cost and management effectiveness.

OBJECTIVE NUMBER 1.6: We will streamline instructional processes to increase efficiency.

ACTION PLAN 1: HCPS will fully commit to, fund, and implement RTI in the areas of reading and math instruction K-12 with fidelity.

ACTION PLAN 2: HCPS will fully commit to, fund, and implement RTI in the areas of behavioral interventions K-12 with fidelity in the 2010-2011 school year.

ACTION PLAN 3: A central data store will be established.

OBJECTIVE NUMBER 1.7: We will support evaluation and analytical processes to ensure student progress.

ACTION PLAN 1: A common county benchmark assessment process will be established to set expectations and ensure consistency.

ACTION PLAN 2: An internal process to evaluate the effectiveness of divisional programs and initiatives to support student progress will be established.

ACTION PLAN 3: A consistent process for monitoring academic and behavioral growth to address a student's response to intervention will be established.

ACTION PLAN 4: All teachers and administrators will use student behavior and academic data to improve student performance and achievement.

OBJECTIVE NUMBER 1.8: We will streamline administrative processes to improve efficiency.

ACTION PLAN 1: A structure to implement process and project management across the school division will be implemented to streamline administrative efficiency.

OBJECTIVE NUMBER 1.9: We will maintain safe, clean, orderly, and inviting environments in which to work and learn.

ACTION PLAN 1: Each school will establish procedures that create a welcoming environment while maximizing the safety of all occupants.

ACTION PLAN 2: To ensure the safety and security of the entire school community, every principal is required to provide prescribed safety training throughout the school year.

ACTION PLAN 3: Each school will implement and be held accountable for all safety and crisis drills throughout the school year to ensure the safety and security of students and faculty.

ACTION PLAN 4: Create a safe learning environment, which uses the Code of Conduct, school-based policies and procedures, and a character education program to promote and maintain order.

ACTION PLAN 5: All schools will receive an exemplary rating using a newly established facility inspection report.

ACTION PLAN 6: The school division will conduct a school safety audit at every school every year and report the findings to the School Board.

ACTION PLAN 7: Using the divisional Safety & Crisis Manual template, each school will develop and maintain a safety and crisis plan that meets the unique needs and characteristics of the school.

ACTION PLAN 8: Each school will provide a safe, clean and healthy meal environment.

ACTION PLAN 9: A system of checks and balances ensures that safety remains a top priority for all HCPS employees.

OBJECTIVE NUMBER 1.10: We will streamline operations to increase efficiency.

ACTION PLAN 1: Minimize classroom disruptions caused by maintenance during the instructional day.

ACTION PLAN 2: Develop a comprehensive energy efficiency strategy.

ACTION PLAN 3: Department of Pupil Transportation will improve communication with stakeholders (parents, students, schools, inter-department, employees).

ACTION PLAN 4: Evaluate the operation of the pupil transportation department to identify strengths and opportunities for efficiency.

ACTION PLAN 5: Department of Pupil Transportation will improve communication with stakeholders (parents, students, schools, inter-department, employees).

OBJECTIVE NUMBER 1.11: We will streamline financial processes to improve efficiency.

ACTION PLAN 1: We will implement a paperless payroll system using Employee Direct Access (EDA) for employees currently enrolled in Direct Deposit.

ACTION PLAN 2: We will provide written communications to summer school employees on the recognition of summer school pay on pay stubs (pay advices).

ACTION PLAN 3: The unified pay plan between the county and school division will be studied to identify and address issues effecting school division employees.

ACTION PLAN 4: We will enhance description of earning types reported on employee pay stubs (pay advices).

OBJECTIVE NUMBER 1.12: We will establish procedures that maximize employee efficiency.

ACTION PLAN 1: Update and expand the centralized ordering system to include all items that will result in increased efficiency and cost reductions for HCPS across all areas.

GOAL 2: All students will develop life skills for individual success and total well being.

OBJECTIVE NUMBER 2.1: We will increase participation in extra-curricular and co-curricular opportunities to enrich the lives of our students.

ACTION PLAN 1: All schools will identify extra-curricular and co-curricular participation targets.

ACTION PLAN 2: Each school will establish strategies to reach a measurable increase in extra-curricular participation through the Continuous School Improvement Plan (CSIP).

ACTION PLAN 3: The District will establish strategies to assist schools to reach a measurable increase in extra-curricular participation through the Continuous School Improvement Plan (CSIP).

OBJECTIVE NUMBER 2.2: We will provide all students with opportunities to learn and practice effective communication skills.

ACTION PLAN 1: Communication skills will be identified for incorporation into the core curriculums at grades PreK-12th.

ACTION PLAN 2: Teachers will assess PreK-12th students on 21st century communication activities and report assessment completion to parents.

ACTION PLAN 3: Students PreK-12th grade will acquire and utilize an increased fund of vocabulary in order to improve the effectiveness of their communication skills.

OBJECTIVE NUMBER 2.3: Develop the character of each student by cultivating positive relationships in our diverse community.

ACTION PLAN 1: HCPS will develop a repository to resources related to developing the character of each student so that resources are easily accessible and in one location.

ACTION PLAN 2: HCPS will develop a district-wide guidance document (not a program) for staff to promote consistency across the division regarding the terminology and to foster positive relationships through shared understanding of Henrico's position on diversity.

ACTION PLAN 3: HCPS will develop a student mission related to the HCPS mission and beliefs that can be used to:

- 1) Help teachers facilitate discussion about character with students; and
- 2) Provide consistent character expectations for all students across the county.

ACTION PLAN 4: To increase student involvement with the Coalition for Equitable and Inclusive Schools to promote positive relationships with the district.

ACTION PLAN 5: Henrico County Public Schools will ensure that each school is actively engaged in a character program that will help each student achieve the student mission set forth by the district.

OBJECTIVE NUMBER 2.4: We will provide opportunities for all students to develop critical thinking and problem solving skills.

ACTION PLAN 1: Select a research-based model for critical thinking and problem solving in Henrico County Public Schools.

ACTION PLAN 2: To promote further development of critical thinking and problem solving, implement classroom performance based tasks that document student growth in these areas.

ACTION PLAN 3: Develop district-wide performance based assessments that measure division growth in critical thinking and problem solving.

GOAL 3: All students will graduate prepared to be self-sustaining and competitive as they pursue their personal aspirations.

OBJECTIVE NUMBER 3.1: We will design and implement a curriculum emphasizing the integration of academic and career skills that ensures the success of every student.

ACTION PLAN 1: Every student will have an academic and career pathway starting in the 7th grade that will be updated annually.

ACTION PLAN 2: Workplace readiness skills will be integrated into all subject areas.

ACTION PLAN 3: A program will be in place for students who are still unsure of their career goals at the completion of their junior year to provide additional resources for career direction.

ACTION PLAN 4: A school-wide career day held at all elementary, middle and high schools.

ACTION PLAN 5: Curriculum pathways that will allow students to earn an associate degree upon graduation from high school will be available for students.

OBJECTIVE NUMBER 3.2: We will partner with our community organizations, business leaders and families to create opportunities to ensure post-graduation success.

ACTION PLAN 1: The Business Partnership Specialist, under the direction of the Executive Director of Communications and Community Outreach, will develop a centralized process to identify the needs of each school to ensure the creation of opportunities for post graduation success.

ACTION PLAN 2: The Business Partnership Specialist will create new partnerships and expand current ones so that all students have the opportunity for post graduation success.

GOAL 4: All students will practice civic responsibility and good stewardship of resources in their communities.

OBJECTIVE NUMBER 4.1: We will provide diverse learning experiences that allow students to value and support their communities.

ACTION PLAN 1: All schools will create a plan to improve the aesthetics of the school building and grounds that includes a focus on protecting the environment. The plan will involve students, parents/guardians, staff, and community members.

OBJECTIVE NUMBER 4.2: We will foster student understanding of civic responsibility through relationships with community members, businesses, government agencies and civic organizations.

ACTION PLAN 1: Henrico County Public Schools will create standards that define good citizenship for students in grades 3-8 to be connected to annual recognition of those who meet the standards.

ACTION PLAN 2: All schools may partner with a charitable organization and create opportunities for all students to become involved in supporting the selected group and developing awareness of civic responsibility. (Tabled for further discussion by the Strategic Plan Steering Committee because of a conflict with current School Board Policy)

ACTION PLAN 3: All students in grades 3-12 will have an opportunity to participate in activities that support an understanding of local, state, or national government and that augment the curriculum.

GOAL 5: All students will become responsible and effective users of technology.

OBJECTIVE NUMBER 5.1: We will develop a system where curriculum goals drive technology decisions to maximize instructional time.

ACTION PLAN 1: A system for sharing, finding, and training teachers in the effective use of technology will be created.

ACTION PLAN 2: A process for locating, researching, and testing technology solutions for the classroom will be created.

OBJECTIVE NUMBER 5.2: Infuse the curriculum with technology to enhance the development of 21st century skills.

ACTION PLAN 1: Principals and staff will evaluate and report on the infusion of technology and 21st Century skills development in their schools.

ACTION PLAN 2: Assess instructional staff members' application of technology tools to develop 21st century skills.

ACTION PLAN 3: Implement structures to ensure technology and 21st Century skills development are included in K-12 curriculum.

ACTION PLAN 4: Implement structures to ensure appropriate Web 2.0 tools are accessible and used responsibly by students and teachers.

ACTION PLAN 5: Assess students' knowledge and application of 21st Century skills across the curriculum.