



Halifax County Schools Five Year Strategic Plan 2017-2022

Halifax County Schools is a schoolwide Title I district. Halifax County Schools' Five Year Strategic Plan has the following components:

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Our Vision for Halifax County Schools: *Charting a New Course*

Halifax County Schools will focus on the needs of all students by empowering them to be successful global residents.

Mission/Core Purpose

To create a supportive and positive learning environment to address the needs of the whole-student in partnership with educators, staff, parents and communities.

Constituency

Students, educators, staff, parents and the communities.

Core Values

- All children have value, all children have potential, and all children deserve our greatest efforts to expand opportunity through academic achievement.

- The success of children is dependent on the success and well-being of their families, schools and communities.
- Eliminating the academic achievement gap is important and critical to the success of our students.
- Data, research and lived experience all drive our root cause analysis of the problems faced by our students and the solutions we advance.
- Long-term change requires active participation of, and contributions from, a diverse group of individuals and systems to create and sustain achievement for students and schools.

Core Ethics

- We hold ourselves and each other accountable for acting with integrity, and consistently within our values.
- We value teamwork at all levels and encourage supportive learning and working environments.
- We believe the best results can be achieved when we do our work with passion, compassion and dedication.

Focus Areas: Our Collective Responsibility for Halifax County Students

Halifax County Schools strives to ensure that every student, regardless of race, ethnicity, socioeconomic status or geography, has the best possible opportunity to reach his, her, or their full potential. We have identified the following key goal areas to ensure this:

- **Student Achievement:** Halifax County Schools will drive accelerated achievement for all students to eliminate the achievement gap and low performing schools, while increasing the well-being of students and professional development for teachers and other school personnel.
- **Fiscal Management & Resource Development (includes grants and partnerships):** Halifax County Schools will ensure sound fiscal management through budgets and audits in compliance with all governmental regulations and guidelines producing unqualified audits through internal audits; following a procedural manual for monthly, quarterly and end of fiscal year audits.
- **Human Resource Development and Management:** Halifax County Schools will adhere to human resource development best practices that result in the recruitment and retention of high-quality staff and comprehensive, ongoing professional development opportunities.
- **Communications and Messaging:** Halifax County Schools will use effective, diverse, innovative, methods of communications to increase internal and external stakeholder awareness and engagement in the educational process from the classroom to the community.
- **Health and Wellness:** Halifax County Schools will improve the overall physical and mental health and wellness of its student and faculty populations to reduce preventable health care costs and increase teacher and student productivity.
- **Governance and Leadership Development:** Halifax County Schools will build and maintain clear, realistic governance structures and leadership development opportunities at all levels.

Making this Vision a Reality: Our 5 Year Goals (2017-2022)

The Halifax County Schools strategic plan will be re-evaluated annually as part of the State of the School report. The report will be reviewed by the School Board and Leadership team as a way to analyze accomplishments and gaps and to determine any necessary changes.

Culture of Success

Halifax County Schools is committed to advancing whole-student, whole-school achievement through multiple approaches. This plan focuses our resources on a strategic set of goals to ensure progress in prioritized student achievement areas.

Goal 1: Student Achievement (SA): Halifax County Schools will drive accelerated achievement for all students to eliminate the achievement gap and low performing schools, while increasing the well-being of students and professional development for teachers and other school personnel.

BENCHMARKS OF SUCCESS

- Each school will **increase** its overall proficiency **by 3-5 points or a minimum of 10% each year**.
- Each school will **exceed** expected growth annually.
- Halifax County Schools will **increase** its student population by a minimum of **5% each year**.
- Each school will **increase** the use of digital communications and innovations in the classroom by **5% by 2022**.
- Each school will **increase** the utilization of available data tracking tools **by 10% by 2022**.
- **Objective 1:** Increase the use of digital communications in the classroom and community.
 - o **SA-1:** Host Teacher Talk Tuesday via Google Hangouts across the district.
- **Objective 2:** Increase cross-district access to shared learning tools.
 - o **SA-2:** Create a digital catalog of best practices around student achievement to share across the district.
 - o **SA-3:** Re-evaluate the existing planning tool standards to identify opportunities for greater effectiveness and efficiencies.
- **Objective 3:** Increase in-school innovations that impact student achievement for at-risk students.
 - o **SA-4:** Create and sustain flexible academic and other supporting programs for at-risk students.
 - o **SA-5:** Design and maintain creative school schedules for at-risk and high-risk students.
- **Objective 4:** Increase the utilization of existing data-tracking systems to manage and improve student achievement.
 - o **SA-6:** Better align instruction and curriculum with individual student needs by disaggregating data and utilizing data from multiple sources.
 - o **SA-7:** Regularly train educators in the use of existing data tracking tools. Provide ongoing supports to ensure usage over time.

Goal 2: Health and Wellness (HW): Halifax County Schools will improve the overall physical and mental health and wellness of its student and faculty populations to reduce preventable health care costs and increase teacher and student productivity.

BENCHMARKS OF SUCCESS

- Halifax County Schools will **increase** student and faculty access to healthy eating and active living opportunities across the district **by 10% by 2022**.
- Halifax County Schools will **increase** in the number of students and faculty engaged in health and wellness programs across the district **by 10% by 2022**.
- Halifax County Schools will **increase** in the number of health and wellness programs across the district **by 1% by 2020**.
- **Objective 1:** Halifax County Schools will ensure the health, viability and longevity of its students, educators and other school personnel.
 - o **HW-1:** Host regular on-site health screenings and fairs in partnership with area clinical organizations and coalitions.
 - o **HW-2:** Pursue opportunities to acquire physical activity equipment for each school that can be utilized by students and school personnel on a regular basis.
 - o **HW-3:** Promote cross district competitions between students and school personnel to incentivize creative ways of adopting healthy behaviors and lifestyles.
 - o **HW-4:** Promote and maintain district-wide anti-bullying campaigns and efforts with internal and external partners.
 - o **HW-5:** Promote and sustain district-wide incentives for staff wellness opportunities.
 - o **HW-6:** Maintain and expand clinical health and wellness staff (school nurses, social workers) at each school to provide preventions and interventions for students, parents and school personnel.
 - o **HW-7:** Maintain existing school based health and wellness programs to ensure improved student and school personnel physical and mental health (SHAC, CATCH, competitions, etc.).
 - o **HW-8:** Partner with local mental health agencies to provide Mental Health First Aid trainings to educators and school personnel.
 - o **HW-9:** In partnership with area health care organizations, establish school-based health centers and/or programs across the school district.

Organizational Development

Halifax County Schools is committed to enhancing its organizational integrity, structures and image. This plan focuses our resources on a strategic set of goals to ensure progress in prioritized organizational development areas.

Goal 3: Fiscal Management & Resource Development (includes grants and partnerships) (FMRD): Halifax County Schools will ensure sound fiscal management through budgets and audits in compliance with all governmental regulations and guidelines producing unqualified audits through internal audits; following a procedural manual for monthly, quarterly and end of fiscal year audits.

BENCHMARKS OF SUCCESS

- The Halifax County Schools' Finance Department will have **zero audit findings** by **June 30, 2020** (*strategies will include processes/procedures manual, training sessions, annual internal audit, participating in state external audits*).
- Halifax County Schools will **maintain a balanced budget annually to ensure greater organizational stability**.
- Halifax County Schools will **increase** the number of foundation and business partnerships by **5% by 2020** to further diversify the revenue streams for the school system (when possible).
- **Objective 1:** Halifax County Schools will maintain sound fiscal management through accurate, realistic budgeting, monitoring and saving.
 - **FMRD-1: Maintain a balanced budget annually** to ensure greater organizational stability.
 - **FMRD-2: Increase the number of foundation and business partnerships** to further diversify the revenue streams for the organization (as possible).
- **Objective 2:** Maintain accountability and integrity for sound fiscal management at all decision-making levels.
 - **FMRD-3:** Train principals on AS400, Powerschool and other fiscal management procedures (state contract purchases, chart of accounts) to increase monitoring at all decision-making levels. Monitor and evaluate usage on a quarterly basis.
 - **FMRD-4:** Adopt digital monitoring and reporting process to relieve financial burden at the school level.
 - **FMRD-5:** Provide fiscal quarterly updates to the School Board and Leadership team.
 - **FMRD-6:** Utilize digital spreadsheets at the school level to track individual school expenditures.
 - **FMRD-7:** Provide and maintain fiscal management trainings, evaluation processes and procedures.

Goal 4: Governance and Leadership Development (GLD): Halifax County Schools will build and maintain clear, realistic governance structures and leadership development opportunities at all levels.

BENCHMARKS OF SUCCESS

- **100% of Board members** will attend **80% of board meetings** and **100% actively** participate in at least one committee.
- **100% of Board members** will financially support the agency by participating in fundraising activities (writing thank you notes, attending special events, reach out to business and corporations).
- **Objective 1:** Halifax County School's School Board members are actively engaged leaders in governing and supporting Halifax County Schools.
 - **GLD-1:** School Board members annually identify and participate in learning opportunities and training to deepen their knowledge of Halifax County School's work and their skills and expertise in board leadership (as possible).
 - **GLD-2:** The School Board participates in a self-evaluation process at a minimum of every 3 years (and more often as needed) and develops priorities based on that assessment.

- **GLD-5:** Establish and maintain an effective process for recruiting and retaining parents/volunteers for the district's Parent Teacher Student Association (PTSA) program.
- **GLD-6:** Support Parent Teacher Association (PTA) presidents in forming an advisory committee from each school on behalf of the district.
- **GLD-7:** Establish a reputable Leadership Academy for developing future leaders, such as teachers who are leaders in the school.
- **Objective 2:** The School Board serves as passionate spokespeople for Halifax County Schools.
 - **GLD-8:** Board members can easily tell the story of Halifax County Schools and regularly tell that story as ambassadors for Halifax County Schools at external events and with external partners.

Goal 5: Human Resource Development and Management (HRDM): Halifax County Schools will adhere to human resource development best practices that result in the recruitment and retention of high-quality staff and comprehensive, ongoing professional development opportunities.

BENCHMARKS OF SUCCESS

- Halifax County Schools will **decrease** its teacher turnover rate **by a minimum of 10% each year**. (Example teacher turnover rate of 20% for the district. A 10% decrease would be 2 which is 18.)
- Halifax County Schools will **increase** the diversity of incentives offered to teachers at all levels to **retain high-quality staff by 2% by 2020**.
- **Objective 1:** Maintain and enhance access to comprehensive, timely professional development opportunities for educators.
 - **HRDM-1:** Close professional development training gaps between new and seasoned educators.
 - **HRDM-2:** Ensure timely awareness and scheduling of professional development opportunities.
 - **HRDM-3:** Focus on the monitoring and giving of timely feedback to principals and coaches with regards to the implementation of monthly professional development.
 - **HRDM-4:** Promote cross district school collaborations where coaches assist in the training of teachers across the district for the whole year.
 - **HRDM-5:** Provide training and ongoing supports to long-term substitute teachers. Provide incentives (i.e., emergency licenses) to long-term substitute teachers.
 - **HRDM-6:** Develop innovative, sustainable pathways to teacher licensure for teacher assistants and long-term substitute teachers.
- **Objective 2:** Halifax County Schools expands its team of high-caliber educators and staff to successfully execute the strategic plan.
 - **HRDM-7:** Retaining and recruiting high-quality staff by providing a workplace that is nurturing, offers generous benefits, flexibility, opportunities to build leadership skills and responsibilities, along with experiences for professional growth.
 - **HRDM-8:** Expand fiscal, administrative and other essential staff positions at the Central Office and school levels.
- **Objective 3:** Halifax County Schools will develop and maintain programs to regularly recognize staff excellence.
 - **HRDM-10:** Provide certificates, plaques and other rewards to school staff who have excelled in the subject area/area of expertise.

Goal 6: Communications and Messaging (CM): Halifax County Schools will use effective, diverse, innovative, methods of communications to increase internal and external stakeholder awareness and engagement in the educational process from the classroom to the community.

BENCHMARKS OF SUCCESS

- Halifax County Schools will build a robust social media presence with a **25% increase of followers on Twitter and Facebook by 2019.**
- Halifax County schools will **increase** the percentage of unique (new) website visitors **annually by 40%.**
- Halifax County Schools **will achieve 100% board and leadership team staff** participation in the social media plan **by 2019.**
- Halifax County Schools will build a strong traditional media presence with a **30% increase in positive media hits** (including op-eds, letters to editor, staff, board and the organization quoted in story) **by 2019.**
- **Objective 1:** Establish Halifax County Schools as a credible go-to source for student achievement news for students, educators, parents, media and the communities.
 - **CM-1:** Establish and maintain school level Twitter and Facebook accounts.
 - **CM-2:** Halifax County Schools will build its “brand image” by consistently releasing professionally designed, compelling media products that visually convey the school’s brand, voice, and messaging.
 - **CM-3:** Halifax County Schools will build and maintain a strong case statement with visually appealing collateral that includes both print materials and electronic materials (e.g., intriguing website, social media updates, etc.).
- **Objective 2:** Establish and maintain traditional and non-traditional means of communicating with target audiences to ensure diversity of reach.
 - **CM-7:** Publish a quarterly district calendar of events to include all school’s events.
 - **CM-8:** Issue periodic, timely press releases and media advisories through traditional media outlets.
 - **CM-9:** Maintain and enhance the district wide email and text messaging systems.

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