SURRY COUNTY PUBLIC SCHOOLS

Building Excellence One Student At a Time

Strategic Plan

2022-2028



Surry County Public Schools' vision is to provide a safe, healthy learning environment that prepares all students to be competitive and productive citizens in a highly technical and global society.

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Focus Areas

Academic Achievement and Student Growth

Safe and Supportive School Climate and Culture

Community Relations and Family Engagement

Fiscal and Operational Management

Human Resources, Professional Development, and Performance

Goals

- Prepare Every Student for Success in College, Careers, and Citizenship.
- Provide a Safe, Equitable, and Nurturing School Environment that Supports the Behavioral, Social, and Emotional Needs of Students and Staff to Promote Teaching and Learning.
- Create and Maintain a Culture of Open Communication and Engagement with Stakeholders that Support and Enhance Student Development.
- Develop and Maintain Fiscal and Operational Policies and Practices that Promote Effectiveness, Efficiency, and Public Trust.
- Recruit, Develop, and Retain a High-Performing Workforce that Leads and Supports the School Division's Mission of Teaching and Learning.

Every year, the goals as listed in this Strategic Plan will be reviewed by administrative staff to determine yearly achievements toward meeting the goals. If necessary, adjustments will be implemented based on available resources, outcomes, and changing internal and external factors.

Background

The development of this five-year Strategic Plan included input from staff and community stakeholders to identify the focus areas for SCPS. The strategic planning process began in 2019; however, the COVID-19 pandemic delayed progress and action. With the assistance of BetterLesson, the plan was completed in 2021 and will begin implementation in 2022. Future modifications to the strategic plan may be made, as necessary, to achieve all goals.

Focus 1: Academic Achievement and Student Growth

Goal: Prepare Every Student for Success in College, Careers, and Citizenship.

Dr. Monroe's Artifacts 24-25 **What's your metric?**	**Strategies**	***Measures***
	Implement a personalized learning experience for each student which considers their social, emotional, economic, academic needs, and interests.	Service-learning and community service opportunities Leadership opportunities for students Rigorous educational environment Real-world problem-solving via authentic and Performance-Based Assessments Benchmark assessments Self-assessments Growth-assessments Reduction in homeschool numbers Summer enrichment activities Extracurricular offerings and clubs Online learning modules Staff development on blended/flipped classrooms impact data: Scaffold and connect with a vision for a new use of space and time during instruction to personalize the learning Academic career plans Counseling groups
	Integrate and maintain research-based instructional practices to support reading,	Percentage of students overall and by subgroups demonstrating proficiency on Standards of Learning (SOL) Tests or alternate assessments.

	writing, and math literacy that will improve performance outcomes for all students and identified student groups (SWD, ELL, gifted, low socio-economic status, etc.).	Percentage of students overall and by subgroups demonstrating grade-level reading proficiency by the end of 3rd grade Percentage of ELL students who demonstrate competency, progress, and proficiency on WIDA ACCESS and VDOE growth measures Percentage of students overall and by subgroups completing Algebra I by 8th grade Reduction in achievement gaps between subgroups of students Participation in after-school learning activities or pull out sessions Implementation of new strategies to support the acceleration of the growth of all students, including gifted learners.
	Develop, integrate, and analyze authentic formative, summative, growth, and performance-based assessments with corresponding data to measure student academic progress and inform tiered instructional practices.	Assessment data Analysis of assessments and alignment with rubrics, curriculum guides, and blueprints Professional development focusing on use of different types of data to tier and differentiate instructional practices Performance Based Assessments (PBA) samples
	Integrate teaching and learning processes that develop an informed graduate according to *Profile of a Virginia Graduate* (Content Knowledge;	Graduation rates at or above the state average for all students and identified student groups (SWD, ELL, gifted, low socio-economic status, etc.). Performance rates at or above state/national average on ACT and SAT

	Career Exploration; Workplace Skills; Community Engagement and Civic Responsibility) and the six life readiness skills (critical thinking; creative thinking; collaboration, communication, content knowledge; and citizenship).	Percentage of industry certifications Percentage of students overall and by subgroups meeting college and workforce-readiness on industry credential tests Service-learning and community service opportunities Percentage of students overall and by subgroups completing dual enrollment, honors, and Advanced Placement courses Implementation of a variety of flexible communication methods. As a result of these varied approaches, we want to see an increase in parent and student involvement.
	Develop and implement attendance, graduation, and dropout prevention plans that serve as motivation for all students to meet or exceed state standards.	Attendance, graduation, and dropout data analysis Graduation rates at or above the state average Creation and Implementation of student surveys and data-analysis of responses to create more options aligned to students' needs Early identification of attendance and academic patterns Increase of industry certification options Expansion of school-based intervention team Increase the number of home visits and virtual visits (when home visits are not possible) Creation of flexible schedule options for SCHS to accommodate student employment. Support of leaders and teachers via Professional Development to maximize the use of flexible scheduling options
	Encourage and support current and emerging technology-based resources	Lesson plans Curriculum guides Analysis of division-wide technology requests (IT Direct) and support

	that support educators in implementing high-quality instructional practices to enhance student learning.	Continue to offer virtual meeting options for Professional Development (PD) and team collaboration Ensure that PD provided supports a reflection of the tools to strategically plan for their utilization in the blended differentiated classroom

Focus 2: Safe and Supportive School Climate and Culture

Goal: Provide a safe, equitable, and nurturing school environment that supports the behavioral, social, and emotional needs of students and staff to promote teaching and learning.

Strategies	***Measures***
Continue to implement and maintain physical access control and camera surveillance systems while promoting open communication among students and staff to improve the protection and security of students, staff, and facilities.	Work orders Multi-year access and surveillance plan Access control reports Professional development Perception of school climate by students, staff, and parents will improve, as measured by surveys and community forum
Maintain a crisis management plan that ensures productive working relationships with local and state social services, mental health services, law enforcement, and emergency service providers.	Updates to the crisis management plan Regular sharing of meeting minutes Professional development aligned to the needs outlined by different services Creation of asynchronous training resources (paper and digital)
Continue digital citizenship instruction to support and strengthen internet safety, social media awareness, and appropriate use of technology.	Analysis of student technology referrals Regular use of digital citizenship lesson plans Implementation of social media guidelines for teachers and staff. Implementation of school and division digital citizenship certifications Implementation of digital citizenship training that both parents and students can access

Support and provide a safe and healthy technology infrastructure to maintain access, adequacy, and equity.	Analysis of division-wide technology requests (IT Direct) Division technology plan Technology steering committee meetings Usage of device management program Acceptable technology use guidelines and procedures for students and staff
Develop and implement mental health and trauma support programs that are aligned with the needs of our students and staff.	Bullying prevention training and monitoring Bullying reports from data Tiered intervention program data Professional development agendas and impact data on Socio-Emotional Learning and Trauma-Informed Practices Conference and workshop attendance Impact data on digital training for parents that they can access synchronously and asynchronously
Continue to implement tiered intervention programs as a data-informed decision making framework.	Resource maps Analysis of intervention reports and student progress Levels of student disciplinary referrals overall and by subgroups
Focus on socioemotional development of students and staff.	Observation of the following strategies in teachers' classrooms Check-in/check out Restorative circles Morning meetings

	Restorative justice strategies and replacement behaviors (focus on restorative justice) Analysis of bullying incidents, (number and locations) Analysis of exit surveys completed by non-returning employees and returning employees
Adopt policies and regulations that respect diversity of students and employees.	Policy manual files and regulations Student Handbook Faculty and Staff Handbook Conduct diversity awareness, discrimination, harassment training and monitoring

Focus 3: Community Relations and Family Engagement

Goal: Create and maintain a culture of open communication and engagement with stakeholders that support and enhance student development.

Strategies	***Measures***
Develop and implement a tiered communication and community engagement plan that fosters public trust and support.	Newspaper articles (electronic and print copies) School-level newsletters and social media Division annual newsletter Parent portal Instant alert notifications Regular and Consistent Presence on Communication applications (Class Dojo, social media) Monthly instructional highlights (School board meeting) Post SCPS-wide calendar of events each month to combine all three schools and SBO Live and delayed stream of board meeting Dropped links of videos on Sussex/Surry Dispatch newspaper correspondence Consistent and consolidated communication. Ask ourselves: "What does it look like on the user's end?"
Develop an inventory of business and community partnerships and a plan to expand those relationships.	Inventory list Contacts Presentations to the school board Presentations to community groups Solicitation letters OBICI partnership and grant

Develop marketing strategies and tools that meet the unique needs of a high-performing school system in a rural community.	Division annual newsletter Newspaper articles (electronic and print copies) Student-produced video geared toward strategic goals in communication (example: HS student retention) Contract with a media/community relations professional (VASS) Communication via division website Social media posts Non-Resident Student Enrollment Connections and presentations to the homeschooled community
Collaborate with county economic development staff to identify opportunities to promote Surry County Public Schools as a vital component of the county's marketing and branding efforts.	Meeting agendas Meeting minutes Quarterly meetings with economic development staff SBO members meet with the Board of Supervisors monthly for updates and share updates
Develop and implement a family engagement plan that increases participation in school-sponsored activities.	Family engagement activities list Subscription to live streaming of after school activities and athletic events Division resource map Attendance of family members at school activities - Incentives Instant alert notifications Advisory meetings Social media posts Parental participation on advisory committees

Focus 4: Fiscal and Operational Management

Goal: Develop and maintain fiscal and operational policies and practices that promote effectiveness, efficiency, and public trust.

Strategies	*Measures*
Implement and maintain budget development, management, and reporting practices that promote transparency and accountability.	Identify opportunities to partner with the county in maximizing school and county resources and services Presentation and approval of the annual budget Additional funding sources (i.e. grants, fundraisers, donations, and partnerships with foundations) Regular analysis of different streams of data such as monthly financial reports Implementation of a financial task force with the Board of Supervisors and community members
Develop and implement long-range capital improvement and facility maintenance plans that support a safe, secure, and nurturing learning environment. Leverage for this purpose new funding opportunities such as the 3rd CARES act or the funding from the US Congress to upgrade the water system.	Ensure that indoor air quality control and monitoring systems are in place and functioning Presentation and approval of the five-year capital improvement plan Work order management system logs Safety Walk-Thru Lists Installation of a new air filtration system

Develop and implement a multiyear technology resource procurement and allocation plan to support instructional and administrative needs.	Outline specific goals/outcomes for Technology resource procurement and allocation plan that align with the district's instructional goals Meeting minutes Board approval Funding Technology resource review and evaluation
Develop appropriate fiscal, human resources and facility usage plans to respond to future student enrollment trends in an effective manner.	Resource maps Student enrollment projections (multiyear) Class size pupil-teacher ratio standards Strategic plan for opportunities to share personnel and facilities between the county and the school system Exploration of the possibility to repurpose schools buildings for county usage

Focus 5: Human Resources, Professional Development, and Performance

Goal: Recruit, develop, and retain a high-performing workforce that leads and supports the school division's mission of teaching and learning.

Strategies	*Measures*
Develop and implement recruitment, hiring, and retention plan.	Host annual SCPS job fair (teachers and support staff) Attendance at college and university job fairs Advertising (social media, print, online) Development of new hiring practices and procedures: Development of personnel in non-teaching positions to pursue teaching endorsements or other types of licenses Development of own teaching academy cohorts within the division Hosting of information sessions for those interested in pursuing education endorsements Further development of the Mentoring model/program to have mentors attend training on relationship building and peer coaching and modeling Implementation of a new and improved orientation program Exit survey/interview Percentage of performance evaluations meeting or exceeding "proficient" levels Develop a list of desired licenses, skills, and expertise for future hires Revamp of our employee recognition strategy to include all staff and not just the instructional staff (school and division level)

Develop and implement competitive, market-based compensation plans for all employee groups.	Salary scale study Exploration of the possibility to create a career ladder for staff, allowing them to reach different levels throughout their career tied to new skills acquired and to increase in compensation. (Ex: Opportunity Culture)
Develop and implement a comprehensive, five-year professional development plan for all employee groups.	Implementation of Higher education partnerships that include student-teacher opportunities within the division Inquiry around teachers' interest in supervising a student teacher Industry certifications Teacher certifications Job-specific training Professional learning opportunities for staff

Develop a culture of caring and professionalism that fosters trust and mutual respect among staff.	Climate survey Two-way communication committee (Staff participation in decision-making process) Open door policy School leadership team meetings Relaunch Division and school level sponsored activities for staff Website and social media highlights of benefits to working in SCPS (testimonials)