

**HALIFAX COUNTY SCHOOL BOARD  
2010-15 STRATEGIC PLAN**

**VISION**

Halifax County Public Schools will become a model school system which provides innovative opportunities and academic challenges to all students.

**MISSION STATEMENT**

The mission of Halifax County Public Schools is to provide for students an educational environment that is stable and safe with caring and well-trained teachers and to provide resources needed to enable the students to compete in a global community.

**MOTTO**

“Children First For Our Future”

**GOALS**

Halifax County Public Schools will:

1. Increase academic achievement for all students.
2. Provide students and staff with a safe and caring school environment.
3. Recruit, retain, and support effective administrators, teachers, and staff.
4. Provide equitable facilities and develop a financial plan that accurately reflects system-wide needs.
5. Create an environment of mutual respect, cooperation, and open communication through partnerships with parents, businesses, and the community at large.

## **Goals and Objectives for the Halifax County Public Schools**

### **Goal 1: Increase academic achievement for all students.**

Objective 1.1: All schools and the division will meet state and federal requirements for accreditation.

Objective 1.2: The percentage of students performing at or above grade level in reading and math will increase annually.

Objective 1.3: The percentage of students taking Algebra I in the 7<sup>th</sup> grade will increase annually.

Objective 1.4: The percentage of students who graduate on time will increase annually.

Objective 1.5: Teachers will be provided instructional resources to improve student academic achievement.

Objective 1.6: High school students will be offered the opportunities to pursue comprehensive courses of study which will prepare them for post-high school education.

Objective 1.7: All schools will follow the federal inclusion model for students with special needs in general education classes.

Objective 1.8: The division and schools will adopt the three-tiered approach as outlined in the research-based Response to Intervention (RTI) program.

Objective 1.9: All teachers will become highly qualified and appropriately licensed for their assignments.

Objective 1.10: The division will provide professional development opportunities introducing current practices and research-based strategies.

Objective 1.11: All instructional staff will become proficient in interpreting data and developing appropriate instructional responses.

**Goal 1: Increase academic achievement for all students. (*continued*)**

Objective 1.12: The division and schools will provide expanded guidance services for students and parents in planning student academic careers.

Objective 1.13: Principals, counselors, and teachers will provide prompt and effective support to students who are struggling academically.

Objective 1.14: The division will integrate the best research-based instructional technology across the curriculum in grades Pre-k through 12.

Objective 1.15: All schools will provide art, music, and physical education opportunities for their students.

Objective 1.16: Middle and high school students will have a variety of sports and extracurricular activities to encourage, motivate, and engage them in school.

**Goal 2: Provide students and staff with a safe and caring school environment.**

Objective 2.1: Schools and central office staff will annually review and update their school-based Crisis Plans.

Objective 2.2: Safety audits will be conducted by each school annually with results reported to the superintendent/designee.

Objective 2.3: Consistent, division-wide expectations for student conduct will be reflected in the Code of Student Conduct and Parent Notifications to be revised annually.

Objective 2.4: Discipline data will be analyzed at the school and division levels to determine factors, if any, which contribute to discipline problems.

Objective 2.5: Each school and the division will annually update their anti-bullying program.

**Goal 2: Provide students and staff with a safe and caring school environment.**  
*(continued)*

Objective 2.6: Schools and central office staff will continue to support the School Resource Officer program and partnership with law enforcement.

Objective 2.7: Division personnel will monitor all school property, buildings, and buses, both through visual and electronic supervision.

Objective 2.8: School principals will reduce the number of students who are habitually absent or tardy.

Objective 2.9: The school division will continue cooperation with local, state, and national agencies responsible for student and building safety.

Objective 2.10: The division will promote student health and well-being through health, physical education, nutrition, illness prevention, and school safety programs.

Objective 2.11: All principals, teachers, and staff will share in the responsibility for providing a safe, secure, orderly, and drug-free school environment for students.

**Goal 3: Recruit, retain, and support effective administrators, teachers, and staff.**

Objective 3.1: The School Board will establish and maintain a competitive salary structure and attractive benefits for Halifax County Public School employees.

Objective 3.2: Central office staff will expand and improve the new teacher mentor program.

Objective 3.3: The Human Resources Department will ensure that all new staff members meet all state and federal requirements for highly qualified instructional staff.

**Goal 3: Recruit, retain, and support effective administrators, teachers, and staff. (continued)**

Objective 3.4: The superintendent will expand and enhance the division's human resources services.

Objective 3.5: The School Board and superintendent will establish an internship training program for prospective administrators.

Objective 3.6: School level mentors will be assigned to each beginning teacher in addition to instructional coaches working with new teachers as a second level of support.

Objective 3.7: The teacher/administrator evaluation system identifies, documents, and offers support to teachers/administrators who are struggling in the profession.

**Goal 4: Provide equitable facilities and develop a financial plan that accurately reflects student needs.**

Objective 4.1: The School Board will develop a capital improvement plan to address the following facilities:

- A. Meadville—renovation and addition
- B. Sinai—renovation and addition
- C. STEM—renovation
- D. HCHS—renovation and addition
- E. HCHS/HCMS—athletic facilities

Objective 4.2: The School Board will review and update the facility maintenance projects list annually.

Objective 4.3: The School Board will sponsor joint board meetings to provide open communications with the Board of Supervisors regarding finance, building, and maintenance needs.

**Goal 4: Provide equitable facilities and develop a financial plan that accurately reflects student needs. (*continued*)**

Objective 4.4: All school facilities will be clean, inviting, and accessible to persons with physical limitations.

Objective 4.5: The School Board will follow a systematic budget development process that includes examining individual school needs, state compensation trends, future plans, and public input.

**Goal 5: Create a school environment of mutual respect, cooperation, and open communication through partnerships with parents, businesses, and the community.**

Objective 5.1: The School Board, superintendent, and all school system employees will work to improve relationships and trust between the school system and community.

Objective 5.2: The School Board, superintendent, principals, and teachers will continue to improve and enhance communication among school, parents, and the community at large.

Objective 5.3: Principals and teachers will increase opportunities to involve parents in the education of their children.

Objective 5.4: The School Board and superintendent will expand meaningful partnerships with business, higher education, and community organizations which benefit our students, teachers, and schools.

Objective 5.5: The School Board and superintendent will increase and enhance collaboration with other school divisions and local agencies.

Objective 5.6: The School Board will participate cooperatively and actively with initiatives from VSBA and other statewide education organizations.

## **Goals, Objectives, and Strategies for the Halifax County Public Schools**

### **Goal 1: Increase academic achievement for all students.**

#### **Objective 1.1: All schools and the division will meet state and federal requirements for accreditation.**

Strategy 1: Review and revise curricula in the core areas annually using the state SOL revision schedule to reflect alignment.

Strategy 2: Monitor the School Improvement Plan throughout the year to ensure progress toward established goals.

Strategy 3: Implement a Math Specialist graduate program for qualified teachers.

Strategy 4: Use benchmark assessments to make instructional decisions.

Strategy 5: Establish an Instructional Consultation Team (ICT) at the elementary level to evaluate instructional needs of any student prior to a referral for special education services.

Strategy 6: Conduct a Response to Intervention (RTI) study at targeted schools.

#### **Objective 1.2: The percentage of students performing at or above grade level in reading and math will increase annually.**

Strategy 1: Review and revise curricula in the core areas annually using the state SOL revision schedule to reflect alignment.

Strategy 2: Monitor the School Improvement Plan throughout the year to ensure progress toward established goals.

Strategy 3: Implement a Math Specialist graduate program for qualified teachers.

Strategy 4: Use benchmark assessments to make instructional decisions.

Strategy 5: Establish an Instructional Consultation Team (ICT) at the elementary level to evaluate instructional needs of any student prior to a referral for special education services.

Strategy 6: Conduct a Response to Intervention (RTI) study at targeted schools.

Strategy 7: Provide an advanced math program for elementary students.

**Objective 1.3: The percentage of students taking Algebra I in the 7<sup>th</sup> grade will increase annually.**

Strategy 1: Provide an advanced math program for elementary students.

Strategy 2: Increase the percentage of 6<sup>th</sup> grade students taking pre-algebra.

Strategy 3: Provide honors classes at the middle school level.

**Objective 1.4: The percentage of students who graduate on time will increase annually.**

Strategy 1: Communicate graduation requirements to students and parents.

Strategy 2: Implement standardized reading remediation for identified students.

Strategy 3: Revamp alternative education.

Strategy 4: Provide community college career coach.

Strategy 5: Provide licensed guidance counselor for alternative education.

**Objective 1.5: Teachers will be provided instructional resources to improve student academic achievement.**

Strategy 1: Review and revise curricula in the core areas annually using the state SOL revision schedule to reflect alignment.

Strategy 2: Provide division-wide staff development directed toward instructional needs within the core areas based on the analysis of data.

Strategy 3: Use up-to-date materials, including textbooks and ancillary technology resources, for the core areas according to the state's adoption schedule.

Strategy 4: Train teachers to integrate technology resources within their curriculum.

Strategy 5: Implement a Math Specialist graduate program for qualified teachers.

Strategy 6: Develop and provide intervention and remediation services to improve student progress.

**Objective 1.6: High school students will be offered the opportunities to pursue comprehensive courses of study which will prepare them for post-high school education.**

Strategy 1: Communicate graduation requirements to students and parents.

Strategy 2: Encourage students to seek advanced coursework.



Strategy 3: Provide dual enrollment college level and Advanced Placement courses.

**Objective 1.7: All schools will follow the federal inclusion model for students with special needs in general education classes.**

Strategy 1: Develop and provide intervention and remediation services to improve student progress.

Strategy 2: Maintain a collaborative model of instruction at all schools.

Strategy 3: Conduct a Response to Intervention (RTI) study at targeted schools.

**Objective 1.8: The division and schools will adopt the three-tiered approach as outlined in the research-based Response to Intervention (RTI) program.**

Strategy 1: Develop and provide intervention and remediation services to improve student progress.

Strategy 2: Establish an Instructional Consultation Team (ICT) at the elementary level to evaluate instructional needs of any student prior to a referral for special education services.

Strategy 3: Conduct a Response to Intervention (RTI) study at targeted schools.

Strategy 4: Monitor student absenteeism and work with students and families experiencing problems related to school attendance.

Strategy 5: Identify and provide intervention services to potential drop-outs.

Strategy 6: Provide for academic “recovery” through alternative education programs.

**Objective 1.9: All teachers will become highly qualified and appropriately licensed for their assignments.**

Strategy 1: Recruit, employ, and reward highly qualified instructional personnel.

**Objective 1.10: The division will provide professional development opportunities introducing current practices and research-based strategies.**

Strategy 1: Provide division-wide staff development directed toward identified instructional needs within the core areas based on the analysis of data.

Strategy 2: Provide Professional Development for CTE Instructors and Guidance Counselors.

**Objective 1.11: All instructional staff will become proficient in interpreting data and developing appropriate instructional responses.**

Strategy 1: Monitor the implementation of SOL through data analysis.

Strategy 2: Provide division-wide staff development directed toward identified instructional needs within the core areas based on the analysis of data.

Strategy 3: Use benchmark assessments to make instructional decisions.

Strategy 4: Acquire and develop consistent, intuitive reporting tools for administrators, staff and teachers.

Strategy 5: Centralize data to the greatest extent practical.

Strategy 6: Aggressively champion “data-driven” decision making.

**Objective 1.12: The division and schools will provide expanded guidance services for students and parents in planning student academic careers.**

Strategy 1: Expose elementary students to various careers and academic paths.

Strategy 2: Identify and introduce at-risk students to the benefits of staying in school.

Strategy 3: Identify academic and career paths that focus on both academic and career/technical coursework.

Strategy 4: Develop planning guides to assist counselors in advising students toward career options for a specific diploma.

Strategy 5: Administer surveys to assist students in academic and career/technical areas.

**Objective 1.13: Principals, counselors, and teachers will provide prompt and effective support to students who are struggling academically.**

Strategy 1: Develop and provide intervention and remediation programs to improve student progress.

**Objective 1.14: The division will integrate the best research-based instructional technology across the curriculum in grades Pre-k through 12.**

Strategy 1: Use up-to-date materials, including textbooks and ancillary technology resources, for the core areas according to the state’s adoption schedule.

Strategy 2: Train teachers to integrate technology resources within their curriculum.

Strategy 3: Develop and provide intervention and remediation programs to improve student progress.

Strategy 4: Increase the number of completers in sequential programs as defined by categories on the State Performance Report Card.

Strategy 5: Seek and deliver technologies that solve defined instructional, management, and business problems.

**Objective 1.15: All schools will provide art, music, and physical education opportunities for their students.**

Strategy 1: Provide at least 45 minutes of physical activity per day at the elementary level.

Strategy 2: Provide opportunities at the secondary level for physical activity through a range of before- and/or after-school programs including, but not limited to, intramurals, interscholastic athletics, and special interest clubs.

**Objective 1.16: Middle and high school students will have a variety of sports and extracurricular activities to encourage, motivate, and engage them in school.**

Strategy 1: Provide opportunities at the secondary level for physical activity through a range of before- and/or after-school programs including, but not limited to, intramurals, interscholastic athletics, and physical activity classes.

**Goal 2: Provide students and staff with a safe and caring school environment.**

**Objective 2.1: Schools and central office staff will annually review and update their school-based Crisis Plans.**

Strategy 1: Develop, implement, and enforce policies and procedures to improve student behavior, safety, and disaster preparedness.

**Objective 2.2: Safety audits will be conducted by each school annually with results reported to the superintendent/designee.**

Strategy 1: Develop, implement, and enforce policies and procedures to improve student behavior, safety, and disaster preparedness.

**Objective 2.3: Consistent, division-wide expectations for student conduct will be reflected in the Code of Student Conduct and Parent Notifications to be revised annually.**

Strategy 1: Develop, implement, and enforce policies and procedures to improve student behavior, safety, and disaster preparedness.

**Objective 2.4: Discipline data will be analyzed at the school and division levels to determine factors, if any, which contribute to discipline problems.**

Strategy 1: Develop, implement, and enforce policies and procedures to improve student behavior, safety, and disaster preparedness.

**Objective 2.5: Each school and the division will annually update their anti-bullying program.**

Strategy 1: Develop, implement, and enforce policies and procedures to improve student behavior, safety, and disaster preparedness.

Strategy 2: Monitor student absenteeism and work with students and families experiencing problems related to school attendance.

**Objective 2.6: Schools and central office staff will continue to support the School Resource Officer program and partnership with law enforcement.**

Strategy 1: Develop, implement, and enforce policies and procedures to improve student behavior, safety, and disaster preparedness.

Strategy 2: Monitor student absenteeism and work with students and families experiencing problems related to school attendance.

**Objective 2.7: Division personnel will monitor all school property, buildings, and buses, both through visual and electronic supervision.**

Strategy 1: Provide clean, safe, and pleasant settings for students.

**Objective 2.8: School principals will reduce the number of students who are habitually absent or tardy.**

Strategy 1: Monitor student absenteeism and work with students and families experiencing problems related to school attendance.

Strategy 2: Make referrals to the school attendance officer and juvenile court services unit.

**Objective 2.9: The school division will continue cooperation with local, state, and national agencies responsible for student and building safety.**

Strategy 1: Develop, implement, and enforce policies and procedures to improve student behavior, safety, and disaster preparedness.

**Objective 2.10: The division will promote student health and well-being through health, physical education, nutrition, illness prevention, and school safety programs.**

Strategy 1: Monitor student absenteeism and work with students and families experiencing problems related to school attendance.

Strategy 2: Identify and provide intervention services to potential drop-outs.

Strategy 3: Engage students, parents, teachers, food service professionals, health professionals, and other interested community members in developing, implementing, monitoring, and reviewing a division-wide wellness policy.

Strategy 4: Provide to students age-appropriate nutrition education that teaches the skills needed to adopt and maintain healthy eating behaviors.

Strategy 5: Provide opportunities at the middle and high schools for physical activity through a range of before- and/or after-school programs including, but not limited to, intramurals, interscholastic athletics, and physical activity classes.

Strategy 6: Provide a healthy school climate for students and employees by assigning additional health care professionals to underserved schools.

**Objective 2.11: All principals, teachers, and staff will share in the responsibility for providing a safe, secure, orderly, and drug-free school environment for students.**

Strategy 1: Provide clean, safe, and pleasant settings for students.

**Goal 3: Recruit, retain, and support effective administrators, teachers, and staff.**

**Objective 3.1: The School Board will establish and maintain a competitive salary structure and attractive benefits for Halifax County Public School employees.**

Strategy 1: Prioritize and set targets for teacher salary increases to reach the state average.

**Objective 3.2: Central office staff will expand and improve the new teacher mentor program.**

Strategy 1: Maintain a collaborative model of instruction at all schools.

**Objective 3.3: The Human Resources Department will ensure that all new staff members meet all state and federal requirements for highly qualified instructional staff.**

Strategy 1: Employ highly qualified instructional personnel.

**Objective 3.4: The superintendent will expand and enhance the division’s human resources services.**

**Objective 3.5: The School Board and superintendent will establish an internship training program for prospective administrators.**

**Objective 3.6: School level mentors will be assigned to each beginning teacher in addition to instructional coaches working with new teachers as a second level of support.**

Strategy 1: Maintain a collaborative model of instruction at all schools.

**Objective 3.7: The teacher/administrator evaluation system identifies, documents, and offers support to teachers/administrators who are struggling in the profession.**

Strategy 1: Follow the state evaluation procedures, and implement growth plans as needed.

**Goal 4: Provide equitable facilities and develop a financial plan that accurately reflects student needs.**

**Objective 4.1: The School Board will develop a capital improvement plan to address the following facilities:**

- F. Meadville—renovation and addition
- G. Sinai—renovation and addition
- H. STEM—renovation
- I. HCHS—renovation and addition
- J. HCHS/HCMS—athletic facilities

Strategy 1: The superintendent will provide feasibility studies for each of the proposed projects.

Strategy 2: The School Board will implement the capital improvement plan pending available funding and review of the feasibility studies.

**Objective 4.2: The School Board will review and update the facility maintenance projects list annually.**

Strategy 1: The director of maintenance will present an updated facility maintenance projects list.

**Objective 4.3: The School Board will sponsor joint board meetings to provide open communications with the Board of Supervisors regarding finance, building, and maintenance needs.**

Strategy 1: The superintendent and county administrator will develop a schedule of joint meetings.

**Objective 4.4: All school facilities will be clean, inviting, and accessible to persons with physical limitations.**

Strategy 1: All school facilities will meet the Americans with Disabilities Act (ADA) standards.

Strategy 2: Provide a healthy school climate for students and employees.

**Objective 4.5: The School Board will follow a systematic budget development process that includes examining individual school needs, state compensation trends, future plans, and public input.**

Strategy 1: The superintendent and chief financial officer (CFO) will present a proposed budget development process to the School Board for approval.

**Goal 5: Create a school environment of mutual respect, cooperation, and open communication through partnerships with parents, businesses, and the community.**

**Objective 5.1: The School Board, superintendent, and all school system employees will work to improve relationships and trust between the school system and community.**

Strategy 1: Maintain a positive relationship with local media, governing bodies, and law enforcement.

Strategy 2: Provide open lines of communication between principals, teachers, and parents.

**Objective 5.2: The School Board, superintendent, principals, and teachers will continue to improve and enhance communication among school, parents, and the community at large.**

Strategy 1: Increase the awareness of Halifax County Public Schools website.

Strategy 2: Provide timely and appropriate information to parents, students, staff, and the community about school programs, student learning/achievement, events, and activities.

Strategy 3: Appoint representatives from the community to serve on advisory boards.

Strategy 4: Encourage and support community partnerships.

**Objective 5.3: Principals and teachers will increase opportunities to involve parents in the education of their children.**

Strategy 1: Engage students, parents, teachers, food service professionals, health professionals, and other interested community members in developing, implementing, monitoring, and reviewing a division-wide wellness policy.

Strategy 2: Increase the awareness of the Parent Cottage as a resource center for parents through the use of the Parent Cottage Website ([www.parentcottage.com](http://www.parentcottage.com)).

Strategy 3: Encourage parental involvement and inform parents of school activities and events on a regular basis.

Strategy 4: Recognize parent volunteers who go “above and beyond.”

Strategy 5: Maintain parent advisory councils.

Strategy 6: Encourage parents and guardians to support their children’s participation in physical activity, to be physically active role models, and to include physical activity in family events.

**Objective 5.4: The School Board and superintendent will expand meaningful partnerships with business, higher education, and community organizations which benefit our students, teachers, and schools.**

Strategy 1: Appoint representatives from the community to serve on advisory boards.

Strategy 2: Encourage and support community partnerships.

Strategy 3: Expand CTE course offerings in response to industry projections for Halifax County and surrounding areas.



Strategy 4: Establish partnerships with business and industry in CTE areas to include expanded cooperative education experiences, mentoring opportunities, internships, apprenticeships, and job shadowing to enhance student awareness of future careers.

**Objective 5.5: The School Board and superintendent will increase and enhance collaboration with other school divisions and local agencies.**

Strategy 1: The superintendent will continue as chairman of the Center for Rural Education and Economic Development (CREED) consisting of 21 southern Virginia school systems.

Strategy 2: Expand CTE course offerings in response to industry projections for Halifax County and surrounding areas.

Strategy 3: Establish partnerships with business and industry in CTE areas to include expanded cooperative education experiences, mentoring opportunities, internships, apprenticeships, and job shadowing to enhance student awareness of future careers.

Strategy 4: Appoint representatives from the community to serve on advisory boards.

Strategy 5: Encourage and support community partnerships.

**Objective 5.6: The School Board will participate cooperatively and actively with initiatives from VSBA and other statewide education organizations.**

Strategy 1: The superintendent will monitor statewide initiatives of the following organizations:

- Virginia School Boards Association (VSBA)
- Virginia Association of School Superintendents (VASS)
- Virginia Association of Secondary School Principals (VASSP)
- Virginia Association of Elementary School Principals (VAESP)
- Virginia Education Association (VEA)
- Virginia Association of School Curriculum Development (VASCD)
- Virginia Association of School Business Officials (VASBO)
- Virginia Association of School Personnel Administrators (VASPA)
- Virginia Association of Career and Technical Education (VACTE)
- Virginia Department of Education (VDOE)