

2008-2013

*Charting a
Steady Course
for Excellence
in Education*



Strategic Plan

GREENVILLE
COUNTY
SCHOOLS



 GREENVILLE COUNTY
SCHOOLS
Where enlightening strikes

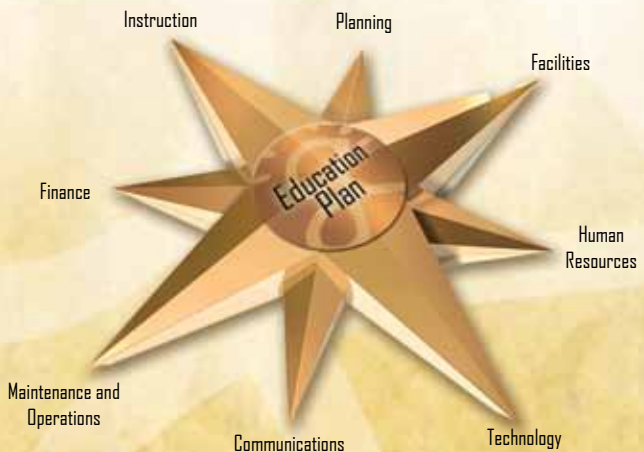
Greenville, South Carolina

Strategic Plan 2008-2013



The Strategic Plan, 2008-2013, guides the next phase of our school system's continuous improvement efforts. This document provides the direction for every decision, large and small, made by every school and department in Greenville County Schools. The plan enables us to move forward in a consistent, focused pursuit of our primary goal - every child achieving at his or her highest potential.

An annual Summary Progress Report, centered on the five goal areas, is posted each April on the GCS website. (www.greenville.k12.sc.us).





Goal Area 1

Raise the academic challenge and performance of each student.



Goal Area 2

Ensure quality personnel in all positions.



Goal Area 3

Provide a school environment supportive of learning.



Goal Area 4

Effectively manage and further develop necessary financial resources.



Goal Area 5

Improve public understanding and support of public schools.

Mission

We provide educational experiences, in cooperation with the home and community, that prepare students for life-long learning and for ethical, productive participation in a democratic society and the global community.

Vision

To become an exemplary school district in which every child achieves to his or her maximum ability through a rigorous, engaging curriculum and systems of support that cultivate the potential and promote the well-being of every individual child.

Beliefs

We believe...

- ◆ All students can learn.
- ◆ Students are the center of the educational process.
- ◆ Students learn best in a safe, orderly, and inviting environment.
- ◆ Students should have competent teachers, principals, and support personnel.
- ◆ Parents' involvement and volunteer services support and enhance the teaching and learning process.
- ◆ Students should have equal access to educational opportunities.
- ◆ Students have the responsibility to be active learners.
- ◆ Curriculum and instruction should meet the needs of all students.
- ◆ Educational experiences should enable students to communicate effectively, solve problems competently, think critically and creatively, and act responsibly.
- ◆ Education is the shared responsibility of home, school, and community.

Goal Area 1

Raise the academic challenge and performance of each student.



- Meet Federal Adequate Yearly Progress (AYP) objectives for mathematics and English/Language Arts for all subgroups each year.
- Increase performance in science and social studies, as measured by the state assessment.
- Meet the percent tested threshold of 95% for all subgroups each year.
- Meet or exceed the student attendance rate threshold of 95.3% each year.
- Increase the student graduation rate by 1% each year.
- Increase performance on other assessments, including End-of-Course tests, SAT, ACT, Advanced Placement, Iowa Tests of Basic Skills (ITBS), and the Cognitive Abilities Test (CogAt).

Key Strategies

Implement and refine as appropriate a process for the continuous development and update of curricula that are challenging and rigorous for all students.

Provide adequate academic, career, and personal counseling services to high school students and parents.

Develop and implement a formative assessment system.

Design and implement alternative high school models.

Identify and provide support to schools showing the greatest gaps in achievement among subgroups of students.

Design and implement a program to nurture the potential of students for high academic performance.

Implement strategies to ensure the success of students who enroll in Algebra I in 8th grade.

Provide increased opportunities for students to participate in rigorous courses that award high school and college credit.





Goal Area 1 Continued

Raise the academic challenge and performance of each student.

Key Strategies Continued

Reduce self-contained placements at all grade levels.

Provide grade level, standards-based instruction in multi-grade, self-contained classrooms.

Provide special education classrooms with appropriate assistive technologies designed to provide increased access to the general curriculum.

Implement foreign language programs in all elementary schools.

Maintain a focus on wellness in the revised K-12 curriculum.

Continue to evaluate the effectiveness of early intervention services.

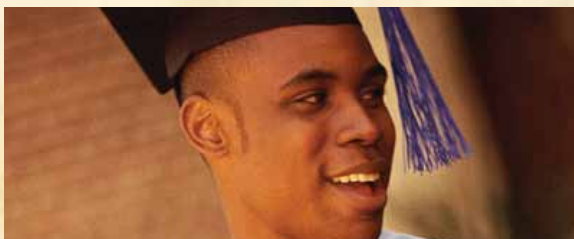
Continue to support a variety of extracurricular activities; evaluate student participation in middle and high schools and eliminate barriers, if any are found to exist.

Hire a sufficient number of ESOL teachers and support staff to implement the district's ESOL plan.

Strengthen staff development to help teachers better relate to diverse populations.



- Percentage of students achieving advanced or proficient status on the state assessments
- Percent compliance with Federal AYP objectives at the district and school levels
 - Achievement in English/Language Arts and mathematics
 - Percent tested
 - Attendance
- Percentage of schools on track toward the state's defined performance goals
- Increased graduation rate
- Upward trends in SAT composite scores
- Upward trends in ACT composite score
- Increasing Advanced Placement outcomes
 - Number and percentage of students enrolled
 - Number and percentage of students earning college credit



Goal Area 2

Ensure quality personnel in all positions.



Objectives

- Assure “Highly Qualified” teachers in all classrooms, as required by the Federal No Child Left Behind Act.
- Strengthen the ability of teachers and administrators to improve learning opportunities and achievement for all students.
- Provide an effective and efficient system of human resources support to address personal, financial, and administrative needs of school and district staff.



Progress Measures

- Percentage of “Highly Qualified” teachers
- Evidence of increased proficiency demonstrated through PAS-A and PAS-T evaluation instruments
- Evidence of increased employee productivity
- Evidence of strengthened employee morale
- Reduced staff absenteeism
- Increased recruitment success
- Number and quality of summer internships available for teachers of math and science
- Process in place to track Shining Stars candidates
- Updated GCS recruiting CD completed and in use



Key Strategies

Provide high quality professional development programs, to include the following:

- Implement the district’s performance evaluation systems for all professional staff.
- Implement cross-training and leader succession strategies across district positions.
- Assure that professional development programs offered by the district and individual schools reflect the high-quality guidelines set forth by No Child Left Behind and the National Center for Staff Development.
- Assure that regular time and support are available during the school day or work week for teachers to engage in professional dialogue and problem-solving focused on improving the quality of student work.



Goal Area 2 Continued *Ensure quality personnel in all positions.*

Key Strategies Continued

- Continue to increase the effectiveness of instructional coaches and curriculum resource teachers through on-going professional development, idea-sharing across schools, evaluations of impact, and adjustments as indicated.
- Provide continuous support for principals in fulfilling their primary role as instructional leaders of their schools.
- Assure that all beginning teachers are provided on-going support from expert, caring mentor teachers in becoming more skillful in classroom management and teaching all children to high standards.
- Continue the partnership with the Carolina First Center for Excellence to support Baldrige training in the use of quality tools to increase student achievement.
- Provide on-going training and consultation to meet the learning needs of students with disabilities.

Research and develop potential designs for an employee assistance program; implement the program following public and staff input on the proposed options.

Utilize technology to increase efficiency and effectiveness in managing the Human Resources functions.

Continue to provide and enhance procedures for ensuring high quality personnel through effective workforce planning, including aims to reduce class size and increase diversity among the teaching staff.

Partner with businesses to provide summer internships for teachers, especially in mathematics and science, to help them link classroom learning with real-life experiences.

Survey teachers who were not hired after the Shining Stars recruitment event to determine where they took jobs and what prevented them from working in Greenville County.

Focus recruitment on the family; collaborate with business partners interested in recruiting spouses.

Revise the current recruiting CD for use by realtors, attorneys, and major employers in Greenville to showcase Greenville County Schools.

Provide uniforms for bus drivers.



Goal Area 3

Provide a school environment supportive of learning.



Key Strategies

Provide services in Title I schools to support parenting skills, literacy skills, academic assistance and instructional technology.

Provide laptops to all Title I middle school students and train students and their parents how to use computer resources to improve learning and achievement.

Implement and update as appropriate the district's school facilities preventive maintenance plan to meet facility, equipment, and personnel needs.

Provide support to teachers in designing approaches to teaching and learning that enable students to use technology for real-world problem solving and research.

Provide teachers and students with the technology resources to extend learning beyond the classroom and to facilitate information access by parents and the community.



- Strengthen collaboration with parents and community to enhance the learning environment and to improve access to educational resources.
- Design and implement a preventive maintenance plan to ensure the continuous operation of a high quality instructional program in all schools.
- Provide learning environments integrated with technology and opportunities for learning that develop technology proficiency by the end of eighth grade.
- Provide an effective system of student services to support the continuous academic growth, safety, and personal well-being of all students.
- Design and implement improved systems of planning for student projection and assignment.
- Enhance the safety and efficiency of the district's transportation system.





Goal Area 3 Continued *Provide a school environment supportive of learning.*

Key Strategies Continued

Provide training and support for administrators and teachers in managing student behavior effectively.

Design and implement trainings on strategies for dropout prevention, including data collection for reporting/tracking students more accurately.

Enhance the student projection and assignment process through the use of state-of-the-art technology.

Complete school construction projects in the current facilities plan and prepare for future facility needs.

Improve methods of identifying and improving student discipline on buses.

Improve the quality of drivers through enhanced recruitment, retention, and training efforts.

Improve the bus routing system and busing services for students.

Aggressively seek funding for school bus replacement.

Develop and implement management strategies to conserve energy costs and utility consumption.

Request law enforcement to allocate additional school resource officers (SROs) to meet the service needs of our increased population.

Expand the scope and number of criminal background checks to include school volunteers and the use of national data bases.

Expand the current staffing levels of the Education Technology Services Department (ETS) to meet increased need for technology security.

Develop a software system to facilitate accurate and timely disposition of disciplinary referrals and accountability for all students.



Goal Area 3 Continued

Provide a school environment supportive of learning.



Progress Measures

- Evidence of increased satisfaction with the school environment as measured by the annual state survey
- Evidence of increased efficiency in school operations as measured by school climate surveys and realized cost savings
- Demonstrated technology proficiency among eighth grade students
- Decreased discipline referrals, truancies, suspensions, expulsions, teen pregnancies, and dropouts
- Increased student attendance
- Increased graduation rate
- Increasing parent satisfaction with the school assignment process
- Increasing parent and student satisfaction with the school transportation system
- Enhanced background check system for volunteers



Goal Area 4

Effectively manage and further develop necessary financial resources.



Objectives

- Annually increase the number and quality of services offered to manage and develop financial resources.
- Annually increase revenues to fund district/school needs.
- Implement procedures to decrease expenditures.



Progress Measures

- Increasing satisfaction with the quality of financial services as measured by annual surveys
- Evidence of increasing revenues to fund the needs of the district
- Evidence of successful implementation of the Enterprise Resource System
- Evidence of automation of appropriate financial transactions and activities
- Placement of District Operating Instructions on the district website



Key Strategies

Implement an Enterprise Resource Program (ERP) that addresses, in one comprehensive software package, the financial and human resource needs of schools; the departments of Human Resources, Finance, Procurement, Food Service and Fixed Assets; and the functions related to Student Activity funds and capital projects.

Increase student participation in nutritional services and products.

Streamline budgeting processes and procedures.

Develop additional revenue sources, to include collaboration through the Intergovernmental Task Force and other means to secure and enhance financial resources, the study of various methods of recouping costs associated with continued growth, and examination of methods to generate increased rates of return on investments.



Goal Area 4 Continued *Effectively manage and further develop necessary financial resources.*

Key Strategies Continued

Research and develop grants that leverage community partnerships to improve the safety and well-being of students.

Redevelop an active grants program to secure external funding from foundation, corporate, state, and federal sources to support district initiatives.

Place comprehensive financial information on the website and automate financial practices.

- Review financial transactions and activities to determine which can be automated at the school and district levels.
- Review financial services/information currently provided manually to district employees and determine whether placing information on the district website can create more effective “self-service.”
- Place Finance District Operating Instructions (DOIs) on the district website.



Goal Area 5

Improve public understanding and support of public schools.



Key Strategies

Improve internal communications, to include modifying the design and content of internal e-newsletter, expanding the use of All Users e-mail to communicate about issues, and revising, as needed, the Employee Recognition Program.

Support the communications efforts of departments and schools to ensure consistency of message and design through communications workshops and new marketing materials for Behavior Code, Strategic Plan, and other initiatives.

Review and expand the district's presence, identity, initiatives, and accomplishments throughout the community through a variety of media, including the district's website, videos, broadcast programming, and subscriptions to the Very Informed Person (VIP) network.

Improve Service Center operations through consolidation of the Service Center database and the district's website information.



Objectives

- Provide accurate, timely, and consistent information to employees.
- Utilize input from employees to improve internal communications and recognition activities.
- Develop and assess the effectiveness of key messages with internal and external publics to improve understanding and support of Greenville County Schools, as measured by survey data.





Goal Area 5 Continued

Improve public understanding and support of public schools

Key Strategies Continued

Increase the involvement of parents and the community in support of the district goals and objectives as outlined in the district's Strategic Plan, through improvements in Back-to-School information packets, communications materials developed for each major initiative/issue, the application process for becoming a school volunteer, and training provided for the District I PTA board, area councils, and schools.

Annually expand opportunities for parent involvement/community support.

Expand the use of traditional and non-traditional communications to reach external publics.

Survey various publics on an ongoing basis regarding their perceptions of GCS.

Reorganize the current Communications Department staff to include a marketing services specialist; review and reassign department responsibilities accordingly.



- Increasing satisfaction with the quality of information delivered and events coordinated, as indicated by annual surveys
- Increasing satisfaction with the quality of internal communications and recognition activities as indicated on annual surveys
- Increasing number of volunteer hours of service to schools
- Evidence of increased external support for the district
- Reorganization of the Communications Department staff completed and operational
- Continued satisfaction with Service Center services
- Evidence of expanded opportunities for parent involvement/community support
- Evidence of the expanded and effective use of traditional and non-traditional approaches to reach external publics



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