

Northumberland County  
Public Schools  
Heathsville, VA

# **STRATEGIC PATHWAY & GOALS for 2028**

- Students First • Value Differences**
- Do Great Work Together**
- Be Open to Change • Seek Growth**



December 2021

# Goal 1

## EDUCATIONAL EXCELLENCE

Challenge and support all students to achieve academically by demonstrating the foundational skills, essential knowledge, and transferable life skills outlined in the Virginia Department of Education's Graduate Profile.

### **EQUITY FOCUS:**

Identify and address inequities in student achievement outcomes by implementing best practices and involving all stakeholders in decision-making.

### **STRATEGIES:**

1. Pursue opportunities to expand early childhood education programs.
2. Integrate reading and writing across the curriculum and continue to implement a plan for improving achievement in these areas.
3. Continue to implement and monitor a K-12 instructional plan for improving mathematics achievement.
4. Increase student access, equity, and opportunities for advanced level coursework, career and technical education, and STEAM opportunities.
5. Provide professional development focused on teaching practices that support deeper learning and engagement and are adaptable to diverse student needs.
6. Implement a curriculum that aligns with the 5Cs and the attributes in the VDOE's Profile of a Virginia Graduate.
7. Maintain a balanced assessment system with an emphasis on standards based, performance-based, and student-led assessments to meet accountability requirements.
8. Expand programming to provide students additional instructional support to address learning loss as a result of factors related to COVID-19.

### **POTENTIAL INDICATORS INCLUDE:**

Reading on grade level; SOL performance, enrollment and performance in advanced courses, career and technical education, and decreasing student achievement gaps.

# Goal 2

## STUDENT HEALTH & WELLNESS

Create an inclusive learning environment that supports the physical and social emotional health of all students and emphasizes the skills students need to become adaptable, resilient learners who demonstrate personal responsibility and civic mindedness.

### **EQUITY FOCUS:**

Engage in culturally responsive practices across the division. Identify and address inequities in discipline practices by implementing the Virginia Tiered Systems of Supports (VTSS) and by offering professional development focused on Culturally Responsive Teaching.

### **STRATEGIES:**

1. Integrate social-emotional learning (SEL) into the PreK-12 curriculum.
2. Engage in culturally responsive practices at the classroom, school, and division level, including integration within the Student Code of Conduct.
3. Increase student participation in school and community activities.
4. Use responsive practices such as morning meetings and student advisories to support SEL.
5. Develop students' digital wellness by helping students learn to make responsible decisions in their use of technology.
6. Support physical health through innovative nutrition and fitness programs.
7. Implement procedures to systematically evaluate behavioral and mental health needs and provide programs and services to meet identified needs.
8. Continue to use Student Support Teams (SSTs) and the VTSS framework to provide social, emotional, and behavioral support to students.
9. Implement positive supports and interventions for student attendance while working with families to achieve successful attendance plans.

### **POTENTIAL INDICATORS INCLUDE:**

Student reported SEL skills, attendance (division and school chronic rates); participation in extracurricular activities/community service, and discipline data.

# Goal 3

## STUDENT OWNERSHIP OF LEARNING

Engage all students in rigorous, authentic, and student-centered learning opportunities to help students identify their interests, take ownership of their learning, and create a plan for pursuing their educational and career goals.

### **EQUITY FOCUS:**

Identify and address inequities in learning opportunities for students by investigating and implementing best practices regarding ownership of learning, personalized learning, and student self-advocacy.

### **STRATEGIES:**

1. Partner with students to create inquiry-based and experiential learning opportunities with an emphasis on global, cross-curricular and real-world connections.
2. Enable student ownership of learning through goal-setting and reflection with opportunities to make decisions in the learning process.
3. Refine capacity for transformational learning by focusing on the necessary foundations to provide students with authentic, student-centered learning opportunities.
4. Expand upon the effective and efficient use of educational technology to meet students' individual needs and provide the tools for accessing, creating, and sharing knowledge.
5. Create and use online portfolios as a place for students to organize writing samples and projects connected to the Profile of a Virginia Graduate. These documents will inform the development of postsecondary goals and educational/career paths.
6. Engage all stakeholders in ensuring that all students have an actionable plan for pursuing postsecondary goals by effectively implementing the Academic and Career Planning (ACP) process K-12.
7. Provide increased opportunities for student leadership development and input into school-level decisions.
8. Further promote and expand equitable access to services and programs including real-world learning opportunities inside and outside of the classroom.

### **POTENTIAL INDICATORS INCLUDE:**

Student and parent perceptions of the ACP process, students participating in work based experiences, and meeting career and college entry benchmarks.

# Goal 4

## A QUALIFIED, DIVERSIFIED WORKFORCE

Foster a positive working climate that values and invests in a high-quality, diversified workforce who exemplify the division's core values.

### **EQUITY FOCUS:**

Place a priority on recruiting, retaining, and promoting a workforce representative of our diverse student population.

### **STRATEGIES:**

1. Remain focused on providing a competitive compensation and benefit plan that includes opportunities for tuition reimbursement. Provide incentives for additional degrees and certifications (Gifted, NBCT, etc.).
2. Revisit the employee evaluation process to ensure it is aligned with the new strategic framework and that it focuses on self-reflection, growth, effective feedback, and coaching.
3. Support intentional, focused, and innovative recruitment and retention efforts to increase the diversity and quality of various applicant pools.
4. Promote and expand resources to support the health and well-being of all staff.
5. Provide comprehensive onboarding and induction for all staff focused on the division's vision, mission, and core values.
6. Provide a variety of personalized professional learning opportunities, with an emphasis on cultural responsiveness and sensitivity, to all staff to support their professional growth and implementation of the strategies in Pathway to 202.
7. Expand "Grow Your Own" programs to include more staff groups and increase opportunities for current employees to earn additional credentials, certification, and/or licensure.,

### **POTENTIAL INDICATORS INCLUDE:**

Staff demographics relative to student demographics, rank of the NCPS compensation package compared to surrounding divisions, job satisfaction, and perceptions of professional learning.

# Goal 5

## MUTUALLY SUPPORTIVE PARTNERSHIPS

Cultivate mutually supportive partnerships, among families, schools, the division, businesses, faith-based, and other civic and county agencies, to support student well-being, enhance real-world learning, and broaden opportunities for career exploration and experience.

### **EQUITY FOCUS:**

Strengthen connections and communication with students, families, and other educational stakeholders who are in most need of additional support.

### **STRATEGIES:**

1. Provide a comprehensive structure for defining mutually supportive partnerships, setting expectations, monitoring performance, and measuring equity.
2. Broaden resources and networking opportunities to further attract, cultivate, and retain partnerships to support student achievement, future aspirations, and well-being.
3. Build partnerships with diverse groups of businesses and organizations to support a variety of learning experiences during and outside of the school day.
4. Partner with local agencies to provide wraparound services for students including healthcare, nutrition, academic and social-emotional supports.
5. Foster authentic communication outlets to engage the community.
6. Provide training and resources to staff and families to strengthen communication and promote strong partnerships between home and school.

### **POTENTIAL INDICATORS INCLUDE:**

Quantity of partnerships, partners, and volunteers, satisfaction with events, programs, and resources provided to families to support students; and partner perceptions and satisfaction.

# Goal 6

## ORGANIZATIONAL EFFECTIVENESS & EFFICIENCY

Pursue the effective and efficient use of division resources, operations, and processes to support the division's vision, mission, and strategic goals.

### **EQUITY FOCUS:**

Ensure equitable distribution of human, fiscal, and capital resources across the division.

### **STRATEGIES:**

1. Manage and distribute all resources (human, fiscal, capital) proactively, equitably, and responsibly based on needs.
2. With a continued focus on student-centered decision making, collaboratively develop, measure, and formally review key operating metrics that promote transparency, organizational effectiveness, and efficiency.
3. Use data from a variety of reporting mechanisms (e.g., equity audits, program evaluations, fiscal audits, after action reports, and community advisory committee recommendations) to engage in data-informed decision making.
4. Create opportunities for cross-departmental planning and communication to strengthen and align operations.
5. Keep informed of trends and best practices and implement as appropriate to support the division's vision, mission, and strategic goals.
6. Clearly communicate school board office functions and points of contact to strengthen the support and services provided to schools, offices, and other departments.
7. Review division processes, policies, and regulations and revise as necessary to increase organizational effectiveness and efficiency through collaboration with community agencies.
8. Continue to implement safety and security measures to ensure the school division is prepared to effectively prevent and respond to all emergencies.

### **POTENTIAL INDICATORS INCLUDE:**

School accreditation, updated policies, updated employee handbook, student handbook, program of studies, budget, and division crisis plan.