

**New Kent County Public Schools**

**Six-Year Strategic Plan**

**(2012-2018)**

**Adopted by the New Kent County  
School Board  
at its August 6, 2012 Meeting**



## Six-Year Strategic Planning Committee Members

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A special thank you to each committee member for their service and dedication to New Kent County Public Schools.



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**VISION STATEMENT I:**

New Kent County Public Schools (NKCPs) will provide a research-based instructional program that creates life-long learners prepared to contribute to a diverse and changing world.

**GOAL STATEMENT A:**

NKCPS will offer a broad-based, comprehensive curriculum that is aligned with local, state, and national standards.

1. NKCPs will maintain an ongoing Curriculum Committee, which includes school staff and community members, in order to ensure the K-12 core curriculum is aligned with the SOLs while also enriching the curriculum.
2. Schools will continue to develop and implement school improvement plans that reflect an analysis of both assessment data and other pertinent indicators.
3. NKCPs will seek to expand early intervention programming to include an initiative to serve four year old students.
4. NKCPs will provide and staff an expanded English as a Second Language (ESL) Program to meet the needs of Limited English Proficient students (LEP.)
5. The high school will continue to increase the number of Advanced Placement and Dual Enrollment courses to provide more students with an enriched academic program.

**GOAL STATEMENT B:**

NKCPS will expand program offerings to provide students with more opportunities to develop their interests and meet their needs.

1. NKCPs will maintain and expand the recycling program and explore additional conservation methods in order to expand the environmental awareness component of the science curriculum.
2. NKCPs will seek out grant opportunities to pilot outdoor learning environments to expand science experiences.



3. The middle school program will be expanded to include exploratory Career and Technical programs.
4. A Foreign Language pilot after-school program will be offered at the elementary schools which may be expanded.
5. The high school will incorporate a community service component into a course required for graduation.
6. NKCPs will continue to expand the current Fine Arts Program at the elementary level to include choral and instrumental opportunities.
7. NKCPs, in conjunction with community organizations, will develop and deliver a life skills curriculum to all students.
8. NKCPs will maintain equity in resources and programs, especially as it applies to K-5 elementary schools.
9. NKCPs will research, develop, and recommend to the School Board a plan to provide a curriculum for elementary and middle school students to fully prepare them to take the high school advanced placement and dual enrollment courses.

**GOAL STATEMENT C:**

NKCPS will expand remedial assistance programs to students who need additional assistance in meeting their academic and behavioral goals.

1. NKCPs will continue to provide reading and math remediation services at the elementary, middle, and high school levels.
2. NKCPs will continue to staff a K-12 reading intervention program for students requiring additional support.
3. NKCPs will study the possible expansion of the existing ISAEP/GED/ABE programs.
4. NKCPs will study the feasibility of establishing a virtual alternative education program for middle and high school students.
5. NKCPs will continue to provide a K-12 Behavior Management/Intervention Program for students with significant maladaptive behaviors.



**GOAL STATEMENT D:**

NKCPS will provide staff positions to meet the programmatic needs of the school division while targeting an increasingly diverse student population.

1. NKCPs will hire teachers to provide the pupil-teacher ratios that are at least 15% less than the Virginia Standards of Quality.
2. NKCPs will continue to provide a reading specialist for each elementary and middle school.
3. NKCPs will continue to provide a math remediation specialist for each elementary and middle school.
4. NKCPs will provide staff for an expanded ESL program to meet the needs of LEP students
5. NKCPs will provide a full-time art teacher at each elementary school.
6. NKCPs will provide a technology teacher at each elementary school.

**VISION STATEMENT II:**

NKCPS will continue to attract and retain quality staff that is well trained to meet the needs of our students and community.

**GOAL STATEMENT A:**

NKCPS will provide a competitive salary and benefits package.

1. NKCPs will develop a three-year plan to ensure that the teacher salary scale is comparable to districts of a similar size and make up.
2. NKCPs will develop and implement a three-year plan to achieve the objective of decompressing the current teacher salary scales.
3. NKCPs will research, develop, and implement a plan to provide benefits to include:
  - a. expanded teacher and support staff recognition
  - b. stipend for teachers earning a National Board Certification
  - c. expand media coverage and recognition of teacher and staff accomplishments



- d. expanded health insurance coverage and competitive premiums through alternative health insurance models, eg. self-insurance, HSA accounts, etc.
- 4. NKCPS will explore a public/private partnership with county agencies to provide affordable housing for specific county employees.

**GOAL STATEMENT B:**

NKCPS staff members will continue to meet the requirements of all local, state and federal regulations.

- 1. NKCPS will continue to recruit highly qualified teachers who meet all local, state, and federal licensure requirements. NOTE: 100 percent of all classes in core areas of English, Social Studies, Math, Science, Foreign Language, and Arts will be taught by teachers fully certified and endorsed in these areas.
- 2. NKCPS will hire highly qualified instructional paraprofessionals that meet all local, state and federal requirements.

**GOAL STATEMENT C:**

NKCPS will continue to provide on-going research-based professional development that enables our staff to address the needs of our students.

- 1. A written Staff Development Plan will be developed annually that is focused on the pre-determined needs of the faculty and staff relevant to student achievement.
- 2. NKCPS will explore, identify, and maintain a current listing of available print, media, university, and agency professional development resources.
- 3. NKCPS will continue to provide opportunities for professional development in concert with division goals, school improvement plans, and teacher recertification requirements.

**VISION STATEMENT III:**

All NKCPS facilities and grounds will be well maintained and provide appropriate space and resources to meet the needs of students, staff, and community.



**GOAL STATEMENT A:**

NKCPS will provide appropriate classroom and core facilities to meet the instructional and safety needs of students at all levels.

1. NKCPs will work with the Board of Supervisors through the Annual Capital Improvement Plan (CIP) process to provide and maintain school facilities consistent with the following maximum capacities:
  - a. High School - 1400 Students
  - b. Middle School - 1000 Students
  - c. Elementary School - 700 Students
  - d. NOTE: NKCPs will monitor enrollment at the elementary schools in order to appropriately plan for a third elementary school.
2. The CIP will reflect a need for equity among all newly constructed and existing facilities.
3. NKCPs will continue to conduct annual safety audits.

**GOAL STATEMENT B:**

NKCPS will identify available space and actively promote use of facilities and grounds by community residents.

1. NKCPs will establish a Facilities and Grounds Utilization Committee which includes community members to identify all available space for recreational, educational and general community use.
2. The Facilities and Grounds Utilization Committee will investigate other school systems to understand the different approaches to space utilization by their communities.
3. With research complete, the Facilities and Grounds Utilization Committee will recommend to the School Board a comprehensive plan for facilities and grounds utilization by the community.
4. NKCPs will develop and utilize community partnerships to assist in enhancing and maintaining grounds beautification at all locations.



**GOAL STATEMENT C:**

NKCPS will invest in instructional equipment and supplies tailored to each school’s instructional needs.

1. The instructional materials and supplies line for each school and each school’s library will be restored to and expanded beyond 2011-2012 levels as funds become available.
2. NKCPs will provide funds necessary for the timely implementation of the instructional program at each school to include technologies, consumables and textbooks.
3. NKCPs will provide the funds necessary to implement programs developed to meet all state and federal requirements.
4. Funds will continue to be provided for the purchase of materials needed to meet the requirements of NKCPs’ 9-week assessment program at the building level.

**VISION STATEMENT IV:**

NKCPS will continue to provide learning environments that foster a safe and positive atmosphere for students and staff.

**GOAL STATEMENT A:**

School administrators and staff will continue to consistently enforce the code of conduct and set high standards for student behavior.

1. NKCPs will continue to track discipline referrals, analyze data, and modify the Code of Conduct at least bi-annually and develop strategies to address areas of need.
2. The Olweus Bullying Prevention Program will be maintained at all New Kent schools to reinforce positive interactions and interventions between students.
3. NKCPs will develop and implement a comprehensive orientation program for students and parents as they transition from elementary to middle school, while maintaining and enhancing the existing kindergarten and ninth grade orientation programs.



4. NKCPs will actively explore the benefits of implementing a Peer Mediation Program at the secondary level.
5. NKCPs will annually train staff on identifying students displaying symptoms of being under the influence of illegal and/or illicit substances.
6. NKCPs will provide professional development to assist staff with research-based behavior management strategies.

**GOAL STATEMENT B:**

NKCPS will regularly monitor and evaluate the safety practices and status of our schools.

1. NKCPs, in partnership with the New Kent Sheriff's Office, will conduct safety drills (including tabletop exercises) at least two times a year.
2. NKCPs will continue to perform annual safety audits.
3. NKCPs will conduct an annual review of each school's crisis management plan and revise as needed.
4. NKCPs will evaluate building security and identify specific measures to ensure access to any building is only through secure entrances.

**VISION STATEMENT V:**

NKCPS will actively pursue open communication and collaboration with New Kent County residents and community resources.

**GOAL STATEMENT A:**

NKCPS will provide a systematic communication program to inform the community of school programs, accomplishments and needs.

1. NKCPs will maintain an automated instant alert system to communicate school related information.
2. NKCPs will continue to maintain and provide two-way Internet-based communication software which best serves the school and parent community.
3. NKCPs will provide and maintain division and school websites to communicate partnership goals, initiatives, and activities.



4. NKCPs will foster and maintain a positive relationship with PTOs and the New Kent Educational Foundation to utilize these groups to their fullest.
5. NKCPs will utilize appropriate social media to communicate announcements and celebrate achievements

**GOAL STATEMENT B:**

NKCPs will provide opportunities for business and community partnerships.

1. NKCPs will review community and business partnerships employed by similar school divisions in rural localities and implement a model based on its findings.
2. NKCPs, in partnership with the New Kent Chamber of Commerce, will establish a cooperative education program that provides students with career path work/internship opportunities, and local businesses access to needed resources.
3. NKCPs will develop a program where local businesses and community organizations mentor our students, individually and through clubs/classes.
4. NKCPs, in conjunction with Bridging Communities Regional Technical Center, will regularly conduct a survey of local businesses to ensure that graduates are obtaining skills relevant to the needs of the local business community.

**VISION STATEMENT VI:**

As an integral part of the education system, NKCPs will provide safe and efficient transportation for students.

**GOAL STATEMENT A:**

All school buses and vehicles will be safely maintained according to state regulations and local guidelines.

1. NKCPs will continue to update and implement a maintenance and mileage-based inspection schedule to ensure all vehicles meet or exceed established Federal, State & local safety requirements.



2. Reports on safety maintenance and compliance with state regulations and local guidelines will be shared annually with administrators and the School Board.
3. The school bus replacement schedule will be maintained requiring that buses 15 years of age or older are taken off regular routes.
4. NKCPs will continually evaluate the potential for additional safety features in all replacement vehicles.

**GOAL STATEMENT B:**

NKCPS will continue to monitor and address student conduct on school buses.

1. NKCPs will annually provide proper student conduct training for all bus personnel.
2. NKCPs will provide students' parents with a transportation handbook outlining clear conduct expectations for riding in a division vehicle. Buses will post rules on each bus.
3. NKCPs will maintain an up-to-date camera system and data recording on all school buses to monitor student behavior.
4. NKCPs will monitor new and emerging communication and GPS technologies for possible use on all school division vehicles.

**GOAL STATEMENT C:**

NKCPS will ensure that all areas of transportation will operate efficiently, professionally, and in an environmentally responsible manner.

1. Bus routing software will be maintained and utilized to provide the most cost effective routes.
2. Fuel efficiencies will be considered in the purchasing of new vehicles including those incorporating emerging technologies.
3. NKCPs will explore establishing a "Drive to School" Reward Program, based on academic performance and after-school activities, with bus transportation for all non-qualifying students and an investigation of the impact on the existing activity bus schedule.



4. NKCPS will establish and maintain high standards for bus driver behavior and professionalism through expanded professional development.
5. Drivers will comply with federal mandates regarding yearly physicals.

**VISION STATEMENT VII:**

NKCPS will utilize technology to enhance the instructional opportunities for students, support instructional strategies for teachers, and supplement technology availability for the community.

**GOAL STATEMENT A:**

NKCPS will provide the technology infrastructure, hardware, software, and personnel necessary to support and administer an effective educational program, consistent with the division's Technology Plan.

1. A technology procurement and replacement plan will be developed, adopted, and funded to meet the instructional and operational needs of NKCPS.
2. Wireless technology accessibility will be expanded in all schools to provide more accessibility options for staff and students.
3. New technologies will be implemented that will support energy and cost savings initiatives.
4. The technology maintenance staff will be expanded to accommodate the needs presented as new technologies are deployed and to allow for better maintenance of the student information management system.

**GOAL STATEMENT B:**

NKCPS will provide the professional development staffing and opportunities to teachers that enable them to appropriately utilize the technology that is available to them.

1. A full-time technology teacher and ITRT will be employed for each school.
2. Each school will organize and utilize a technology committee to explore new technology, identify technology needs, and provide professional development for other staff in the school.



**GOAL STATEMENT C:**

NKCPS will explore and implement emerging technologies to enhance learning opportunities and increase accessibility for students.

1. Virtual course offerings will be explored and piloted to provide students with more course options across a more diverse selection of instructional settings.
2. Bring Your Own Technology models will be explored and piloted for implementation in middle school and high school.





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