

Strategy 4

Continue District's strong financial ratings by maintaining high bond credit rating and receiving "Unqualified Audit Opinion" on the Comprehensive Annual Financial Report.

Strategy 5

Continue to enhance and effectively manage warehouse inventory, handling of surplus furniture and U.S. Mail process.

Strategy 6

Streamline budget development and reporting processes and develop processes to improve budget monitoring practices.

Strategy 7

Formalize current process of comparing national and district per square foot and acreage cost for maintenance, building services and grounds.

Strategy 8

Expand the financial portions of staff development training for district employees.

Strategy 9

Aggressively pursue strategies so the district will not depend on the unassigned reserve as a funding source.

Goal 5 Communications and Community Engagement
5 Improve public understanding and support of public schools.

Performance Objectives

1. Increase the percentage of parents rating the district and schools as Excellent or Good, as measured by a district survey, by 1 percentage point each year from the baseline year.
2. Increase the percentage of the general public rating the district and schools as Excellent or Good, as measured by a district survey, by 1 percentage point each year from the baseline year.
3. Document a minimum of 500 hours of mentoring, shadowing, and career exploration contributed by businesses, civic clubs, and other organizations in 2013-14; increase by 10% annually.
4. Increase district-wide volunteer support of schools by 5,000 hours annually from 685,045 in 2011-12 to 715,045 in 2017-18.
5. Increase volunteer hours for the ten schools with the lowest volunteer hours on a per-student calculation by 10% each year.
6. Initiate a minimum of three new presentations/speeches/exhibits promoting GCS each year.
7. Increase "Likes" (electronic subscriptions) of the Greenville County Schools Facebook page by 10% each year.
8. Release an average of ten positive news stories monthly.
9. Achieve annually a minimum of 90% positive or neutral Upstate news media coverage.
10. Publish a minimum of six Op-Eds, including third party endorsements, through Upstate media outlets annually.
11. Provide marketing and media relations in-service to 100% of principals and district leaders by 2017-18.
12. Publish and distribute a minimum of six position papers and/or Legislative Alerts annually on issues impacting the school system.
13. Document that 100% of parents have opportunities each year to participate in a minimum of one conference with school personnel to discuss their child's academic achievement.
14. Increase the percentage of parents using the Parent Portal by at least 5 percentage points each year.

Goal 5 Strategies

Strategy 1

Survey both internal and external publics to determine perceptions of the school district and schools and reasons/sources for those perceptions.

Strategy 2

Expand opportunities for involvement and community support.

Strategy 3

Expand marketing/communications efforts using both traditional and "new" media and other venues.

Strategy 4

Advocate for GCS by proposing legislative priorities that ensure successful public education experiences.

Strategy 5

Increase parents' involvement in their children's education.

Strategic Education Plan 2013-18
Plan Foundation

Mission

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

Beliefs

We believe...

- All students can learn.
- Students are the center of the educational process.
- Students learn best in a safe, inviting environment where they are engaged in learning.
- Students have the responsibility to be active learners.
- Students must have highly competent and caring teachers, principals, and support personnel.
- Students should have equitable access to educational opportunities.
- Educational experiences empower students to communicate and collaborate effectively, solve problems competently, think critically and creatively, and act responsibly.
- Effective learning environments nurture the total well-being, independence, creativity, interests, and talents of students, preparing them for post-high school success.
- Our educational organization prepares students to value learning and to contribute to society.
- Our educational organization prepares students to be financially responsible and economically viable citizens.
- Curriculum and instruction should meet the needs of all students.
- Parent involvement and volunteer services support/enhance the teaching/learning process.
- Education is the shared responsibility of home, school, business and community.
- A comprehensive, fully funded public education is a right.

Vision

To be an exemplary, continuously improving educational organization in which all students achieve their maximum potential through a rigorous, engaging curriculum and support systems that cultivate and promote their well-being.

Strategic Goals

1. **Student Learning and Achievement**
Raise the academic challenge and performance of each student.
2. **Quality Personnel**
Ensure quality personnel in all positions.
3. **School Environment**
Provide a school environment supportive of learning.
4. **Financial Resources**
Effectively manage/further develop necessary financial resources.
5. **Communications and Community Engagement**
Improve public understanding and support of public schools.



Greenville County Schools



Strategic Education Plan Summary 2013-18



Introduction

The 2013-18 Strategic Education Plan is patterned after the Education Plan originally developed in 1999 by a diverse group of district and community stakeholders, and reflects a comprehensive, focused, data-based planning process. The plan, updated annually and completely revisited periodically, defines overall district direction, guides district and school priorities, and serves as the basis for all human, financial, and operational decisions.

A team of 46 community leaders, parents and educators guided the development of the 2013-18 plan, which also included input from action teams, the community and educators. The final plan was approved by the Board of Trustees in January 2013.

This summary includes the mission, beliefs, vision, goals, and performance objectives and strategies for each goal. The complete Strategic Education Plan 2013-18, including the specific activities for each strategy, is posted on the Greenville County Schools website at www.greenville.k12.sc.us.

Strategic Education Plan 2013-18

Goal 1 Student Learning and Achievement

1 Raise the academic challenge and performance of each student.

Performance Objectives

1. Meet the state and federal accountability objectives for all students and subgroups in Writing and English Language Arts each year.
2. Meet the state and federal accountability objectives for all students and subgroups in Mathematics each year.
3. Meet the state and federal accountability objectives for all students and subgroups in Science each year.
4. Meet the state and federal accountability objectives for all students and subgroups in Social Studies each year.
5. Increase student performance on state and national assessments, including the Iowa Test of Basic Skills (ITBS), Advanced Placement (AP) exams, the Scholastic Assessment Tests (SAT), and the ACT.
6. Increase the on-time student graduation rate by one percent (1%) each year, from 72.4% in 2012 to 80% by 2018.

Goal 1 Strategies

Strategy 1

Implement and refine, as appropriate, a process for the continuous development and updating of 21st Century curriculum that is innovative and rigorous for all students.

Strategy 2

Develop and implement innovative, research-based instructional delivery models that meet the needs of all students.

Strategy 3

Develop and implement innovative assessments across all grade levels and content areas that are aligned to Common Core State Standards and measure 21st Century critical thinking skills.

Strategy 4

Provide innovative, ongoing professional development for administrators, instructional coaches, school counselors and teachers to ensure 21st Century learning in every classroom.

Strategy 5

Ensure all students are prepared for the challenges of higher education and careers in the 21st Century.

Strategy 6

Actively engage community members and other stakeholders in the development of the whole child.

Goal 2 Quality Personnel

2 Ensure quality personnel in all positions.

Performance Objectives

1. Train 100% of managers and employees on the new on-line/recruiting applicant system by June 30, 2014.
2. Train 100% of managers and employees on the new Performance Management/Professional Development tool by June 30, 2017.
3. Recruit contracted teachers so that 98% are highly qualified by June 30, 2014, and 100% are highly qualified by June 30, 2015.
4. Assure that 10 schools will utilize a screening and selection tool for teacher employment by June 30, 2016; 20 schools by June 30, 2017; 30 schools by June 30, 2018.
5. Demonstrate that 100% of employee groups participate in an electronic survey by June 30, 2015.

Goal 2 Strategies

Strategy 1

Increase efficiency and effectiveness by utilizing technology to manage Human Resource functions.

Strategy 2

Create customized hiring and recruitment plans and processes for all positions.

Strategy 3

Implement retention practices to ensure the availability of highly skilled employees.

Strategy 4

Provide innovative, ongoing professional development for administrators, instructional coaches, school counselors and teachers to ensure 21st Century learning in every classroom.

Strategy 5

Develop and deploy a comprehensive professional development plan to meet the needs of all non-instructional employees and support the goals of the district.

Goal 3 School Environment

3 Provide a school environment supportive of learning.

Performance Objectives

1. Achieve an annual student attendance rate of 95%.
2. Maintain a student expulsion rate below .5% of the total school district population.
3. Improve school bus discipline, as evidenced by a decrease of 1% per year in bus referrals.
4. Increase the percentage of students/parents taking advantage of choice options from 15% to 16% by 2018.
5. Annually meet the targets and goals specified in the Long Range Facilities Plan and Capital Improvement Program, as measured by completion of projects and initiatives outlined in the plan.
6. Based on factors under the control of Greenville County Schools, improve on-time bus arrival rates, as measured by the Transportation Call Center late bus report.
7. Respond to health and safety work order requests within 24 hours and other work orders within three weeks.

Based on outcomes of the annual State Department of Education Surveys:

8. Increase the percent of parents who are satisfied with the school environment from 88.0% to 91.0% by 2018.
9. Increase the percent of students who are satisfied with the school environment from 83.3% to 85.5% by 2018.
10. Increase the percent of teachers who are satisfied with the school environment from 91.6% to 94.5% by 2018.
11. Increase the percent of parents who feel the school is safe from 93.5% to 95.5% by 2018.
12. Increase the percent of elementary students who feel safe at school from 91.5% to 93.5% by 2018.
13. Increase the percent of secondary students who feel safe at school from 90.3% to 93.0% by 2018.
14. Increase the percent of staff who feel safe at school from 95.5% to 96.5% by 2018.
15. Maintain the percentage of teachers who indicate there is adequate space in their facility at a minimum level of 95%.

Goal 3 Strategies

Strategy 1

Increase school attendance across all school levels.

Strategy 2

Decrease the student expulsion rate.

Strategy 3

Develop and implement a comprehensive initiative to improve student bus behavior.

Strategy 4

Monitor facilities, personnel, programs and equipment that provide for a safe and secure environment.

Strategy 5

Provide magnet and school choice options for students and families that promote opportunities to learn and support the abilities of all students.

Strategy 6

Maintain the accuracy of short- and long-term student projections.

Strategy 7

Annually update the Long Range Facilities and Capital Improvement Program (LRFP/CIP).

Strategy 8

Monitor the effectiveness of the Preventive Maintenance Program to assure safe, inviting facilities that support quality learning experiences for 21st Century students.

Strategy 9

Continue to review practices and procedures within the maintenance, operations and facilities departments to enhance the efficiency and effectiveness of service delivery.

Strategy 10

Support schools and district offices through high quality custodial service.

Strategy 11

Continue replacement plan for all Greenville County Schools vehicles, equipment and district-owned buses.

Strategy 12

Improve the effectiveness and efficiency of the bus transportation system to assure optimal learning opportunities for all students.

Strategy 13

Maintain and support classroom technologies required to provide an environment for learning 21st Century skills.

Strategy 14

Provide the necessary technological infrastructure to support an interdisciplinary, integrated, project-based curriculum.

Goal 4 Financial Resources

4 Effectively manage/further develop necessary financial resources.

Performance Objectives

1. Increase utilization of the Purchasing Card (P-Card) by 10% each year through 2017-18 to cut costs and to streamline the purchasing process.
2. Maintain financial independence of Food Service Operations.
3. Promote on-line W2 access to achieve 50% employee participation by 2017-18.
4. Reduce Workers Compensation claims by school staff (teachers/aides) by 10% annually through 2017-18.
5. Reduce Workers Compensation lost work time claims by 10% annually through 2017-18.
6. Increase Benefit Department's current customer satisfaction rating of 85% to 95% by 2013-14.
7. Present a balanced General Fund Budget for Board review by June 1 of each year.
8. Maintain Bond Credit Ratings of AA+ by S&P and Aa1 by Moody's credit rating agencies.
9. Receive an "Unqualified Audit Opinion" on the annual External Audit of the Comprehensive Annual Financial Report.

Goal 4 Strategies

Strategy 1

Continue to enhance the Nutrition Services Program to assure its effectiveness and fiscal independence.

Strategy 2

Expand utilization of the Purchasing Card (P-Card) program and initiate online services to streamline revenue generation process and decrease expenses pertaining to document storage.

Strategy 3

Develop processes to allow online access to W2 information, employee donations to United Way, and employment verification process.