



New Hanover County Schools Strategic Planning Work Session Workbook

Wednesday, March 23, 2022

New Hanover County Schools
Strategic Planning Work Session
Wednesday, March 23, 2022

Purpose

To fine-tune NHCS Strategic Plan-Draft to further develop Tactics, Timelines, Targets, and Metrics through facilitated group work for each goal in the Plan

Overview of Work Session

The work session is divided into four parts to further develop the Plan by writing Tactics for each Action Step, and identifying and writing Targets, Timelines, Metrics, and developing a Dashboard to track progress.

Seven work groups, one for each Goal area, will be engaged in the work. Ideally, each group should include the Cabinet Leader responsible for the Goal, a Strategy Leader responsible for each Strategy within the Goal, and a Staff Leader for each Action Step. Strategy Leaders may be responsible for more than one Strategy, and Staff Leaders may be responsible for more than one Action Step. These individuals should be identified and invited to participate prior to the work session. Recognizing that there may be limitations on the availability and accessibility of staff, we recommend that each Goal area at a minimum include persons able to complete the fine-tuning of the Targets, Timelines, Metrics within that area.

- *Cabinet Leader: Responsible for overall Goal Achievement*
- *Strategy Leader: Responsible for oversight and monitoring of Strategy Implementation and Completion*
- *Staff Leader: Responsible for Implementation of Action Steps*

Facilitated group work for the work session will include instructions and guidance on how to develop Tactics, Targets, Metrics, and Timelines for the implementation of each goal. Included in this Workbook is a Work Plan to guide the work of each group. Items highlighted in green will be the focus of the groups' work.

At the end of the work session, all features in the plan should be fully developed.

NHCS Strategic Planning Work Session

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9:00 am – 4:00 pm

AGENDA

I.	Overview of Work Session	9:00 - 9:15
II.	Facilitated group work on development of Tactics	9:15 – 11:15
III.	Facilitated group work on development of Timelines	11:15 – 12:30
	LUNCH	12:30 – 1:00
IV.	Facilitated group work on development of Targets and Metrics	1:00 – 2:30
	BREAK	2:30 – 2:45
V.	Dashboard	2:45 – 3:30
VI.	Next Steps	3:30 – 4:00

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ACADEMIC PERFORMANCE

FEATURES	
Goal Statement – Academic Performance	Complete
Outcome Statement	Complete
Strategies = 6	- Strategies – Complete - Assign Strategy Leader to Each Strategy before 3/23/22
Action Steps = 24	- Action Steps – Complete - Action Steps are Assigned to Staff Leaders before 3/23/22
Tactics – Complete During Work Session	- Facilitator will provide Instructions on How to Write Tactics - Write Tactics [no more than 5] for each Action Step
Targets and Metrics – Complete During Work Session	- Facilitator will provide Instructions on How to Write Targets and Metrics that include QUAL/QUANT - Identify Targets and Metrics for Action Steps [24]
Responsible Party – Chief Academic Officer	- Goal is Assigned to a Cabinet Leader – Complete - Strategies are Assigned to a Strategy Leader – Incomplete - Identify Before 3/23/22 Work Session - Strategy Leaders Attend Work Session 3/23/22 - Action Steps are Assigned to Staff Leaders – Incomplete - Identify Before 3/23/22 Work Session - Staff Leaders Attend Work Session 3/23/22
Timeline = 5 years – Complete During Work Session	2022, 2023, 2024, 2025, 2026 - Facilitator will provide Instructions and Worksheet with the Quarters and Dates - For each tactic; add completion date by quarter = 20 Quarters
Dashboard	- Facilitator will provide Instructions and Worksheet with Dates by Year – 2022, 2023, 2024, 2025, 2026 - Using the Outcome Statement Identify Baseline and Targets by Year
Materials NEEDED for the Work Session	
- Create Work Groups by Goal = Cabinet Leader; Strategies = Strategy Leaders; Action Steps = Staff Leaders - Scribe-Typist with Laptop for Real Time Completion	

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STUDENT SAFETY and WELLNESS: PEOPLE

FEATURES	
Goal Statement – Student Safety and Wellness: People	• Complete
Outcome Statement	• Add Measurable Component
Strategies = 3	• Strategies – Complete • Assign Strategy Leader to Each Strategy before 3/23/22
Action Steps = 10	• Action Steps – Complete • Action Steps are Assigned to Staff Leaders before 3/23/22
Tactics – Complete During Work Session	• Facilitator will provide Instructions on How to Write Tactics • Write Tactics [no more than 5] for each Action Step
Targets and Metrics – Complete During Work Session	• Facilitator will provide Instructions on How to Write Targets and Metrics that include QUAL/QUANT • Identify Targets and Metrics for Action Steps [10]
Responsible Party – Asst Supt Support Services	• Goal is Assigned to a Cabinet Leader – Complete • Strategies are Assigned to a Strategy Leader – Incomplete ○ Identify Before 3/23/22 Work Session ○ Strategy Leaders Attend Work Session 3/23/22 • Action Steps are Assigned to Staff Leaders – Incomplete ○ Identify Before 3/23/22 Work Session ○ Staff Leaders Attend Work Session 3/23/22
Timeline = 5 years – Complete During Work Session	• 2022, 2023, 2024, 2025, 2026 • Facilitator will provide Instructions and Worksheet with the Quarters and Dates • For each tactic; add completion date by quarter = 20 Quarters
Dashboard	• Facilitator will provide Instructions and Worksheet with Dates by Year – 2022, 2023, 2024, 2025, 2026 • Using the Outcome Statement Identify Baseline and Targets by Year
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STUDENT SAFETY and WELLNESS: PLACES

FEATURES	
Goal Statement – Student Safety and Wellness: Places	Complete
Outcome Statement	Add Measurable Component
Strategies = 5	- Strategies – Complete - Assign Strategy Leader to Each Strategy before 3/23/22
Action Steps = 15	- Action Steps – Complete - Action Steps are Assigned to Staff Leaders before 3/23/22
Tactics – Complete During Work Session	- Facilitator will provide Instructions on How to Write Tactics - Write Tactics [no more than 5] for each Action Step
Targets and Metrics – Complete During Work Session	- Facilitator will provide Instructions on How to Write Targets and Metrics that include QUAL/QUANT - Identify Targets and Metrics for Action Steps [15]
Responsible Party – Asst Supt Operations	- Goal is Assigned to a Cabinet Leader – Complete - Strategies are Assigned to a Strategy Leader – Incomplete - Identify Before 3/23/22 Work Session - Strategy Leaders Attend Work Session 3/23/22 - Action Steps are Assigned to Staff Leaders – Incomplete - Identify Before 3/23/22 Work Session - Staff Leaders Attend Work Session 3/23/22
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SUPPORTIVE ENVIRONMENT for TEACHERS and STAFF

FEATURES	
Goal Statement – Supportive Environment for Teachers and Staff	Complete
Outcome Statement	Add Measurable Component
Strategies = 3	- Strategies – Complete - Assign Strategy Leader to Each Strategy before 3/23/22
Action Steps = 6	- Action Steps – Complete - Action Steps are Assigned to Staff Leaders before 3/23/22
Tactics – Complete During Work Session	- Facilitator will provide Instructions on How to Write Tactics - Write Tactics [no more than 5] for each Action Step
Targets and Metrics – Complete During Work Session	- Facilitator will provide Instructions on How to Write Targets and Metrics that include QUAL/QUANT - Identify Targets and Metrics for Action Steps [6]
Responsible Party – Asst Supt of Human Resources	- Goal is Assigned to a Cabinet Leader – Complete - Strategies are Assigned to a Strategy Leader – Incomplete - Identify Before 3/23/22 Work Session - Strategy Leaders Attend Work Session 3/23/22 - Action Steps are Assigned to Staff Leaders – Incomplete - Identify Before 3/23/22 Work Session - Staff Leaders Attend Work Session 3/23/22
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EQUITY, DIVERSITY, and INCLUSION

FEATURES	
Goal Statement – Equity, Diversity, and Inclusion	Complete
Outcome Statement	Complete
Strategies = 3	- Strategies – Complete - Assign Strategy Leader to Each Strategy before 3/23/22
Action Steps = 10	- Action Steps – Complete - Action Steps are Assigned to Staff Leaders before 3/23/22
Tactics – Complete During Work Session	- Facilitator will provide Instructions on How to Write Tactics - Write Tactics [no more than 5] for each Action Step
Targets and Metrics – Complete During Work Session	- Facilitator will provide Instructions on How to Write Targets and Metrics that include QUAL/QUANT - Identify Targets and Metrics for Action Steps [10]
Responsible Party – Chief of Equity, Diversity, and Inclusion	- Goal is Assigned to a Cabinet Leader – Complete - Strategies are Assigned to a Strategy Leader – Incomplete - Identify Before 3/23/22 Work Session - Strategy Leaders Attend Work Session 3/23/22 - Action Steps are Assigned to Staff Leaders – Incomplete - Identify Before 3/23/22 Work Session - Staff Leaders Attend Work Session 3/23/22
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FAMILY ENGAGEMENT

FEATURES	
Goal Statement – Family Engagement	Complete
Outcome Statement	Add Measurable Component
Strategies = 3	- Strategies – Complete - Assign Strategy Leader to Each Strategy before 3/23/22
Action Steps = 6	- Action Steps – Complete - Action Steps are Assigned to Staff Leaders before 3/23/22
Tactics – Complete During Work Session	- Facilitator will provide Instructions on How to Write Tactics - Write Tactics [no more than 5] for each Action Step
Targets and Metrics – Complete During Work Session	- Facilitator will provide Instructions on How to Write Targets and Metrics that include QUAL/QUANT - Identify Targets and Metrics for Action Steps [6]
Responsible Party – Chief Communications Officer	- Goal is Assigned to a Cabinet Leader – Complete - Strategies are Assigned to a Strategy Leader – Incomplete - Identify Before 3/23/22 Work Session - Strategy Leaders Attend Work Session 3/23/22 - Action Steps are Assigned to Staff Leaders – Incomplete - Identify Before 3/23/22 Work Session - Staff Leaders Attend Work Session 3/23/22
Timeline = 5 years – Complete During Work Session	2022, 2023, 2024, 2025, 2026 - Facilitator will provide Instructions and Worksheet with the Quarters and Dates - For each tactic; add completion date by quarter = 20 Quarters
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COMMUNITY PARTNERSHIPS

FEATURES	
Goal Statement – Community Partnerships	• Complete
Outcome Statement	• Add Measurable Component
Strategies = 3	• Strategies – Complete • Assign Strategy Leader to Each Strategy before 3/23/22
Action Steps = 7	• Action Steps – Complete • Action Steps are Assigned to Staff Leaders before 3/23/22
Tactics – Complete During Work Session	• Facilitator will provide Instructions on How to Write Tactics • Write Tactics [no more than 5] for each Action Step
Targets and Metrics – Complete During Work Session	• Facilitator will provide Instructions on How to Write Targets and Metrics that include QUAL/QUANT • Identify Targets and Metrics for Action Steps [7]
Responsible Party – Chief Communications Officer	• Goal is Assigned to a Cabinet Leader – Complete • Strategies are Assigned to a Strategy Leader – Incomplete ○ Identify Before 3/23/22 Work Session ○ Strategy Leaders Attend Work Session 3/23/22 • Action Steps are Assigned to Staff Leaders – Incomplete ○ Identify Before 3/23/22 Work Session ○ Staff Leaders Attend Work Session 3/23/22
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