

Pathway to 2028



**Strategic Plan
2023-2028**

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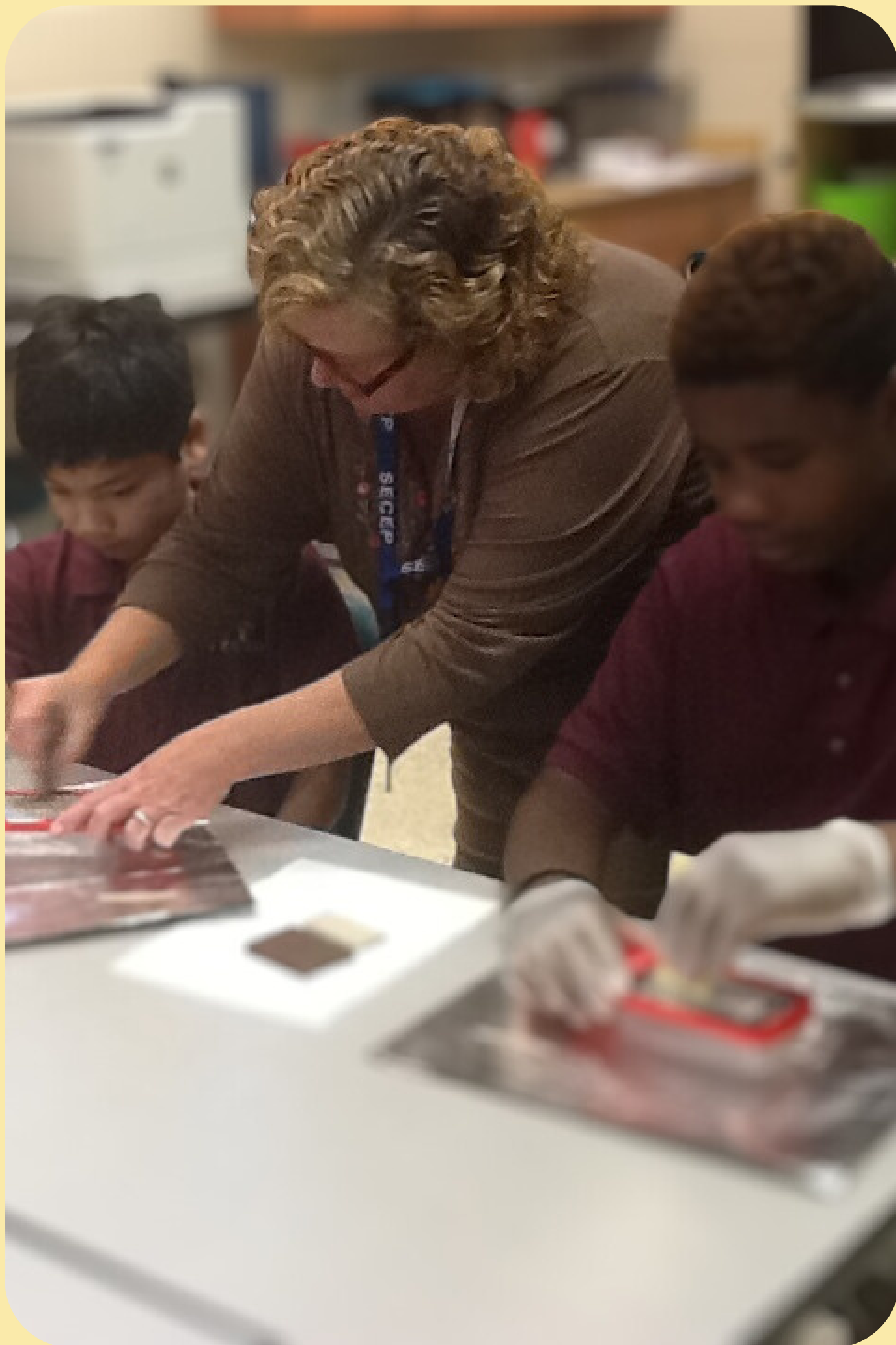
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Overview



Strategic planning plays an essential role in the continuous improvement efforts of an organization. It is the process of documenting present performance levels by assessing where SECEP is, and identifying where we aspire to be.

Pathway to 2028 outlines the organization's goals for the next five years. This plan includes action steps that will guide us. SECEP will periodically review and update the plan to ensure its continued relevance.



VISION

As the premier regional special and alternative education program, SECEP builds pathways for students and staff to learn, work, and play their way to success.

MISSION

In partnership with students, families, and communities, SECEP provides a safe and nurturing environment, focused on meeting individual educational needs and achieving meaningful outcomes for our diverse population of students.





Climate & Culture

SECEP values strong relationships with staff, students, and the community. With the next five years in mind, our priority is to guide students through their educational journey, foster their talents, and shape a positive future. By promoting collaboration among administrators, teachers, parents, and students, we aim to achieve positive outcomes that extend beyond the SECEP classroom.



Climate & Culture

Goal 1: SECEP will inspire a culture of support and collaboration.

Action Steps

- 1. Support opportunities to bolster staff relationships and team building.**
- 2. Develop a recognition program to celebrate staff and student accomplishments in service, teaching, and learning.**
- 3. Form advisory committees to provide a forum for communication and exchange ideas and information between administrators and staff.**



Climate & Culture

Goal 2: SECEP will increase collaboration among all stakeholders.

Action Steps

- 1. Provide opportunities for open communication by holding quarterly sessions for staff and parents to dialogue with leadership.**
- 2. Conduct yearly climate surveys for students, staff, parents, and other stakeholders and provide results to all stakeholders.**



Climate & Culture

Goal 3: SECEP will continue to build leadership capacity.

Action Steps

- 1. Provide opportunities for leadership development at all levels.**
- 2. Provide staff members the opportunity to job shadow and observe across programs and cities.**
- 3. Build upon current opportunities for mentors and mentees.**



Instruction

SECEP provides resources and opportunities for students of all skill levels, including vocational training, post-secondary education, employment, and independent living instruction. SECEP collaborates with local agencies and businesses to provide community-based instructional opportunities and strives for equity in resource availability. SECEP is committed to providing differentiated instruction tailored to each student's needs and goals. The online learning management system provides an instructional platform for students and professional development for staff.



Instruction

Goal 1: SECEP will provide tools, resources, and support in multiple formats to develop effective instructional and transition programming that meets the needs of all students.

Action Steps

- 1. Develop a process for identifying, developing, and securing curricular and instructional resources to meet the needs of all students.**
- 2. Cultivate, distribute, and maintain online resources.**
- 3. Develop a systematic process for integrating instructional technology within and across programs.**



Instruction

Goal 2: SECEP will partner with divisions to ensure access to curricular, technological, and other resources across member school divisions and the organization.

Action Steps

- 1. Establish primary contacts and work groups with partnering school divisions.**
- 2. Develop processes for acquiring, distributing, implementing, and updating shared resources.**



Instruction

Goal 3: SECEP will enhance transition-related instruction that is differentiated for all students, including employment, training, independent living, and post-secondary education.

Action Steps

- 1. Continue to identify and develop community partnerships to support transition-related programming.**
- 2. Expand opportunities for transition assessments to support students, families, and staff in planning for life after graduation.**



Safety & Behavior

SECEP values a safe and nurturing learning environment where students and staff can learn, work and play. By collaborating with students, staff members, and stakeholders, SECEP utilizes the foundations of Applied Behavior Analysis to develop and implement the Core Foundations of Behavior using the Behavior Skills Training model. Additional support layers include annual training in the crisis management system and implementation of social and interpersonal skills instruction.

SECEP continuously improves safety and behavior practices by providing professional development opportunities and resources. SECEP will provide the needed supports that ensure a safe and nurturing learning environment for students and staff.



Safety & Behavior

Goal 1: SECEP will develop and implement a systematic process of assessing behavior data and interventions.

Action Steps

- 1. Improve the process of reviewing and monitoring the effectiveness of behavioral interventions to ensure student growth and progress.**
- 2. Provide resources in the learning management system to support staff in their daily practice (e.g., datasheets, integrity checklists, and video demonstrations).**



Safety & Behavior

Goal 2: SECEP will provide ongoing remote and in-person reviews of safety and behavioral programming.

Action Steps

- 1. Develop resources in the learning management system that provides guidance on the elements of supportive interventions, antecedent strategies, and the crisis management system.**
- 2. Provide staff with on-going in-person practice sessions focused on supportive interventions.**



Professional Development

SECEP offers comprehensive staff development through behavior skills training, and targeted competencies provided both in-person and virtually. In addition, the organization is looking to increase peer-to-peer professional development opportunities and improve centralized access to information through a learning management system. SECEP also offers a Teacher Development Program for aspiring teachers, which could be streamlined to involve guidance from the Human Resources Department. These efforts ensure that each teacher candidate is fully equipped to become an instructional leader.



Professional Development

Goal 1: SECEP will conduct annual needs assessments of staff members to establish professional development opportunities in the learning management system.

Action Steps

- 1. Provide in-person and on-demand professional development opportunities specific to meeting the needs of students and staff.**
- 2. Provide opportunities for staff to share professional development presentations that can be accessed on demand.**
- 3. Collaborate with divisions to provide and participate in professional development opportunities.**
- 4. Update the current professional development tracking system.**



Professional Development

Goal 2: SECEP will continue to enhance the Teacher Development Program.

Action Steps

- 1. Provide administrators with guidance on supporting the on the-job training needs of the Teacher Development Program participants.**
- 2. Develop consistent and structured training opportunities for Teacher Development Program participants across all programs and cities.**



Recruitment & Retention

SECEP has developed methods to raise awareness through social media platforms, giving stakeholders a voice in organizational planning and providing opportunities for parents and educators to celebrate the successes of our programs and students. In addition, community partnership opportunities have been developed, and those partnerships are recognized on our public website.

Staff are recruited from local and out-of-area universities. The Teacher Development Program offers opportunities for nontraditional students an alternative path to licensure.



Recruitment & Retention

Goal 1: SECEP will increase our presence through community engagement.

Action Steps

- 1. Expand social media presence.**
- 2. Maintain an updated website.**
- 3. Explore the development of community/educational partnerships to collaborate in grant and other program development opportunities.**
- 4. Explore opportunities to host or co-host conferences or workshops in Hampton Roads.**



Recruitment & Retention

Goal 2: SECEP will expand our recruitment opportunities.

Action Steps

- 1. Enhance the awareness and benefits of our Teacher Development, College Student, and Related Service Internship Programs.**
- 2. Include staff members from all organizational levels in recruitment opportunities.**
- 3. Provide a recruitment bonus for staff members that recruit employees who secure employment and meet employer expectations.**



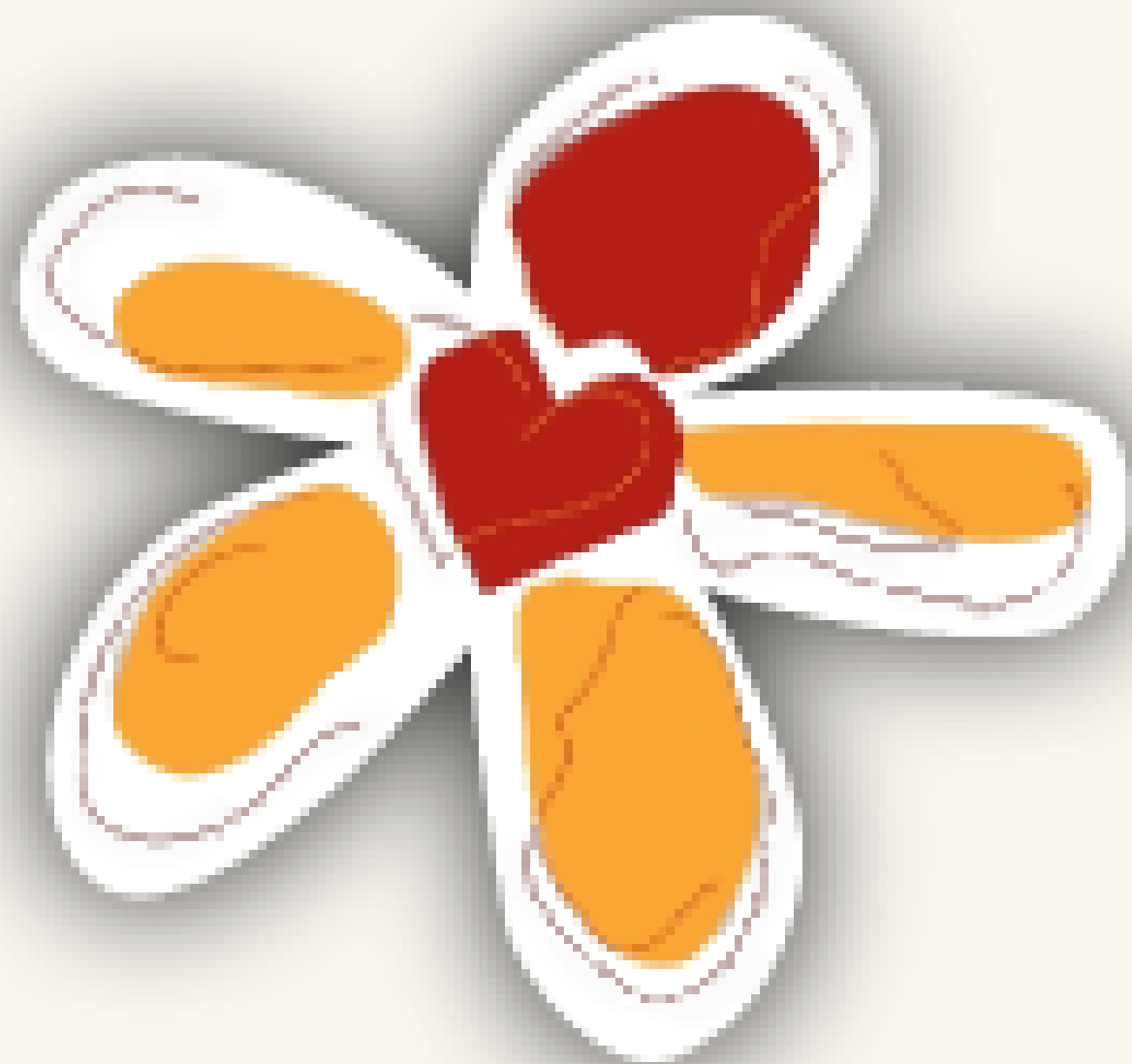
Recruitment & Retention

Goal 3: SECEP will improve staff retention through structured professional growth opportunities.

Action Steps

- 1. Develop a teacher-assistant mentor program.**
- 2. Provide support for staff completing the required assessments for licensure.**

Thank You, Strategic Plan Work Group Members!



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