

# **FOCUS** *Forward*

Granville County Public Schools



*Strategic Plan*  
**2023-2025**

## Our Leadership



**Dr. Stan Winborne**  
*Superintendent*



**Mrs. Vickie Hines**  
*Interim Chief Financial Officer*



**Mr. Jamar Perry**  
*Assistant Superintendent for Curriculum and Instruction & Student Services*



**Mr. William Graham**  
*Executive Director of Operations and Safety*



**Courtney Currin**  
*Executive Director of Human Resources & Public Information Officer*

## Our Board of Education



**Mrs. Glenda Williams**  
*Board Chair District 3*



**Mrs. Ethel J. Anderson**  
*District 1*



**Dr. Helen Lindsey**  
*District 2*



**Mr. Leonard E. Peace, Sr.**  
*Board Vice-Chair District 4*



**Mrs. Danielle Hayes**  
*District 5*



**Mrs. Amanda J. LaBrecque**  
*District 6*



**Dr. Taylor Frederick**  
*District 7*

## Greetings to all,

On behalf of the GCPS family of educators, we thank you for taking the time to learn about our district's strategic plan. This document, which supports our district's mission and vision, has been developed through a collaborative, evolutionary process with the input of hundreds of stakeholders. The plan is organized around five strategic priorities, each with accompanying goals, strategies and rationales. In addition, there are measurable targets and benchmarks for each strategic priority which we aspire to achieve.

Every student in our communities deserves what we ALL want – what each and every one of you want for your own children, grandchildren, nieces and nephews, or any child you may care for in your life.

We want them to be safe and we want them to be happy. We want them to be loved and we want them to be treated with respect. We want them to master the fundamental skills they need to be successful in life. And we want them to have opportunities to find fulfilling and meaningful careers as they continue their next steps after walking across our graduation stages.

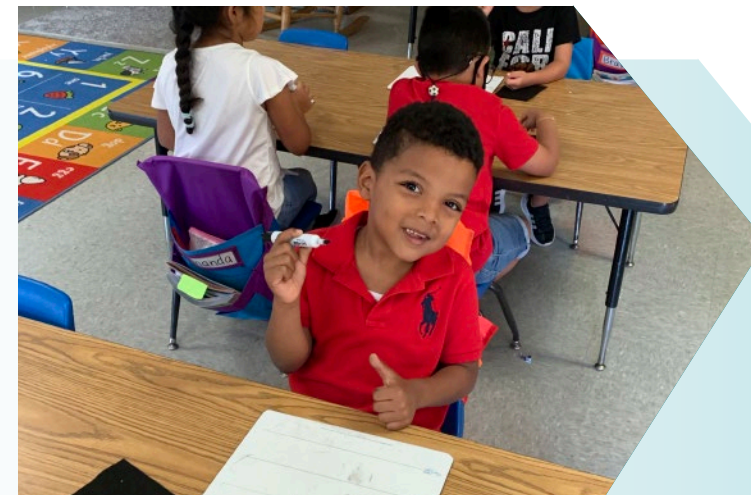
We hope that you will join us in our collective effort to ensure that is the case for every single student in our district. We are FOCUSED and moving forward toward this effort.

Sincerely,

**Dr. Stan Winborne**

*Superintendent*

*Granville County Public Schools*



## Our Vision

Every student will reach his or her full potential, prepared to thrive in a changing world.

## Our Mission

We empower every student, every day.

## 5 Strategic Priorities

### 1 Academic Success

We will hold high expectations for all students, ensuring our curriculum, assessment and instructional practices lead students to reach their full academic potential.

### 2 Health & Safety

We will ensure every school is safe – physically, environmentally and socially – for all students and staff.

### 3 Human Capital Management

We will value educators, leaders and staff and will recruit, select, support, develop and retain excellent educators, leaders and staff.

### 4 Fiscal Responsibility

We will align our budget and resources to the needs of our schools and community, ensuring our resources are used in the service of our students.

### 5 Communication & Community

We will foster meaningful relationships within our community – listening and communicating intentionally and effectively with students, parents, businesses and other stakeholders.



## Priority 1 Academic Success

*We will hold high expectations for all students, ensuring our curriculum, assessment and instructional practices lead students to reach their full academic potential.*

## Strategies

### Core Curriculum

Provide a research-based, engaging curriculum that aligns to North Carolina's college-and-career-ready standards; support teachers in aligning instruction and expectations to the curriculum.

### Course Offerings

Give students compelling options to explore and achieve by expanding offerings, including rich advanced offerings and practical, work-force-aligned programs.

### Whole Child Support

Surround students with support structures that recognize the social and emotional needs of students, respond to those needs and create a welcoming, safe environment for all students.

### Differentiation and Gap Support

Align instructional, relational and extracurricular support to individual student needs with a focus on closing gaps.

## Rationale

The quality of texts, digital resources and curricular material can make a substantive difference in student outcomes and provide significant return on investment.

Our schools should empower students to engage in their world and explore knowledge and skills in many areas, sparking curiosity and preparing students for tomorrow.

Students learn and thrive in environments that recognize and respond to their needs and when they have caring, close relationships with adults and classmates.

Persistently, GCPS faces opportunity and achievement gaps for students with disabilities, students from low-income backgrounds, students of color and English language learners – we must address all student needs.





## Priority 2 *Health & Safety*

### *Strategies*

#### **Facilities Maintenance**

Update school buildings and practices to ensure safety, health and security.

#### **Social and Emotional Health**

Create an environment of acceptance, care and attentiveness to student and staff needs through staff development and personnel strategies.

#### **Safety Processes and Practices**

Revisit all safety processes and practices; when clear protocols are absent, develop those and practice.

*We will ensure every school  
is safe-physically,  
environmentally and  
socially-for all students  
and staff.*

### *Rationale*

Every child deserves to come to school in a clean, healthy environment, free of distraction or threat, where they can spend their time focused on growing and learning.

School should be a place of joy, growth, fellowship and accomplishment. Social and emotional health is important in and of itself and necessary for successful academic growth and achievement.

Proactive safety strategies and practice drills can help mitigate risk and guide behavior.

## Priority 3 *Human Capital Managment*



*We value educators, leaders and  
staff and will recruit, select,  
support, develop and  
retain excellent educators,  
leaders and staff.*

### *Strategies*

#### **Teacher Growth and Development**

Provide every teacher a professional work environment that honors their professionalism and helps them grow in their effectiveness through collaboration and high-quality, differentiated professional development.

#### **Principal Growth and Development**

Institute leadership support and coaching to equip school leaders to enable instructional excellence and build a culture of joy and accomplishment in every school building.

#### **Personnel Pipeline**

Strengthen recruitment, selection, onboarding, compensation, retention and professional advancement of teachers, principals and all staff.

### *Rationale*

Educators are the single most important in-school factor in helping students succeed. GCPS will succeed when our teachers are respected, honored and given the time, professional development and feedback to grow more effective.

School leadership is pivotal to student success and teacher effectiveness and satisfaction.

A strong set of incentives are needed to draw and retain excellent educators and staff to GCPS, including career pathways that lead to increasing responsibility, influence and compensation.

## Priority 4 *Fiscal Responsibility*



*We will align our budget and resources to the needs of our schools and community, ensuring our resources are used in the service of our students.*

### **Strategies**

#### **Alignment to Priorities**

Allocate resources in alignment with strategic priorities and monitor effectiveness of those resources toward moving the needle on GCPS metrics for success.

#### **Long-Term Facilities Planning**

Write a long-term facilities modernization plan based on instructional and infrastructure needs with the support of a thorough audit, resulting in prioritization of scheduled building repairs.

#### **Transparency**

Institute simple, clear reports that show how and where GCPS is allocating resources, and publicize those reports.

### **Rationale**

The habit of aligning resources with our goals (e.g., why do we believe-and what evidence do we have-that is expenditure will lead to academic success?) will help us make the choices that will best align with our goals for students.

Facilities will regularly need updates and, in time, significant renovations. An audit and long-term plan can ensure that the resources directed at this go to schools with the most pressing needs and that the rationale is clear and public.

Budget transparency is vital to build trust and practice ongoing stewardship of the financial resources entrusted to the district on behalf of students.



## Priority 5 *Communications & Community*

*We will foster meaningful relationships within our community - listening and communicating intentionally and effectively with students, parents, businesses and other stakeholders.*

### **Strategies**

#### **Fostering Community Relationships**

Institute practices across the district that invite parents into school events, foster relationships between stakeholders, and gather and use community feedback to guide our schools.

#### **Accessibility For All**

Ensure every parent and community member has access to all information, regardless of background, and that educators understand and can teach and communicate competently within our diverse community.

#### **Telling Our Story**

Tell the story of Granville County Public Schools in a way that highlights our focus on students. The opportunities our schools offer and our commitment to seeing each child reach their full potential.

### **Rationale**

Parental and community involvement will be vital to achieving our mission and vision for students – their support, involvement, feedback and love for their children are powerful and important to the success of our students.

Our community is increasingly diverse – a strength that can be built upon when we successfully tailor our communication strategies to include and empower all stakeholders.

In an increasingly competitive educational choice landscape, we need parents and stakeholders in the community to understand the worth and value of our public schools and the opportunities available in GCPS and nowhere else.

Our Goal: *Out Perform The State Rate of Improvement!*

		2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
<b>Academic Success</b>	Increase 4-Year Cohort Graduation Rate	84.0%	85.5%	87.0%	88.5%	90.0%	91.50%
	Increase the Student Attendance Rate	95.50%	95.75%	96%	96.25%	96.50%	96.70%
	Decrease the Number of Dropouts	48	44	40	36	33	30
	Increase Math Course Rigor*	92.00%	92.00%	93.00%	94.00%	95.00%	96%
	Increase the percent of students who receive Silver or higher on WorkKeys	62.0%	67.0%	73.0%	78.0%	82.0%	85%
	Increase the Percentage of students scoring a 17 or higher on the ACT **	46%	52%	58%	64%	71%	78%
	Increase the number of schools that Meet or Exceed Growth	76.5% (13/17)	93.75% (15/16)	100% (16/16)	100% (16/16)	100% (16/16)	100%
	Increase the number of schools that receive a school performance grade of C or higher ***	76.5% (13/17)	93.75% (15/16)	100% (16/16)	100% (16/16)	100% (16/16)	100%
	Increase the percent of CTE Credentials earned by grad. Cohort	20%	22%	24%	26%	28%	30%
<b>Health &amp; Safety</b>	Increase the number of District-wide Social Workers, and /or Mental Health Professionals	2	4	5	5	6	7
	Increase the percentage of students that reply "Yes" to "Overall my school is safe"						
	Increase the number of students that report 3 or more (out of 5) personal strengths		59%	65%	73%	79%	85%
	Increase the Number of SROs to eleven	9	10	10	11	11	11
	Decrease the number of students in an alternative placement						
	Decrease the Number of Short-term Suspensions	3493	3153	3143	2793	2433	2093
	Decrease the Number of Long-term Suspensions	7	6	5	5	5	5
<b>Human Capital Management</b>	Reduce the Teacher Turnover Rate	17.0%	16.0%	15.0%	14.0%	14.0%	MAINTAIN
	Increase number of Instructional Specialists/Coaches for district to ten	3	5	7	9	10	
	Increase the Percentage of National Board Certified Teachers (pay & reimbursement)	7.4%	7.5%	7.6%	7.8%	8.0%	
	Increase the number of technology credentialed teachers	71	76	81	86	91	
	Increase teacher recruitment and retention and/or supplement funding to 15% over 5 years (graduated supplement scale?)	0.0%	3.0%	0.0%	1.0%	1.0%	
<b>Communications &amp; Community</b>	Increase the number of school volunteers	1,250	1,300	1,350	1,400	1,450	1,500
	Increase the number of business and community partners	Disburse	70	70	72	74	76
	Increase the percentage of families who indicate satisfaction with our communication efforts			60.00%	70.00%	80.00%	90.00%
	Increase the number of community-wide outreach events			2	4	15	15
	Increase the number of translators and interpreters			8	12	16	20
	Increase the number of opportunities to capture students voice			2	4	6	8
<b>Fiscal Responsibility</b>	Increase the percentage of every dollar of the operating funding budgeted for Instructional Services						
	Targeted fiscal communication to the public at strategic times	76.0%	76.5%	77.0%	77.5%	78.0%	78.50%
	Increase the Health and Safety budget for upcoming school year 2021-2022 due to the Pandemic.						

\* Math Course Rigor – The percentage of 12th grade students taking and passing the NC Math 3 course

\*\* The percentage of 12th graders meeting the UNC system admissions minimum requirement of a composite score of 17 on the ACT or an NC Community College requirement

\*\*\* Phoenix Academy is evaluated using the State's process for Alternative Schools and not included in this count



**Granville County**  
PUBLIC SCHOOLS

*Committed to Excellence and Achievement for All*

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