



New Kent County Public Schools

STRATEGIC PLAN



Vision Statement:

Engage, Empower, Elevate: Staff, Students, Families, and the Community

Mission Statement:

New Kent County Public Schools will equip every student with the knowledge, skills, and character to excel in the three Es (Employment, Enlistment, and Enrollment). Through a supportive and dynamic learning environment, we prepare students for lifelong success and empower them with the desire and capacity to make positive contributions to their communities and country.

The following goals were developed collaboratively with input from key stakeholders, including division employees, community members, and NKCPs families.

Goals:

Goal 1: Student Achievement/
Employment, Enlistment,
Enrollment

Goal 2: Recruitment and
Retention of Highly
Effective Talent

Goal 3: Organizational
Efficiency and Effectiveness

Goal 4: Strengthen
Partnerships with Families
and the Community



NKCPS STRATEGIC PLAN

GOAL 1: STUDENT ACHIEVEMENT

(INSTRUCTION)/EMPLOYMENT, ENLISTMENT, ENROLLMENT



Optimize teaching and learning to prepare students for post-secondary readiness.

Strategy

- Align current and future offerings to maximize pathways for all students.
- Engage all students through the incorporation of real-world instructional activities that challenge students and foster skills necessary for a successful post-secondary experience.
- Establish career exploration programs starting in elementary school and enhance middle school and high school offerings with career and technical education (CTE), college readiness, and military preparation resources.
- Develop, implement, and track intervention plans for students identified as at risk academically, behaviorally, and/or due to chronic absenteeism.
- Increase and formalize partnerships with local colleges, technical schools, and businesses to create pathways for dual enrollment, apprenticeships, and internships.
- Increase critical thinking and engagement to promote academic growth at all proficiency levels through targeted support to meet the needs of every student.

Key Performance Indicators (KPIs)

Key data and metrics identified as most impactful in demonstrating meaningful progress towards the division's mission and priorities.

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| • 3E (Employment, Enlistment, Enrollment) Data | • Early Literacy Assessments |
| • Attendance Data | • SOL Assessments by Subgroup |
| • Course Catalogue | • Virginia Department of Education (VDOE) Accountability Framework Data |
| • Discipline Data | |



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GOAL 2: RECRUITMENT AND RETENTION OF HIGHLY EFFECTIVE TALENT (HUMAN RESOURCES)



Recruit and retain highly skilled and committed team members by providing personalized and differentiated pathways for professional growth, improvement, and advancement.

Strategy

- Conduct climate surveys and use the Human Resources Exit Collection data to develop site-based plans to improve employee retention, satisfaction, and commitment.
- Define, develop, and implement professional growth strategies and opportunities for each employee group.
- Develop a comprehensive recruitment plan to include marketing videos, website presence, and marketing materials.
- Develop, review, and maintain a competitive staff compensation package, including benefits, across comparable markets.
- Educate employees on the comprehensive compensation package and all available benefits.
- Implement forward-thinking solutions that enhance recruitment and retention strategies such as childcare, on-site health clinic, etc.

Key Performance Indicators (KPIs)

Key data and metrics identified as most impactful in demonstrating meaningful progress towards the division's mission and priorities.

- Compensation Plan
- Employment, Retention, Licensure, and Vacancy Data
- Human Resources Exit Collection Data
- Staff Certifications, Endorsements, and Degrees Earned Post Employment
- Staff Working Conditions/Climate Data



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GOAL 3: ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS (FINANCE AND OPERATIONS)



Optimize division efficiency and effectiveness by establishing and strengthening structures, processes, and systems around facility management and budgetary planning.

Strategy

- Create and maintain a multi-year improvement plan to address infrastructure, expanding capacity, flexible learning spaces, and establishing a maintenance schedule to ensure efficient, well-maintained facilities.
- Develop and implement plans for ongoing assessment and improvement of safety and security, facilities, and transportation.
- Engage key stakeholders in preparing an annual budget that aligns with the strategic goals.
- Implement AI-driven solutions when appropriate across instructional, financial, and operational domains to improve decision-making, productivity, and user experience while fostering ethical and equitable practices.
- Implement data dashboards that provide consistent data access for decision-making and transparency.
- Improve data consistency and increase efficiency in data management and analysis through system integrations and staff development.
- Improve the accuracy of budget projections to enhance financial planning and decision-making.

Key Performance Indicators (KPIs)

Key data and metrics identified as most impactful in demonstrating meaningful progress towards the division's mission and priorities.

- Bus/Vehicle Replacement Cycles
- Comprehensive Facility Assessment
- Data Dashboards
- Off-Cycle Budget Transfers
- Operational Process Efficiency for Work Orders
- Stakeholder Committees and Representation



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GOAL 4: STRENGTHEN PARTNERSHIPS WITH FAMILIES AND THE COMMUNITY (SUPERINTENDENT'S OFFICE)



Build meaningful, collaborative relationships with families and community members to enhance student learning, well-being, and engagement.

Strategy

- Create inclusive opportunities for families and community members to actively participate in school events, decision-making processes, and educational programs.
- Educate and inform community members of volunteer opportunities across our schools.
- Establish procedures to improve content accuracy across school and district websites.
- Establish regular communication channels, including workshops, newsletters, and social media, to keep families informed and involved.
- Establish regular surveys, listening sessions, and other feedback loops so families can share their perspectives, challenges, and ideas, allowing the division to adjust and create policies with family input.
- Foster a welcoming culture for all stakeholders by providing ongoing communication, training, and resources.

Key Performance Indicators (KPIs)

Key data and metrics identified as most impactful in demonstrating meaningful progress towards the division's mission and priorities.

- Customer Service Data - Let's Talk
- Family/Community Engagement in Programs
- Social Media/Website Engagement
- Survey Results