



Public Charter SCHOOL DISTRICT

2021 – 2025 Strategic Plan

Developed in consultation with

A. Stan Davis

Leadership Development Consultant

864.244.6047

astandavis@charter.net

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EXECUTIVE SUMMARY

The South Carolina General Assembly approved SC Charter Law: 59-40-30 (A) in 2006 with the intention to encourage cultural diversity, educational improvement and academic excellence in South Carolina. The South Carolina Public Charter School District (SCPCSD) was created by the SC General Assembly to carry out this mission by serving as The Public Statewide Authorizer of both new public charter schools, and also as the authorizer for public charter schools seeking transfer from a local school district to the statewide SCPCSD. The District was also designed to house statewide, full-time virtual learning opportunities to reach students in every SC County. After a year of planning, the first schools opened for school year 2008-2009.

In the year 2021, the SCPCSD authorized, championed and supported a growing portfolio of 38 public charter schools across South Carolina. Under the leadership of Superintendent, Chris Neeley, and after 15 years of growth and success, SCPCSD initiated this strategic planning process to build a solid roadmap to a bright and successful post-pandemic future.

This **2021 – 2025 SCPCSD Strategic Plan** was created to serve as a roadmap for enhancing the capability and capacity of the District to offer more innovative educational choices to the state of South Carolina over the next several years. By expanding its focus to address the educational needs of the under-served regions of the state, the District is positioned to provide innovative academic opportunities to the rural corridors of South Carolina. This will increase the economic development potential of these often-forgotten regions of the state. With this strategic plan the agency will focus on the following **Strategic Focus Areas**:

- **Organizational Development** – To strengthen the Board of Trustees and increase staff capacity.
- **Internal and External Communications** – To streamline communications and enhance awareness across South Carolina.
- **Operational Excellence** – To provide the most efficient and effective processes to strengthen the SCPCSD Network.
- **Advocacy** – To increase visibility and awareness of the impact charter schools have on academic excellence in South Carolina.

SCPCSD is positioning itself to lead the way to academic excellence for many students and parents across South Carolina. This journey will play a significant role in helping the state close the achievement gap by making sure that each student is academically equipped to reach their full potential.

VISION STATEMENT

We envision a South Carolina where each child is academically equipped to reach their lifelong potential.

MISSION STATEMENT

The South Carolina Public Charter School District authorizes, champions and supports the creation and advancement of innovative K-12 public charter schools that provide access to academic opportunities for every student in South Carolina to reach their fullest potential.

CORE VALUES

We value the unique talents and abilities of all students and hold high expectations for social, emotional and academic growth inclusively within the diverse population we serve. Our efforts are guided by the following principles:

FOCUS – WE ARE COMMITTED to the students and parents served by the charter schools we sponsor and pledge to bring our best efforts forward to ensure and support their successes.

INTEGRITY – WE ARE COMMITTED to upholding a District culture that exemplifies the highest levels of honesty, respect, and dignity in all of our interactions and endeavors.

EQUITY – WE ARE COMMITTED to advocating and providing for the essential resources diverse students need to ensure everyone has access to an equal opportunity to achieve their highest academic potential.

EXCELLENCE – WE ARE COMMITTED to being second to none in authorizing, supporting and championing schools we sponsor with efficient, effective, visionary, and resourceful leadership to further facilitate their success.

RELATIONSHIPS – WE ARE COMMITTED to building and sustaining positive and healthy partnerships with charter schools we sponsor, communities and businesses to ensure every student in South Carolina has access to a high-quality public education.

STRATEGIC FOCUS AREAS

In order to carry out our **Mission** and realize our **Vision** the SCPCSD will focus on the following **Strategic Focus Areas**:

1. Organizational Development

The SCPCSD is demonstrating a strong governance structure with a diverse Board of Trustees responding to organizational challenges and opportunities to expand the District's impact. In addition, the leadership team and staff are organized, aligned and developed so that they are better positioned to respond to an expanding network of charter schools while championing and supporting the collective needs of the schools within the SCPCSD Network.

2. Internal and External Communications

The SCPCSD leadership team is improving the flow of information across internal and external channels to ensure that accurate and timely information is shared with the Board of Trustees, staff and the SCPCSD Network. These improvements ensure transparency and ensures that everyone has the information they need to support and advocate for the District and the SCPCSD portfolio of **charter** schools.

3. Operational Excellence

The SCPCSD utilizes best practices to operate an efficient and effective District to support the growth and academic success of the expanding SCPCSD portfolio of schools. This includes offering innovative ways to support charter school network leaders and staff, growing the capacity of the District's staff, updating operational policies and procedures, reporting academic outcomes and proactively identifying areas of academic concern, and maintaining a capacity building toolbox of school support services to leverage the overall impact of the District office across the portfolio.

4. Advocacy

The SCPCSD expands its visibility across South Carolina by rebranding the District with clarity and consistency while coordinating targeted awareness strategies for current and future stakeholders in South Carolina. The District also develops advocacy tools to promote and support the successes and activities of local charter schools within the SCPCSD portfolio. The SCPCSD serves as the face and voice of the charter schools sponsored by SCPCSD before lawmakers at the State House regarding budgetary and legislative initiatives.

STRATEGIC GOALS AND OBJECTIVES

1. Organizational Development

Evidence of Success

- A strong governance structure with a diverse Board of Trustees and increasing statewide visibility.
- A strong staff structure with expanding capabilities, capacities, and updated policy and procedure manuals.
- An expanding and growing SCPCSD portfolio of schools meeting educational needs in underserved areas of South Carolina.

1. Long-Range Goal: Increase board development to strengthen governance and engagement.

Objectives

1. Compile, audit, review, revise and publish bi-annually approved board policies and procedures manual.
2. Implement a quarterly board meeting with internal staff /teams to strengthen the SCPCSD office culture.
3. Develop and publish a running list of terms and acronyms to share across the SCPCSD Board of Trustees, school leaders and local Board of Trustees.
4. Develop and implement an annual plan to rotate the locations of SCPCSD Board meetings to increase visibility.

2. Long Range Goal: Recruit, develop and retain a talented and diverse staff to enhance organizational capability and capacity.

Objectives

1. Develop an Annual Staffing Plan to review organizational needs to implement goals and objectives.
2. Develop and implement a standardized annual staff development program to enhance overall staff capacity.
3. Compile, audit, review, revise and develop staff policies and procedures.
4. Develop and implement a “SCPCSD Performance Plan”.

3. Long Range Goal: Expand the network of charter schools to rural areas across South Carolina.

Objectives

1. Identify key South Carolina regions with educational voids and develop a strategy to address those areas.
2. Incentivize new schools and replicate high quality schools to open in the I-95 Corridor of Opportunity.
3. Develop equitable and sustainable incentives for charter school expansion within the Charter Law.

2. Internal and External Communications

Evidence of Future Success

- Steady increase in positive feedback from SCPCSD Network Surveys.
- Increased positive staff feedback from a variety of communications platforms.
- Alignment and accountability for internal communications.

1. Long-Range Goal: Create and publish a cohesive brand to enhance statewide awareness and to simplify communications across the SCPCSD Network.

Objectives

1. Develop an interactive and effective website.
2. Seek and analyze network feedback data to continuously improve communication processes.
3. Implement proactive policies and practices to effectively communicate with schools, local school boards and the SC Legislature.

2. Long Range Goal: Use strategic messaging to create effective and purposeful external outreach.

Objectives

1. Develop frequent and concise school-touch points.
2. Create a quarterly board member schedule and a monthly staff member schedule to plan visits to local charter schools.
3. Create a one-page strategic messaging tool to communicate vision, mission, and values to all stakeholders.
4. Develop a simple tool to document local school needs during SCPCSD visits.

3. Long Range Goal: Develop policies and procedures for timely and clear two-way internal communications.

Objectives

1. Simplify the ways staff share information across departments.
2. Revamp staff meetings to ensure vertical and lateral alignment of communications.
3. Develop and implement business policies for communications across all modalities.

3. Operational Excellence

Evidence of Future Success

- Flatten office silos with increased engagement across departments at the District office.
- Growing toolbox of valued school support services from the District with high levels of usage by schools.
- SCPCSD and the schools it sponsors are recognized in South Carolina as a model of efficiency and excellence in areas of governance, financial accountability and academic outcomes.

1. Long-Range Goal: Create one-page annual department plans to clarify functional roles, responsibilities and expectations, and share across departments to increase cohesion and enhance operational effectiveness.

Objectives

1. Create alignment between the SCPCSD Annual Plan and each department's annual goals and objectives.
2. Encourage the sharing of annual department plans across the District office to strengthen awareness and engagement.
3. Share cross-departmental success stories quarterly to spotlight positive engagements.
4. Create intentional opportunities to facilitate cooperation and increase staff engagement.

2. Long Range Goal: Establish a Portfolio Taskforce to identify and recommend school support services that SCPCSD can provide to increase the capability, capacity and efficiency of SCPCSD portfolio of schools.

Objectives

1. Develop a prioritized list of SCPCSD portfolio needs.
2. Provide statewide training/development opportunities to increase network school's efficiency and capacity.
3. Compile a list of best practices that can be shared and replicated across the SCPCSD portfolio.

3. Long Range Goal: Identify at least one state and one national organization that SCPCSD can use as benchmarks to gauge progress.

Objectives

1. Identify and document key financial, technology and human resource processes that should be streamlined and optimized.
2. Research and identify national organizations that can be used as an aspiration and benchmark for organizational performance in areas of governance, finance and academics.
3. Spotlight productive employees and effective teams to show recognition and appreciation.

4. Advocacy

Evidence of Future Success

- High quality branding and marketing materials.
- Successful multimedia statewide education and awareness campaign.
- Annual Charter School Advocacy Plan inclusive of every school in the SCPCSD portfolio of schools.

1. Long-Range Goal: Elevate SCPCSD Network awareness in South Carolina.

Objectives

1. Create informational marketing tools (brochures, updated website, commercials, earned media, one-pagers, QR Codes, etc).
2. Create a simple but catchy SCPCSD slogan or tag line.
3. Plan and implement meet & greet, radio interviews and other earned media opportunities to spotlight accomplishments.

2. Long Range Goal: Empower all stakeholders to become advocates for the SCPCSD portfolio of schools.

Objectives

1. Develop simple advocacy toolkit to train stakeholders to increase awareness of the SCPCSD portfolio of schools.
2. Create and establish local advocacy cohorts to provide local updates of charter school successes.
3. Develop a simple plan to use shared resources focused on regional messaging and awareness campaigns.

3. Long Range Goal: Improve relationships and communications with partners and the South Carolina General Assembly.

Objectives

1. Develop and implement a “Legislative Day” with multiple objectives to spotlight the impact of the SCPCSD Network.
2. Plan and implement a “Road Day – Tour of Schools”.
3. Develop annual plans to use hosted events to target partnerships that could benefit the SCPCSD.

Conclusion

The South Carolina Public Charter School District was established in 2006 to encourage cultural diversity, educational improvement and academic excellence in South Carolina. Since its inception, SCPCSD has found innovative ways to champion and advance high-quality educational choices that are student-centric and parent-respected.

Today, with a network of 38 total charter schools across the state, the District is positioned to impact the economic mobility of the forgotten rural regions of South Carolina. These communities need access to educational opportunities to prepare residents for the economic expansion currently driving the South Carolina Economy. Establishing charter schools in these regions is a viable option to address the needs.

Finding ways to duplicate this success across the total footprint of South Carolina offers plenty of challenges and barriers for SCPCSD to navigate moving forward. With the execution of this 2021 – 2025 Strategic Plan, the SCPCSD Board of Trustees and Staff will build upon the key building blocks that lead to long-term sustainability and impact. The District’s success in expanding its portfolio of schools will ensure that every student has access to a high-quality education that will academically equip them to reach their life-long fullest potential.

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Leadership Development Consultant
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