



Strategic Plan Development

Board Presentation
May 20, 2023

Welcome!

Today's Focus

01

Review the process and timeline for plan completion.

02

Review draft foundational language of the plan.

03

Discuss and provide feedback on the draft priorities and goals.

04

Brainstorm ideas for additional strategies.

05

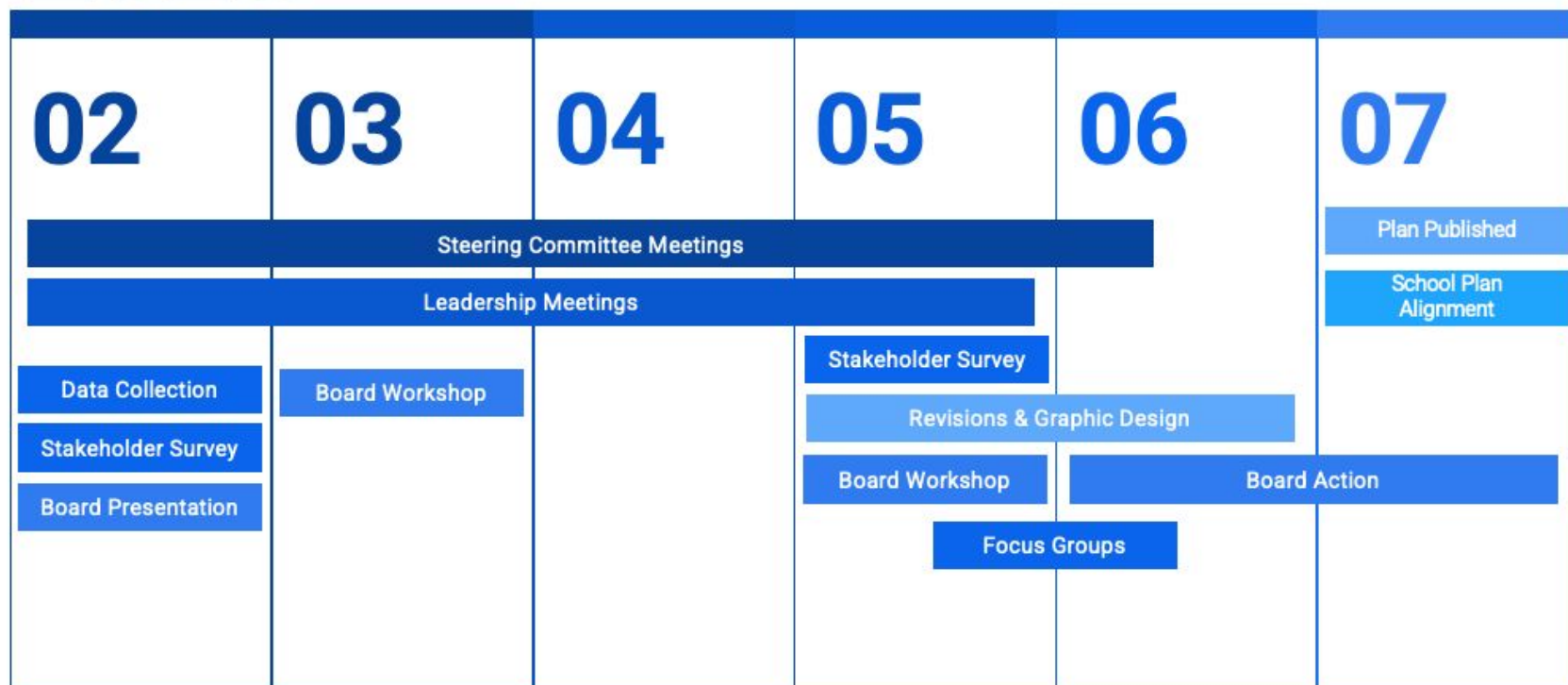
Outline next steps.

Meeting Norms

- Engage
- Seek to understand others' views
- Think short-term and long-term
- Share the air time

Charlottesville General Timeline

2023



Stakeholder Engagement

Steering Committee

Cross section of internal and external stakeholder that elevate key ideas.

Leadership Team

Uses information from Steering Committee to craft key parts of the plan.

Focus Groups/ Public Survey

Provide feedback on the draft plan. In addition, survey to be opened next week.

School Board

Provides feedback via monthly updates and board workshops and approves the plan

Draft Content: Foundational Language

Mission

Articulates what is unique who the Charlottesville City School District is, what the Charlottesville City School District does, and who the Charlottesville City School District serves.

Vision

Describes what the Charlottesville City School District hopes to achieve or be in the future.

Core Values

Set of organizational beliefs that guide actions, behaviors, and decision making processes of the Charlottesville City School District.



MISSION

We are an interconnected, equity-focused school community committed to eliminating barriers and providing the knowledge needed for lifelong learning, effective citizenship, and personal fulfillment.

vision

Charlottesville City Schools is a community of hope and growth where everyone has access to a future full of possibilities.



Core Values

RELATIONSHIPS

We build authentic connections with each other, helping to elevate diverse perspectives in our classrooms and community and promoting mutual trust, respect, and a sense of belonging.

GROWTH

We believe in the abilities of everyone in CCS to achieve personal success and create an environment that promotes continuous improvement through reflection, support, and effort.

JOY OF LEARNING

We foster curiosity, play, and exploration to inspire active engagement and achievement.

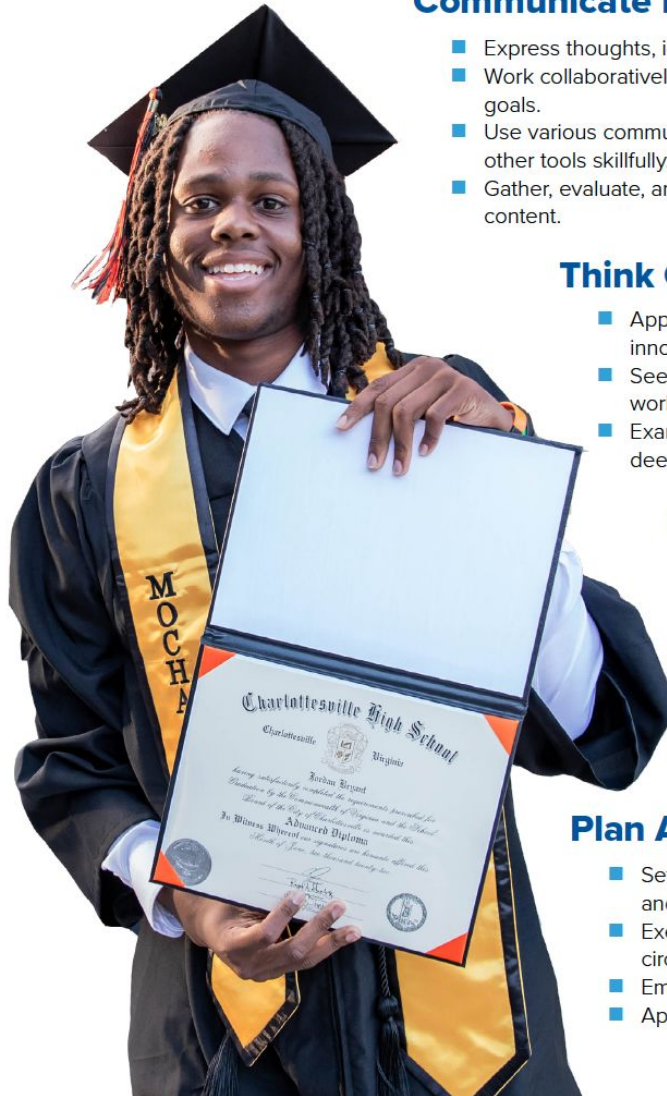
WELL-BEING

We care about people and prioritize physical health, safety, and mental wellness which are tightly linked to continuous growth of individuals and organizations.

Portrait of a Graduate

Illustrates the characteristics, traits, and attributes that the community would like Charlottesville City students to have as they enter the world after graduation.

PORTRAIT OF A GRADUATE



Communicate Effectively

- Express thoughts, ideas, and information clearly and effectively.
- Work collaboratively within diverse groups to achieve common goals.
- Use various communication mediums, digital technologies, and other tools skillfully.
- Gather, evaluate, and synthesize information and create new content.

Think Critically

- Apply knowledge and skills in creative and innovative ways.
- Seek to develop solutions to problems in life, work, and/or community.
- Examine, question, and interpret information to deepen understanding of ideas and issues.

Build Community

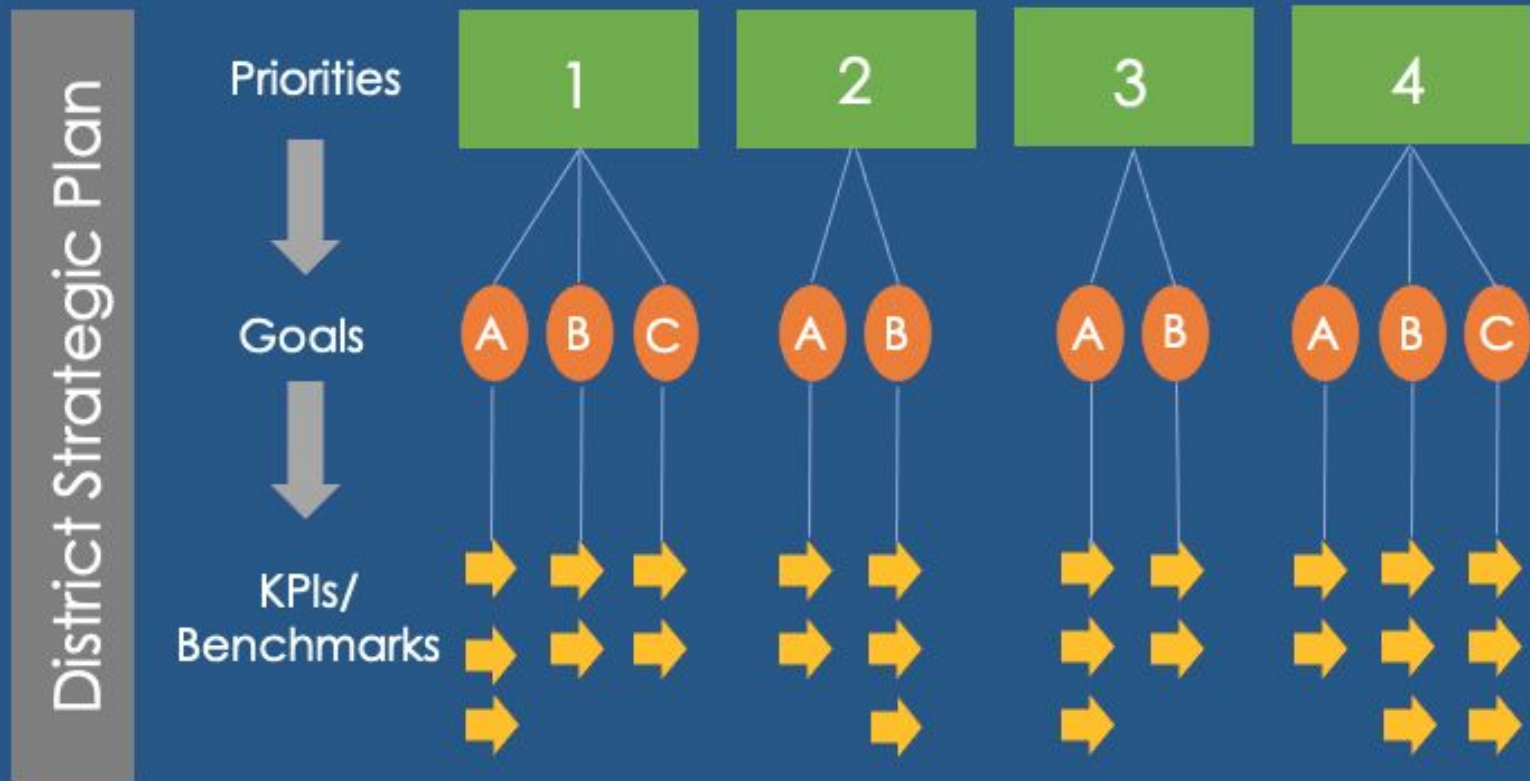
- Connect and collaborate with others.
- Learn about, understand, and value diverse experiences, cultures, and perspectives.
- Actively participate in local, national, and global communities.
- Advocate for and work to achieve community improvement.

Plan Ambitiously

- Set goals that reflect personal strengths, needs, and passions.
- Exercise flexibility when navigating changing circumstances.
- Embrace and learn from challenges.
- Approach learning as a lifelong process.

Draft Content: Priorities and Goals

Goal Setting Structure



Priorities



Broad focus areas for the district

- Typically, three to five

Aligned to state requirements and district vision, mission, values

Capture the district's core functions

- Academic Growth
- Physical and Mental Well-Being
- Efficient Operations

Often include short description of each priority and its importance

Goals



Goals build on Board and Superintendent input, Staff recommendations, Equity Framework and Data Dashboard recommendations, Survey results etc.

Provide more specific focus on a priority

- Typically, multiple goals for each

Based on specific areas of improvement

- Needs assessment or other data analysis

Long-term and measurable

- Not yet broken into quarterly or annual measures

[illegible]

Goals

- 1 All CCS learners will graduate **equipped with a plan for the future.**
- 2 All CCS learners will have access to **rigorous, inclusive, and relevant learning experiences.**
- 3 All CCS learners will demonstrate mastery in reading and math, leading to the **elimination of achievement and opportunity gaps.**



PRIORITY 2



PROVIDE A CULTURE OF SAFETY, WELLNESS, AND BELONGING

Goals

- 1** CCS will support **social, emotional, and physical wellness.**
- 2** CCS will foster a **strong sense of community.**
- 3** CCS will promote a **safe and positive learning environment.**



PRIORITY 3



SUPPORT OUR STAFF

Goals

- 1 CCS will **recruit and retain** licensed and properly endorsed staff.
- 2 All CCS staff will engage in **meaningful, relevant, timely, and personalized** professional learning.
- 3 CCS will **recruit and retain** teachers of color.
- 4 CCS will **value** staff voice.



ENSURE EFFECTIVE AND EFFICIENT OPERATIONS

Goals

- 1 CCS will **modernize facilities** to meet the evolving needs of the division.
- 2 CCS will **advance operational efficiencies and upgrades.**
- 3 CCS will promote **sustainability and environmental awareness.**
- 4 CCS will demonstrate **fiscal stewardship.**



Targets, Measures, and Strategies

Strategies

A strategy is a plan of action to achieve an objective that is usually major, comprehensive and long-term (Higgins and Vincze, 1989). Strategies are where Charlottesville City Schools put their efforts in order to achieve the desired changes that will bring about the achievement of the goals.

PRIORITY 1: INCREASE ACADEMIC ACHIEVEMENT

Goals

- 1: All CCS learners will graduate equipped with a plan for the future.
- 2: All CCS learners will have access to rigorous, inclusive, and relevant learning experiences.
- 3: All CCS learners will demonstrate mastery in reading and math, leading to the elimination of achievement and opportunity gaps.

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		Implementation Years					(P)lanning
		23-24	24-25	25-26	26-27	27-28	(I)mplementation
Target	Measure	Strategy					(R)efinement
Target 1: Graduation and HS completion	Graduation rate Diplomas	Strategy 1: Enhance academic advising tools and practices with a focus on equity and encouragement of course plans that incorporate rigor, balance, and wellness within the school counseling department.					
Target 2: % of student with plan for the future	Naviance data Anecdotal data Post-secondary enrollment	Strategy 2: Create a system of personalized college and career plans for every student based on interest, aptitude, and research done by students to chart a 5 to 10-year plan that includes post-secondary education and training.					
Target 3: College, Career, and Civic readiness	CCCRI (College, Career, Civic Readiness Index)	Strategy 3: Cover costs associated with taking AP exams, dual enrollment courses, and Seal of Biliteracy exams for all students (*will this change? are we going to consider a minimum of "x" number of AP exams and/or only students who qualify for free/reduced lunch for 24-25?)					
Target 4: CATEC best serves CHS students as premier resource for regional workforce development	Business partnerships Career development experiences	Strategy 4: Expand opportunities for students in middle school to take CTE and/or advanced courses and develop and implement a sequence of work-based learning opportunities for students in middle and high school.					
Target 5: Advanced readiness/coursework	Enrollment in and passage of at least one AP or DE course with C or better HS course enrollment while in MS Enrollment in CTE courses	Strategy 5: Increase the diversity of and participation in dual enrollment and advanced placement courses through one-on-one counseling and minimizing barriers to ensure all students achieve their full potential.					
Target 6: Master schedule	% of classes using collab model for students receiving SPED/ESL services # of unlevleed courses	Strategy 6: Implement adaptive scheduler to more accurately create courses and sections, schedule students, and manage attendance in order to provide appropriate class scheduling options for special populations of students including special education, English language learners, and other student populations, as needed.					
Target 7: Curriculum and Instruction	Guides to Pacing and Standards (GPS) Special Education English Language Learners (ACCESS)	Strategy 7: Develop, implement and monitor an instructional framework that outlines the components of high-quality Tier 1 instruction including Multi-Tiered System of Supports (MTSS) across all content areas.					
Target 8: Grading practices	# of classes using standards-based grading # of Ds and Fs	Strategy 8: Complete a thorough review of the grading practices across the division, and develop a division policy on equitable grading and assessment practices K-12.					
Target 9: Surveys & Needs Assessment	Student survey data Comprehensive needs assessment	Strategy 9: Provide a focused, coherent, and rigorous PK-12 Literacy / English Language Arts program that is fully aligned to the VA standards of learning, the Virginia Literacy Act, and evidence based literacy practices.					

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PRIORITY 2: PROVIDE A CULTURE OF SAFETY, WELLNESS, AND BELONGING

Goals

- 1: CCS will support social, emotional, and physical wellness.
- 2: CCS will foster a strong sense of community.
- 3: CCS will promote a safe and positive learning environment.

Target	Measure	Strategy	Implementation Years					(P)lanning
			23-24	24-25	25-26	26-27	27-28	(I)mplementation
Target 1: Tiered Systems of Support	Intervention data Trauma-Informed practices Restorative practices	Strategy 1: Integrate responsive practices lessons in every content area to create a personalized learning experience for every student (Cultural Responsiveness, SEL, Co-teaching, etc.)						(R)efinement
Target 2: Social and Emotional Learning	DESSA ReThinkEd SEL Curricula # of school mental health workers, counselors	Strategy 2: Implement a social and emotional learning curriculum across schools.						
Target 3: Physical Fitness	Governor's Scorecard on Nutrition and Physical Activity City Schoolwide garden lessons Fitnessgram Fitness program offerings Local purchases tracked by Cultivate # of schools eligible for free student meals # of students participating in meal programs # of schools with student or staff nutrition committees	Strategy 3: Ensure mental health, social, and family support services are available for students.						
Target 4: Family Engagement	Family and community engagement survey Family-teacher conferences Family attendance at school events Annually increasing PTO membership at each school	Strategy 4: Invest in School Mental Health Professionals.						
Target 5: Community Partnerships	# of meaningful partnerships Progress reports	Strategy 5: Promote awareness among employees of self-care and wellness initiative offerings.						
Target 6: Engagement	Attendance rates Chronic absenteeism rates	Strategy 6: promote healthy and nutritious foods and pursue suppliers offering sustainable and locally sourced options.						

PRIORITY 3: SUPPORT OUR STAFF

Goals

- 1: CCS will recruit and retain licensed and properly endorsed staff.
- 2: All CCS staff will engage in meaningful, relevant, timely, and personalized professional learning.
- 3: CCS will recruit and retain teachers of color.
- 4: CCS will value staff voice.

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Target	Measure	Strategy	Implementation Years					(P)lan (I)mple (R)efin
			23-24	24-25	25-26	26-27	27-28	
Target 1: Recruit properly licensed innovative staff	Vacancies at the start of the year	Strategy 1: Establish a recruitment plan inclusive of Virginia Education Schools, HBCU, and community colleges						
Target 2: Retain properly licensed innovative staff	Annual retention rates disaggregated by demographics	Strategy 2: Collect and analyze data on new hires (licensure status, demographics, graduate studies, also recruitment relevant data)						
Target 3: Increase recruitment and retention of teachers of color	Percentage of fully licensed staff	Strategy 3: Survey and collect regular feedback on instructional needs of staff						
Target 4: Develop future CCS leaders	Average years of experience	Strategy 4: Design and secure professional learning opportunities addressing the instructional needs of staff.						
Target 5: Develop and foster staff members' professional growth	Percentage of staff with advanced degrees (Masters+)	Strategy 5: Incentize staff to provide professional learning						
Target 6: Strengthen teacher practices	State culture and climate data	Strategy 6: Establish co-teaching opportunities (general education, special education, and ESL classrooms)						
Target 7:	Average rating by staff survey/evaluation	Strategy 7: Increase inter-rater reliability through effective, consistent performance evaluation practices and collaborative walk-thrus						
Target 8:	Substitute data (patterns, trends)	Strategy 8: Create support for teachers of color.						
Target 9:	Percentage of staff who have attained an equity certificate	Strategy 9: Work collaboratively with colleges and universities to establish pathways to develop future leaders						
Target 10:	Licensure endorsements and added endorsements	Strategy 10: Work collaboratively with colleges and universities to establish alternative pathways to teacher licensure, including instructional assistants to teachers						
Target 11:	Percentage of administrators and licensed staff of color	Strategy 11: Review and revise interview protocols integrating seamlessly the equity framework						
Target 12:	Regular staff surveys and feedback	Strategy 12: Create transition teams/task force focused on the 2025 Middle School, 5th graders return to elementary schools, and shifts of PreK to one campus.						

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PRIORITY 4: ENSURE EFFECTIVE AND EFFICIENT OPERATIONS

Goals

- 1: CCS will modernize facilities to meet the evolving needs of the division.
- 2: CCS will advance operational efficiencies and upgrades.
- 3: CCS will promote sustainability and environmental awareness.
- 4: CCS will demonstrate fiscal stewardship.

Target	Measure	Strategy	Implementation Years					(P)lanning
			23-24	24-25	25-26	26-27	27-28	(I)mplementation
Target 1: Design, develop, and sustain facilities that meet the needs of individual school communities and the division overall.	Completion of modernization projects for Greenbrier, Johnson & Venable.	Strategy 1: Complete modernization projects for elementary schools.						
	Completion of necessary improvements for preschool students to come together on existing Walker campus.							
	Completion of design for new pre-school center.							
	Completion of preschool bid package in conjunction with funding plan.							
		Strategy 2: Relocate all preschool classes to A Building of Walker campus.						(R)efinement
Target 2: Fully align CATEC technology, maintenance, and security systems with CCS standards and systems.	Installation of access control and visitor management systems.	Strategy 3: Complete the middle school modernization project.						
Target 3: Improve transportation options & systems for students.	Elimination of school bus wait lists.	Strategy 4: Successfully reintegrate all 5th grade classrooms into neighborhood elementary schools.						
	Increase bike & pedestrian commutes to school							
	Increase use of CAT for MS & HS student transportation to support a CAT system that can effectively serve the daily regular school transportation needs of MS and HS students							
Target 4: Increase sustainability programs involving students	Increase school community-led recycling and composting programs	Strategy 5: Design and build single-stall restrooms for CHS.						
Target 5: Improve building performance metrics.	Improve ENERGY STAR scores	Strategy 6: Design, plan, and secure funding for new preschool center at Walker campus.						
	Improve Energy Use Intensity (EUI) scores							
	Improve Water Use Intensity (WUI) scores							

Next Steps

- Close Feedback Survey
- Conduct Student Focus Group
- Finalize plan content
- Crosswalk Strategic Plan with Equity Framework
- Make final revisions
- Review plan with Steering Committee at final meeting (June 14)



Q&A