Charlottesville City Schools Strategic Plan

Board Workshop
March 18, 2023

Objectives

- Provide a brief update on progress

- Elicit feedback on:

  - Portrait of a graduate

  - Core values

  - Vision

  - Mission

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CCS Strategic Planning Timeline

2023

02	03	04	05	06	07
					Plan Published
					School Plan Alignment
Steering Committee Meetings					
Leadership Meetings					
Data Collection	Board Workshop	Focus Groups	Revisions & Graphic Design		
Stakeholder Survey			Board Workshop	Board Action	
Board Presentation					

Charlottesville City Schools

Steering Committee

Leadership Team

Provides ideas, reacts to draft content, responds to stakeholder feedback, previews final plan

Provides ideas, reacts to draft content, responds to stakeholder feedback, develops KPIs and deployment timeline

Feb 15	Mar 15	Apr 12	Apr 17	Apr 24	May 3	May 8	May 15	Jun 14

SC Meeting

Goals

LT Meeting

Goals

LT Meeting

KPIs

SC Meeting

Final content suggestions

LT Meeting

Strategies

LT Meeting

Deployment timeline

SC Meeting

Final review

SC and LT Meetings

SC and LT Meetings

Foundations

Data & priorities

Foundational Elements of a Plan

Portrait of a Graduate	Illustrates the characteristics, traits, and attributes that the community would like Charlottesville City Schools students to have as they enter the world after graduation.
Core Values/Beliefs	Set of organizational beliefs that guide the actions, behaviors, and decision making processes of Charlottesville City Schools.
Vision	Describes what Charlottesville City Schools hopes to achieve or be in the future.
Mission	Articulates what is unique about who Charlottesville City Schools is, what Charlottesville City Schools does, and who Charlottesville City Schools serves.

Portrait of a Graduate

The Profile of a JPS Graduate describes Jackson Public Schools' aspirations for *each and every one* of its graduates.

JPS aspires that each graduate will embody many of the qualities and achieve several of the accomplishments described below. These qualities and accomplishments fall under three competencies—Communication & Critical Thinking, Collaboration & Citizenship, and Content Mastery & Digital Literacy—that reflect the fast-changing world in which JPS graduates will become productive citizens and compassionate leaders.

Content Mastery & Digital Literacy

JPS graduates always operate with a growth mindset and exhibit excellence in all they do. Thus, they seek out and successfully complete individually challenging coursework, proficiently utilizing technology and media to do so. Content Mastery & Digital Literacy may be evidenced by:

- Successful completion of rigorous coursework (AP, IB, and higher level mathematics/science courses)
- Performance in academic competitions and extra-curricular activities (science fairs, debate, etc.)
- Ability to draw from various content areas to establish and defend a coherent point of view

Communication & Critical Thinking

JPS graduates connect to one another, to Jackson, and to the world in relevant ways and are active agents in creating and maintaining a positive and respectful culture. Thus, they are active readers by choice, write effectively in multiple genres, communicate clearly, and solve problems. Communication & Critical Thinking are evidenced by:

- Successful oral presentation based on independent research or analysis
- Working proficiency in second language as evidenced by course credit, college credit, or AP score of 3 or higher, or completion of IB curriculum
- Successful completion of a substantial analytical research paper

Collaboration & Citizenship

JPS graduates nurture positive relationships and strive for equity. Thus, they are team players who embrace diverse ideas, accept feedback as opportunities for growth, and advocate for the betterment of the larger community. Collaboration & Citizenship are evidenced by:

- Voter registration and working understanding of local, state, national and international political issues
- Active membership in a civic club, faith community, or service group
- Successful completion of a significant community service project

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

- Articulates the hopes, aspirations, and dreams the community has for its young people.

- Identifies and describes the skills and mindsets needed for success in our rapidly changing and complex world.

- Informs the design of and access to learning experiences throughout the school system.

- No more than six words or phrases with descriptions.

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Portrait of a Graduate Feedback

Collaborative Communication
- articulate thoughts, ideas, and information clearly and effectively in a variety of mediums
- interpret messages and analyze information in a variety of mediums and assess source reliability
- examine and be open to a range of viewpoints
- engage others and work within diverse groups to achieve common goals

Critical and Creative Thinking
- reach life-ready proficiency in math and reading, and the ability to apply this academic and technical knowledge in innovative ways
- evaluate information to strengthen comprehension and deepen awareness
- engage in problem solving, inquiry, and design processes to develop solutions to difficult or complex problems

Empowered and Empathetic Global Citizenship
- learn about, understand, and value the feelings, experiences, cultures and perspectives of others
- build connections with diverse groups of people
- advocate for and work on behalf of community improvement
- actively participate in the development and decision making of local, national, and/or global communities

Resilience and Adaptability
- leverage self-awareness and belief of self for individual improvement and advocacy
- exercise flexibility when navigating changing circumstances
- seek out, embrace, and learn from challenges, moving forward with new understandings and skills to apply to future situations
- persevere to achieve goals and reach maximum potential
- planning for the future (goal setting)

Digital Fluency
- understand technology well enough to easily switch between tools, identify which tools will be most helpful in different situations, and utilize tools in creative and efficient ways
- use technology to create and navigate information in order to pursue individual learning and improvement, collaborate, and solve real-world problems
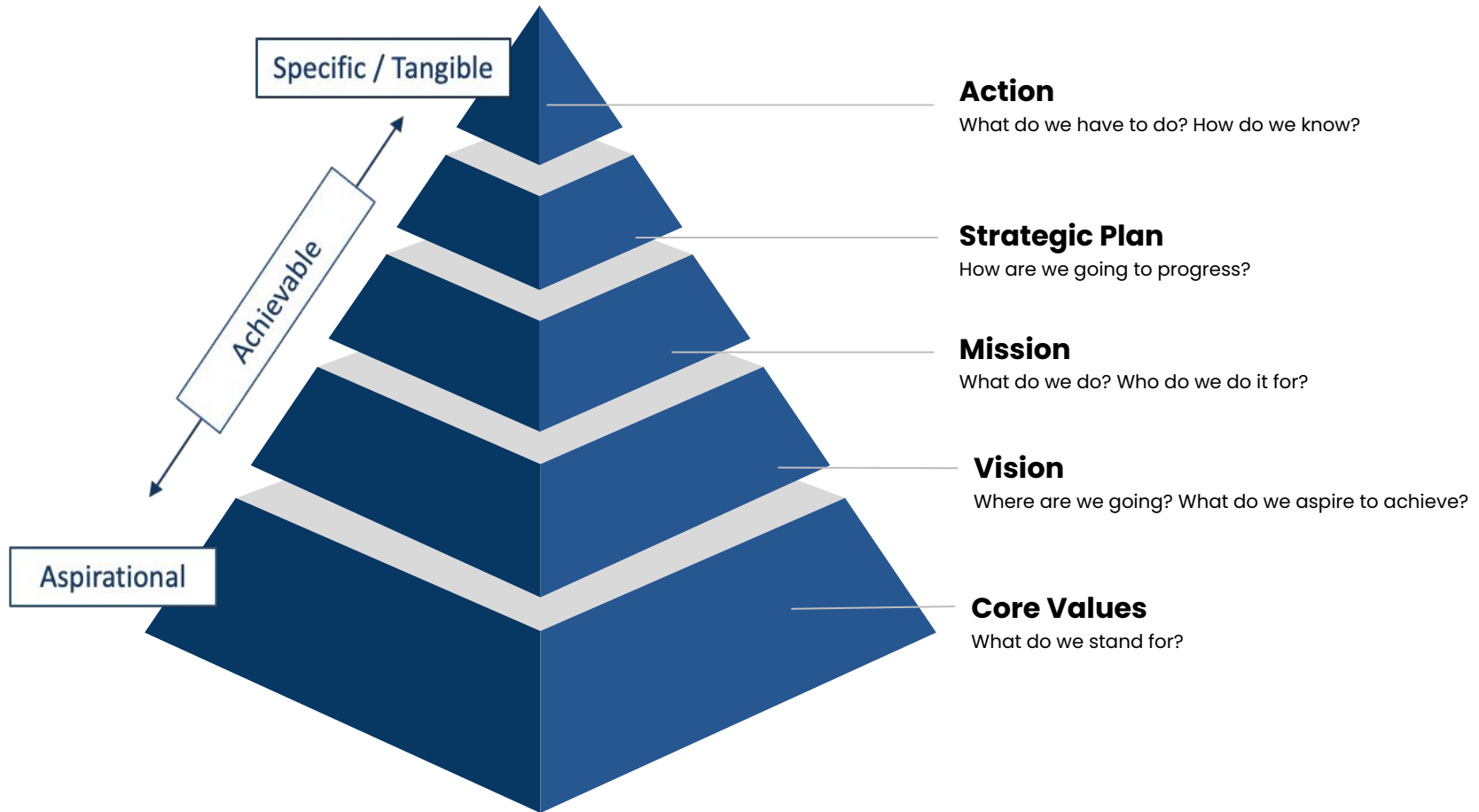
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Recommendations from Principals, Executive Leaders, and Steering Committee (SC)

- Ideally get down to 4

- Simplify/reduce language

- Portrait should be accessible to all

- Prioritize the idea of "future" "plan" "self-direction"

- Build in concept of "love"

- Ensure all can see themselves in the the Portrait

- Possibly frame as "I can" statements

- Ensure portrait reflects local assets (e.g. I can communicate and connect with people)

Core Values

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

Core Values as a Foundation

Specific / Tangible

Achievable

Aspirational

Action
What do we have to do? How do we know?

Strategic Plan
How are we going to progress?

Mission
What do we do? Who do we do it for?

Vision
Where are we going? What do we aspire to achieve?

Core Values
What do we stand for?

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What is a core value?

A value is a way of being or belief that we hold most important. Living into our values means that we do more than profess our values, we practice them. We walk our talk – we are clear about what we believe and hold important, and we take care that our intentions, words, thoughts, and behaviors align with those beliefs.

Brené Brown

CCS Core Values

From Charlottesville City Schools Strategic Plan 2017–2023

Our Core Values

We believe that defining and achieving at the highest levels is only possible through a value set which is subscribed to without exception and which defines why we pursue our goals.

At Charlottesville City Schools, we value:

Community — Relationships, collaboration, and partnerships among students, staff, families, and community are fundamental to the success of learners.

Creativity — Creative expression through the arts is integral for developing empathy, teamwork, innovation, and problem solving skills.

Diversity — Individuality is a strength—the differences we each possess and the commonalities of the whole are shared assets.

Equity — Every learner can achieve at high levels and graduate as a life-ready individual in schools focused on removing social factors as a predictor of success and through personalized supports.

Excellence — Creating life-long learners depends on the purposeful development of resilience and tenacity in a growth-oriented environment and with a focus on the pursuit of real-world solutions.

Innovation — Promoting imagination to form and pursue creative, flexible, research-backed solutions is essential for continuous improvement and the advancement of equitable opportunities.

Leadership — Opportunity is cultivated through the pursuit of a shared vision, guided by character and stewardship, and governed by a commitment to the mindful use of talents, resources, and time.

Self-Determination — Providing learners with choices promotes equity, develops ownership, and fosters excellence and passion.

Well-being — Learners can only reach their full potential when they are in an environment that is supportive and promotes their health and security.

What is compelling to you?
What could be improved?

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Core Values Ideas from Principals, ELT, and SC

- Reduce the number to maybe 3-5

- Re-word values to apply to system/community vs. the individual

- From this list, the following emerged:
  - Community/Diversity (Belonging?)
  - Equity
  - Growth
  - Well-Being
  - Joy/Love
  - Creativity

Vision

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

Sample Visions - Businesses

"Making the best possible ice cream, in the nicest possible way."
   - Ben & Jerry's

"To organize the world's information and make it universally accessible and useful."
    - Google

"To make people happy."
   - Disney

"To develop leaders who will one day make a global difference."
   - Harvard

"We will help people live longer, healthier, happier lives."
   - CVS

"To reduce human trauma and economic costs associated with automobile accidents."
   - Progressive

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Sample Visions - School Districts

Vision

At Jackson Public Schools, we prepare scholars to achieve globally, to contribute locally, and to be fulfilled individually.

Jackson Public Schools (MS)

Vision

To prepare students to imagine and realize any future they desire.

School District of Philadelphia (PA)

Our Vision

To provide all students with a strong educational foundation that enables them to become lifelong learners and contributing members and leaders of the global community.

Roanoke City Public Schools (VA)

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Key Ingredients of a Vision

1 – The output

When you define what you do as an outcome, you start to transform your product or service into a benefit. Vision statements that talk about benefits are far more inspiring than those that talk about the service or product itself.

2 – The twist

Your vision statement needs a unique selling point. This is a key ingredient in helping you bring focus and inspiration to your vision.

3 – The quantification

With no possible end in sight (or a totally unrealistic one), the initial inspiration derived from a great vision can turn to frustration. Give yourself a goal to assess progress against but it doesn't have to be numeric.

4 – The human connection

Include something that makes people conjure a specific mental image when they read your vision statement.

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Sample Vision

1 – The output

2 – The twist

3 – The quantification

4 – The human connection

Producing and selling locally sourced cakes and pies that are so delicious and satisfying that every customer who leaves our store does so with a smile.

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CCS Vision

From Charlottesville City Schools Strategic Plan 2017–2023

Our Vision

At Charlottesville City Schools we are committed to personal and academic excellence inspired by a collaborative and innovative learning environment for everyone. Staying true to this vision requires the use of targeted educational strategies, creative interventions, and inspiring programs to address the diverse needs of all learners.

What is compelling to you?
What could be improved?

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Ideas from Principals, ELT, and SC

- Focus on CCS' sentence 1
  - "personal and academic excellence for everyone"
  - "collaborative and innovative learning environment"
  - Avoid "excellence" – it has class markers
  - Add community - generational connectedness
  - Focus on staff/families, not just students
  - Foster curiousity

Mission

Articulates what is unique about who Charlottesville City Schools is, what Charlottesville City Schools does, and who Charlottesville City Schools serves.

Mission Statement

Describes what is unique about who we are

Describes what is unique about who we serve

Describes what is unique about what we do

Sample Mission Statements

Sample 1: We ensure success by inspiring students and addressing barriers to learning.

Sample 2: We develop scholars through world-class learning experiences to attain an exceptional knowledge base, critical and relevant skill sets, and the necessary dispositions for great success.

Sample 3: Ensure that every school guarantees that students reach their full potential through rigorous and joyful learning experiences provided in a nurturing environment.

How well does each mission statement describe what is unique about:

1. Who the district is?
2. Who they serve?
3. What they do?

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Sample Mission Statements

Waukee Community Schools is a rapidly growing and increasingly diverse school district. We believe every individual's unique background and culture enhance our schools. By focusing on the joy of learning and growth for everyone, we create a dynamic work environment for our staff while engaging our students, families and the community through innovative educational experiences.

How well does this mission statement describe what is unique about:

1. Who the district is?
2. Who they serve?
3. What they do?

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CCS Mission

From Charlottesville City Schools Strategic Plan 2017–2023

Our Mission: Every Learner. Every Day. Everyone.

Every Learner

We are all learners: every student, teacher, staff member, administrator, parent, and member of our school community.

We foster a culture of learning promoted by agency and personalized opportunities.

All learners are high achievers with great potential and will excel through equitable opportunities and the removal of barriers.

Developing a passion for learning requires trust between students, teachers, and families.

Every Day

Learning is continuous and not bound by rigid structures.

Learning meets learners where they are: Anytime and anywhere.

Everyone

We all share responsibility for ALL learners.

CCS is a team. We are interdependent. We have shared goals.
We are mutually accountable for everything that happens in our division.

What is compelling to you?
What could be improved?

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Ideas from Principals, ELT, and SC

- Ambivalence about this one (is it a mission or a tagline)
- Like the simplicity of it
- Like the ownership of it (each of us is responsible for every learner, etc.)
- Connect it with the portrait and/or values? ("developing community, academic excellence, well-being")
- Use as opportunity to describe what's unique about CCS and the community
- Mutual accountability, trust, and high expectations are key ideas to keep

Next Steps

Steering Committee Meeting #3
- April 12, 2023
    - Focus
        - Priorities and Goal Setting