

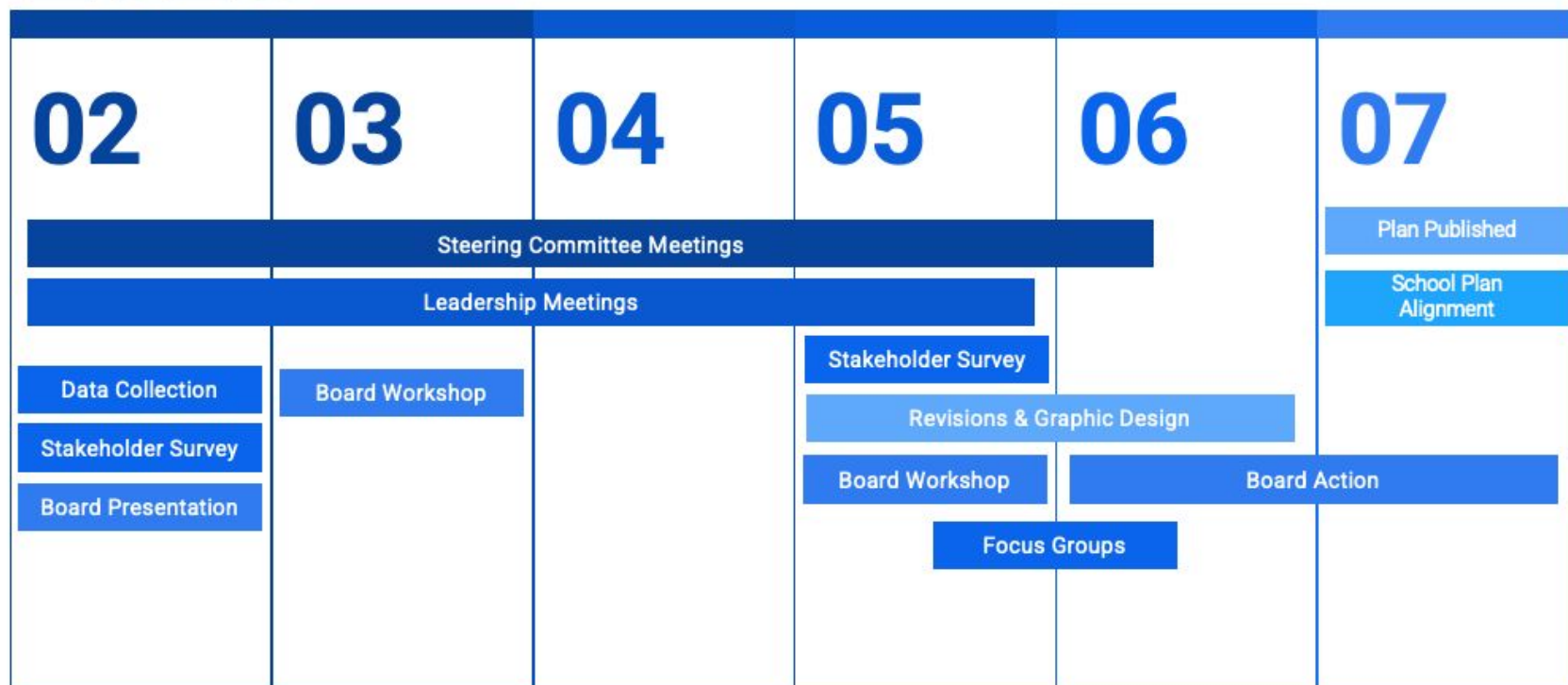


Strategic Plan First Reading

Board Presentation
June 27, 2023

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



Cover of
Draft Plan,
6/25/23



VISION

Charlottesville City Schools will be a community of hope, growth and learning where barriers are eliminated and possibilities are limitless.

MISSION

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

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CORE VALUES

RELATIONSHIPS

We build authentic connections with each other, elevating diverse perspectives by promoting mutual trust, respect, and a sense of belonging.

GROWTH

We create an environment that promotes personal and organizational improvement through collaboration, reflection, support, and effort.

JOY OF LEARNING

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

WELL-BEING

We prioritize mental wellness, safety, and physical health. We recognize that we are better together.

Vision,
Mission,
Values
(reflecting
minor
changes)
6/25/23

Portrait of a Graduate (reflecting minor changes) 6/25/23

PORTRAIT OF A GRADUATE



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.

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.

Communicate Effectively

- Express thoughts, ideas, and information effectively.
- Use various communication mediums, digital technologies, and other tools skillfully and responsibly.
- Gather, evaluate, and synthesize information and create new content.

Build Community

- Connect and collaborate with others to achieve common goals.
- 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.

Priorities

unchanged, 6/25/23

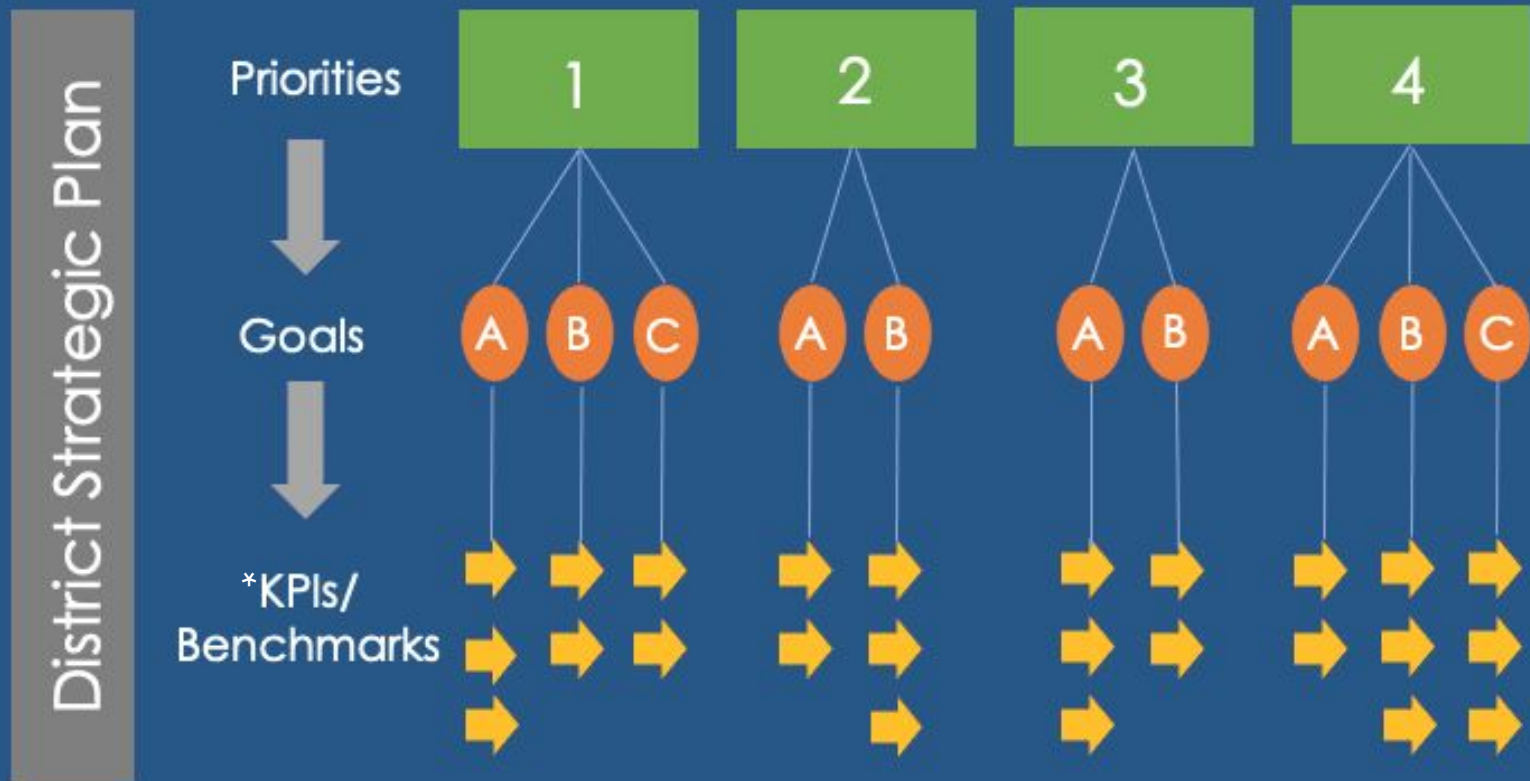
Increase Academic Achievement

Create a Culture of Safety, Wellness, and Belonging

Support our Staff

Ensure Effective and Efficient Operations

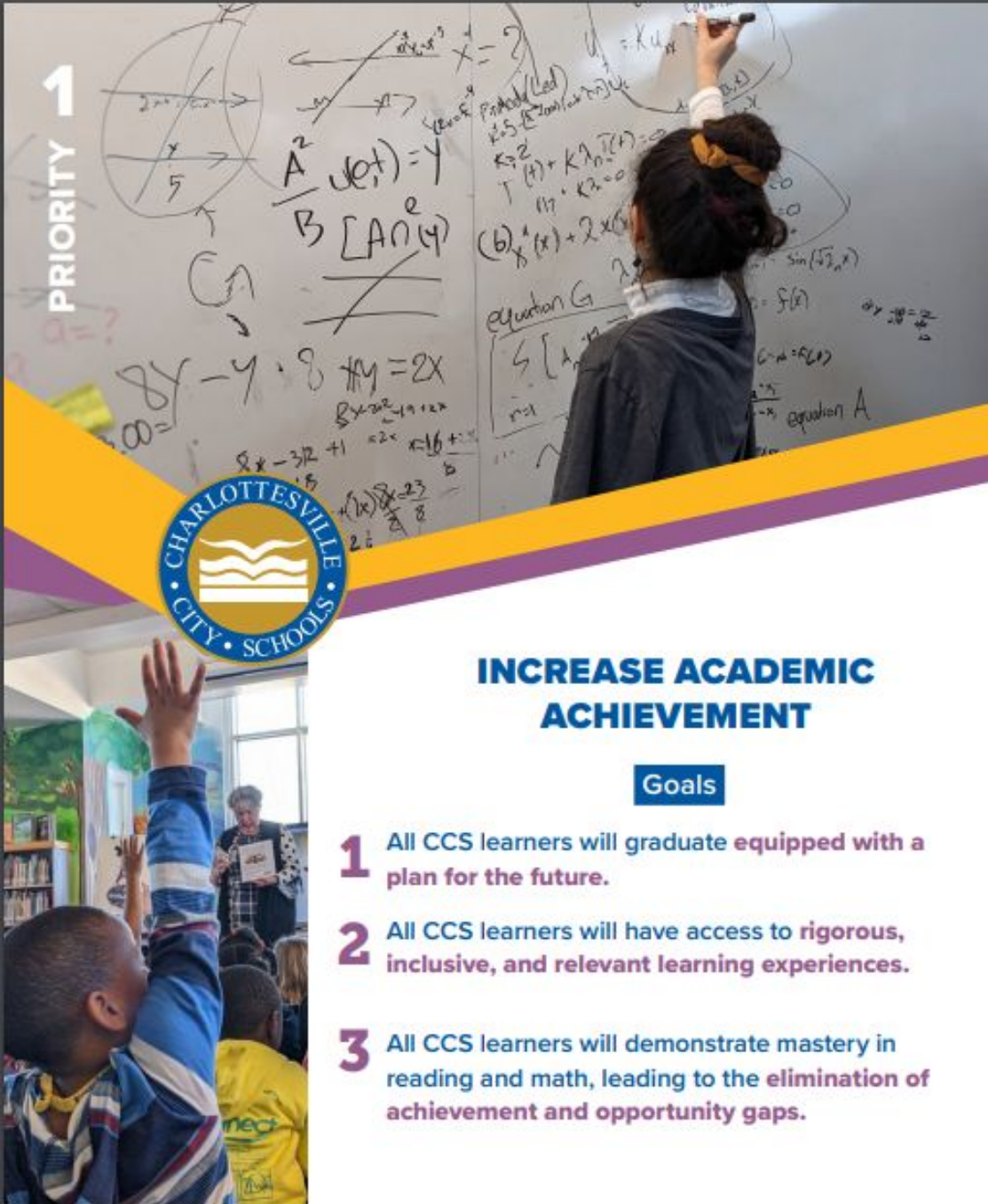
Goal Setting Structure



*KPIs = Key Performance Indicators

Priority 1 and Associated Goals

(unchanged) 6/25/23



PRIORITY 1

CHARLOTTEVILLE CITY SCHOOLS

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.**

Sample of Priority 1 Targets & KPIs (see [plan](#) for full list)

Priority 1: Increase Academic Achievement

Targets	Measurements
Target 1: Maintain a graduation rate that is at or above the state average across all student membership groups.	<ul style="list-style-type: none">■ Graduation rate
Target 2: 100% of graduating students will be equipped with a post-secondary plan.	<ul style="list-style-type: none">■ Naviance data to document student plans■ Post-secondary enrollment■ Post-secondary plans for college, career, and military■ Data from AVID cohorts
Target 3: Increase the number of CHS students enrolled at CATEC by 10% annually.	<ul style="list-style-type: none">■ Percentage of students enrolled
Target 4: Percentage of students in AP and/or Dual Enrollment course enrollment and completion rate will match racial demographic enrollment percentages.	<ul style="list-style-type: none">■ Percentage of students enrolled in and passing at least one AP or DE courses■ Percentage of students enrolled in courses disaggregated by student membership groups.

Sample of Priority 1 Strategies (see [plan](#) for full list)

Priority 1: Increase Academic Achievement

(P)lanning

(I)mplementation

(R)efinement

Strategy

Implementation Years

23-24 24-25 25-26 26-27 27-28

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.

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.

Strategy 3: 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.

Strategy 4: 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.

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Priority 2 and Associated Goals

(unchanged) 6/25/23



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.**



Sample of Priority 2 Targets & KPIs (see [plan](#) for full list)

Priority 2: Provide a Culture of Safety, Wellness, and Belonging

Targets	Measurements
Target 1: All schools and the division will demonstrate annual improvement on implementation of tiered supports.	<ul style="list-style-type: none">■ Achievement/growth data by groups■ Multi-tiered systems of supports data■ Tiered Fidelity Inventory data
Target 2: All schools will demonstrate improvement on students' Social Emotional Learning data.	<ul style="list-style-type: none">■ DESSA Data■ ReThinkEd Data■ Number of school mental health workers, counselors, and Care and Safety Assistants
Target 3: Schools will demonstrate annual progress toward serving meals that are healthy, locally sourced, and well received by students.	<ul style="list-style-type: none">■ Governor's Scorecard on Nutrition and Physical Activity■ 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

Sample of Priority 2 Strategies (see [plan](#) for full list)

Priority 2: Provide a Culture of Safety, Wellness, and Belonging

(P)lanning

(I)mplementation

(R)efinement

Strategy	Implementation Years				
	23-24	24-25	25-26	26-27	27-28
Strategy 1: Integrate culturally responsive practices lessons in every content area to create a personalized learning experience for every student (i.e., Cultural Responsiveness, SEL, Co-teaching, etc.)	I	I	I	I	R
Strategy 2: Implement consistent, high-quality social and emotional learning opportunities and supports throughout the division.	I	I	I	R	R
Strategy 3: Ensure mental health, social, and family support services are available for students.	I	I	R	R	R
Strategy 4: Promote awareness among employees of self-care and wellness initiative offerings.	I	I	I	R	R
Strategy 5: Invest in school mental health professionals and care & safety assistants.	I	I	I	I	R

Priority 3 and Associated Goals

(unchanged) 6/25/23



PRIORITY 3

CHARLOTTEVILLE CITY SCHOOLS

MR. PITT PRINCIPAL

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.**

Sample of Priority 3 Targets & KPIs (see [plan](#) for full list)

Priority 3: Support our Staff

Targets	Measurements
Target 1: All schools will be fully staffed by September 1 each year.	<ul style="list-style-type: none">■ Vacancies at the start of the year■ Number of properly licensed staff
Target 2: Annually increase the retention rate of teachers by 2% or more (with a goal of a 90% or higher retention rate)	<ul style="list-style-type: none">■ Annual retention rates disaggregated by demographics■ Average years of experience
Target 3: Make annual progress toward hiring licensed staff of color (with a goal of our racial and ethnic demographics matching or exceeding Charlottesville's area demographics as measured by census data)	<ul style="list-style-type: none">■ Annual data of administrators and licensed staff disaggregated by demographics
Target 4: Supply opportunities for 10 or more currently licensed employees annually to obtain further leadership certifications or advanced degrees	<ul style="list-style-type: none">■ # of licensed staff with course enrollments or program completions

Sample of Priority 3 Strategies (see [plan](#) for full list)

Priority 3: Support our Staff

(P)lanning

(I)mplementation

(R)efinement

Strategy

Implementation Years

23-24 24-25 25-26 26-27 27-28

Strategy 1: Establish a recruitment plan for properly licensed staff inclusive of Virginia Education Schools, HBCU, and community colleges

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Strategy 2: Collect and analyze data on new hires (licensure status, demographics, graduate studies, also recruitment relevant data)

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Strategy 3: Survey and collect regular feedback on instructional needs of staff

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Strategy 4: Design and secure professional learning opportunities that address the instructional needs of staff and strengthen equitable teaching practices strengthen equitable practices in areas such as cultural responsive teaching, meeting the needs of English learners, and more..

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Priority 4 and Associated Goals

(unchanged) 6/25/23

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.**



Sample of Priority 4 Targets & KPIs (see [plan](#) for full list)

Priority 4: Ensure Effective and Efficient Operations

Targets	Measurements
Target 1: 100% completion of annually designated modernization projects on school campuses.	<ul style="list-style-type: none">■ Completion of modernization projects for Greenbrier, Johnson & Venable.■ 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.
Target 2: 100% alignment of CATEC technology, maintenance, and security systems with CCS standards and systems.	<ul style="list-style-type: none">■ Installation of access control and visitor management systems.
Target 3: Eliminate waitlists for all students eligible for bus transportation.	<ul style="list-style-type: none">■ Elimination of school bus wait lists.■ 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

Sample of Priority 4 Strategies (see [plan](#) for full list)

Priority 4: Ensure Effective and Efficient Operations

(P)lanning

(I)mplementation

(R)efinement

Strategy	Implementation Years				
	23-24	24-25	25-26	26-27	27-28
Strategy 1: Complete modernization projects for elementary schools.	I	I	I	I	I
Strategy 2: Relocate all preschool classes to A Building of Walker campus.	P	P	P	I	I
Strategy 3: Complete the middle school modernization project.	P	I	I	R	R
Strategy 4: Successfully reintegrate all 5th grade classrooms into neighborhood elementary schools.	I	I	I	R	R
Strategy 5: Design and build single-stall restrooms for CHS.	I	I	R	R	R
Strategy 6: Design, plan, and secure funding for new preschool center at Walker campus.	P	I	I	I	R
Strategy 7: Integrate and upgrade CATEC facility into CCS IT, facility maintenance and security systems.	P	I	I	R	R

Next Steps

- Independent Review
 - Submit questions, suggestions, edits to kormana1@charlottesvilleschools.org by Tuesday, July 11
- Executive Leadership Team Review of Feedback
 - Wednesday-Thursday July 12-13
- Distribute final plan to School Board, post to Electronic School Board
 - ~July 24 prior to vote on August 3
- Roll-out for staff in August



Q&A