

Imagine Tomorrow

**** Adopted by the CCPS School Board on August 14, 2018 ****

Vision: Create a better tomorrow

Mission: Ignite passion through authentic and captivating experiences

Core Values:

<p>Integrity - adherence to moral and ethical principles</p> <ul style="list-style-type: none">• Move toward the vision while being authentic to the mission• Demonstrate citizenship by showing respect and taking responsibility for the community• Display transparency in choices and actions• Be accountable for successes and failures as individuals and as a team• Foster trust by being honest with myself and others	<p>Equity - fair and unbiased access to all resources and opportunities</p> <ul style="list-style-type: none">• Create a culture open to different backgrounds and accepting of all voices and viewpoints• Recognize biases and identify acceptance and inclusion barriers to be removed• Demonstrate an appreciation of diversity and develop compassionate relationships• Be good stewards of resources that support opportunities for all• Hold high expectations while understanding challenges and identifying strengths	<p>Teamwork - cohesively working toward a shared goal</p> <ul style="list-style-type: none">• Work collaboratively in a way that engages all members of the team• Foster relationships that demonstrate compassion and empathy• Demonstrate effective communication by actively listening and being open to new ideas• Work effectively with respect for the talents, expertise, and experiences of others• Create and support leadership opportunities for all team members	<p>Ingenuity - qualities of being clever, resourceful, and imaginative</p> <ul style="list-style-type: none">• Foster a growth mindset that continuously builds upon new learning and experiences• Demonstrate inquiry and critical thinking to develop solutions• Be an adaptive and resilient risk-taker when innovating• Approach challenges in creative and inventive ways while accepting multiple solutions• Be curious about the world with an open mind toward possibilities and change
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Goals, Objectives, Strategies, and Tactics:

Goal #1

All students and staff will embody an *Infinite Learner* mindset.

Objective 1.1: Achieve annual growth equivalent to one or more years for all students

- By 2025, 60% of CCPS students will meet or exceed their projected Fall to Spring growth measure goal in math and English.
- By 2025, 90% of CCPS first and second grade students will demonstrate the fundamental concepts of literacy.

Objective 1.2: Master content and maintain high levels of achievement for all students

- By 2025, CCPS will increase on-time promotion rate by 10%.
- By 2025, all CCPS general education students will enroll in at least one AP, IB, or dual enrollment course and earn a qualifying score.

Objective 1.3: Graduate students who are college and career ready to engage as productive citizens

- By 2025, CCPS students will exceed expectations for performance on the VDOE College, Career, and Civic Readiness Index (baseline to be established during the 2018-2019 school year).
- By 2025, all students will demonstrate proficiency on the 5Cs performance assessment.

Objective 1.4: Increase levels of student engagement and personal growth

- By 2025, CCPS students will exceed VDOE School Climate Survey expectations for performance (baseline to be established during the 2018-2019 school year).
- By 2025, no more than 5% of CCPS students will be chronically absent.
- By 2025, CCPS schools will have eliminated disproportionality in student suspensions from school.

Objective 1.5: Increase staff impact and professional growth

- By 2025, all CCPS candidates for employment will pass a revised, rigorous screening.
- By 2025, all CCPS staff will show triennial growth on the district evaluation system.
- By 2025, CCPS will increase annual customer service ratings (baseline to be established during the 2018-2019 school year).

Goal #2

All students, staff, parents, and community members will exemplify a culture of safety, personal responsibility, and supportive relationships.

Objective 2.1: Improve student, staff, and campus safety

- By 2025, CCPS will reduce discipline referrals for physical or emotional safety incidents by 50%.
- By 2025, CCPS will reduce its on-the-job accidents and workers' compensation claims by 50%.
- By 2025, CCPS will increase annual customer service ratings (baseline to be established during the 2018-2019 school year).

Objective 2.2: Improve student health, social readiness, well-being, and citizenship

- By 2025, CCPS will increase the number of students who qualify for recognition through the Presidential Youth Fitness Award by 20%.
- By 2025, CCPS students will exceed VDOE School Climate Survey expectations for performance (baseline to be established during the 2018-2019 school year).
- By 2025, all CCPS schools will achieve an Association of Physical Plant Administrators (APPA) rating of 2 or better for cleanliness.

Objective 2.3: Increase levels of staff engagement, health, well-being, and work satisfaction

- By 2025, CCPS staff will exceed VDOE School Climate Survey expectations for performance (baseline to be established during the 2018-2019 school year).
- By 2025, CCPS employees will reduce the total number of sick days used by 10%.
- By 2025, all schools will achieve an Association of Physical Plant Administrators (APPA) rating of 2 or better for cleanliness.

Objective 2.4: Promote diversity and improve equitable and inclusive environments

- By 2025, CCPS licenced educators will reflect the student demographic population.
- By 2025, academic programs will mirror the general student demographic population.

Objective 2.5: Improve the equitable, efficient, effective, and sustainable use of assets

- By 2025, all CCPS will only use programs and services that have demonstrated positive impact.
- By 2025, all budgets and assets will reflect program sustainability and equity.

Objective 2.6: Increase meaningful partnerships and improve positive relationships

- By 2025, CCPS will increase the total financial value of its external partnerships (baseline to be established during the 2018-2019 school year).
- By 2025, CCPS will increase community satisfaction with all aspects of its work (baseline to be established during the 2018-2019 school year).
- By 2025, CCPS will increase total engagement via phone call, social media, and other electronic sources by 30%.

Strategies & Tactics

The following strategies support how the school division will achieve the goals and objectives. The tactics that are embedded within each strategy are not exhaustive and serve as a guide to teachers, leaders, and staff members to support their work. The following tactics are supported centrally and may change over time. Additional tactics can be added by schools and departments as needed.

Strategic Priority Areas:

Priority Area #1: Personalized Learning and Development of the Whole Student

1. Facilitate the development of the *Infinite Learner* knowledge, skills, and dispositions

- Foster integrity, equity, teamwork, and ingenuity core values teaching and recognition
- Utilize personalized learning opportunities - anytime, anywhere, any path, any pace
- Provide learning opportunities that focus on communication, collaboration, creativity, critical thinking, citizenship, and connections
- Build environments that support the development of habits maintaining high levels of social, emotional, and physical health
- Create relevant personal growth, career, and entrepreneurial opportunities that build a continuum of experiences and link learning to life
- Use learners' interests, culture, and community to support learning that is personalized, relevant, and contextualized
- Utilize Capstone opportunities (HS) for student-led assessments
- Model integrity, equity, teamwork, and ingenuity among all CCPS staff
- Develop professional learning that models communication, collaboration, creativity, critical thinking, and citizenship

2. Align curriculum, assessment, instruction, and professional development

- Construct tables of specifications to align assessments to curriculum and instruction
- Develop assessment and data literacy
- Apply blueprints in the Learning Management System to align to the curriculum and personalize learning
- Implement observations focused on alignment of what is written, taught, and assessed
- Utilize performance assessments that are relevant to career experiences
- Rebrand project-based learning to support a focus on pedagogy
- Leverage technology to support communication, collaboration, content delivery, diagnosis of progress, and equitable access to resources
- Deepen teachers' knowledge and skills in online course development and delivery

3. Facilitate an environment of student choice in their learning

- Create ongoing opportunities for students to learn through self-directed discovery with adult and peer support
- Foster student ownership in designing their own learning experiences to include having opportunities for choice in learning and assessment
- Implement elements of competency-based instruction through the use of technology resources
- Develop learning pathways reflective of student interests and experiences that support progression toward career choices
- Revise elective sequences at comprehensive schools through an academy model option leading directly to career
- Align career and technical education options based on current workforce development demand
- Work with Chesterfield Technical Education programs to develop/enhance internship opportunities

4. Balance assessments to inform instruction

- Vary assessment types that support the development of the *Infinite Learner* knowledge, skills, and dispositions
- Utilize the three primary types of assessment -- assessment *of*, assessment *for*, and assessment *as* learning
- Incorporate interdisciplinary performance assessments
- Utilize performance assessments in all K-12 content areas with common rubrics
- Provide opportunities for mastery-based progression
- Assess content mastery through standards-based grading
- Provide ongoing reflection and goal setting opportunities that give students the ability to work in partnerships with peers, school staff, parents and community members
- Utilize portfolios to archive student performance and college, career, and civic readiness

5. Incorporate literacy strategies across all disciplines

- Develop and monitor assessment literacy across all disciplines
- Offer integrated courses
- Utilize literature that is culturally responsive using multiple perspectives
- Develop writing portfolios K-12
- Incorporate writing assignments that reflect real-world writing experiences
- Embed literacy components into project-based learning practices
- Strengthen communication and presentation experiences with public audiences for students
- Enhance ongoing professional learning opportunities to improve the delivery of academic interventions (e.g. multisensory reading)

6. Develop multi-tiered systems of support for academic, behavior, mental health wellness, and social-emotional development

- Use the Virginia Tiered Systems of Support data-driven, decision-making framework to establish supports needed for effective learning environments
- Integrate positive behavior intervention supports, restorative practices, trauma-informed care, and social-emotional learning supports for improved learning environments
- Strengthen educational staffs' knowledge and skills in how to deepen instruction at each tier of instruction and appropriately identify individual student supports
- Leverage School-based Student Support Teams to provide comprehensive supports specific to each student
- Provide awareness programs (e.g. Suicide Awareness) and reporting tool supports (e.g. Gaggle)
- Implement School Safety Task Force recommendations and monitor outcomes
- Implement Equity Committee recommendations and monitor outcomes

7. Create engaging and authentic learning experiences

- Implement the use of student interest and experiences as the foundation for creating relevant and engaging instruction
- Create learning experiences that are inquiry-based and rooted in solving real-world problems, building relationships, and positively impacting the community
- Advance learning experiences that support students in developing knowledge, skills, and dispositions that foster leadership, civic engagement, and service
- Expand educational approaches that enrich learning experiences (e.g. project-based learning, service learning, blended learning, Advancement Via Individual Determination, EL Education, Agile, Summit Learning)
- Foster professional learning that models exemplary classroom instruction and provides educational staff with relevant experiences
- Provide sustained professional learning aimed at helping teachers become both consumers and contributors of open educational resources (OER)
- Provide professional development voice and choice that supports school and district goals and yields positive student impact
- Utilize a coaching model to support teacher and student growth

8. Provide a continuum of career awareness, exploration, and planning experiences

- Develop pathways for student to connect with outside organizations and companies that support the development of personalized success plans reflective of interests or experiences
- Develop the Academic and Career Plan Portfolio (ACCP) at the elementary level and the Academic and Career Plan (ACP) at the secondary level
- Provide career awareness through the 16 Career Clusters at the elementary level
- Provide a course offering directory aligned to career clusters and pathways
- Expand work-based learning opportunities (e.g. internships, externships, clinicals, cooperative education, job shadowing, and Registered Apprenticeships, Registered Youth Apprenticeships)
- Support families through post-secondary exploratory events (e.g. College and Career Night, Signing Day, job fairs) and CCPS social media highlights

9. Foster positive relationships

- Foster environments that utilize culturally responsive teaching practices
- Formalize teacher-student mentoring opportunities for ongoing support
- Promote Acceso CCPS staff use to lessen communication barriers with families (e.g. health, social and emotional, well-being needs)
- Utilize the Dual Capacity Building Framework for Family-School Partnerships linking family engagement to student achievement
- Expand recognition of high performing staff
- Create the Speakers Bureau of Team Chesterfield members who can take the *Imagine Tomorrow* story out to the community
- Leverage social media to educate families about *Imagine Tomorrow* (e.g. FACE Engage Chesterfield Videos, podcasts, etc.)
- Maintain regular meetings with community supports (e.g. police department, fire department, social services, mental health)

10. Leverage community resources that broaden experiences and impact learning

- Foster structures and supports that enable school and division leaders to link community resources with student needs
- Inform current and potential partners of instructional needs that support students achievement and authentic learning opportunities
- Partner with organizations and companies creating opportunities that support students in developing career awareness, exploration, and planning experiences
- Sustain CCPS support for Community In Schools services
- Leverage RVA Basics to improve school readiness
- Partner with child care partners (e.g. YMCA) to offer broader after-school services
- Create community schools that utilize partnerships between school and community resources to support the development of stronger families and healthier communities
- Host regular family engagement forums (online and face-to-face) with various sessions focused on how they can support children throughout their K-12 experience and beyond
- Partner with local agencies (e.g. Chesterfield County Prevention Services, Parks and Recreation) to improve student health and promote social issue awareness
- Participate in active threat scenarios in conjunction with community safety partners

Priority Area #2: Culture of High Performance, Continuous Improvement, and Evidence of Impact

11. Foster environments that support safety, health, and renovations/new construction responding to community needs and growth

- Provide ongoing training regarding workplace safety
- Provide ongoing training regarding building safety and responses to potential threats
- Enhance systems that support workflow and make responding to building cleanliness and maintenance needs more efficient and effective
- Assess work locations for physical plant safety vulnerabilities (e.g. exposed reception areas) and address vulnerabilities
- Utilize integrity, equity, teamwork, and ingenuity at the staff and student level to support campus ownership
- Include the use of teacher voice in facility discussions
- Enhance the use of school leadership voice in facility discussions
- Foster ongoing community service days with local faith, civic, and business leaders
- Communicate needs to external stakeholders developing support in the use of resources that allow for building improvement or new development

12. Recruit, retain, and develop effective, culturally responsive, and empowered staff

- Partner with universities, organizations, and companies to support the recruitment of staff that assist in diversifying our schools
- Partner with colleges and universities to implement Teacher Residency Programs
- Cultivate partnerships with local universities to provide graduating seniors opportunities to complete education programs and return to CCPS as licensed teachers
- Provide ongoing professional learning to develop cultural responsiveness with current and new staff
- Partner with The Bush Institute to develop a comprehensive Principal Talent Management program
- Create professional learning opportunities for all staff that stems from their input and supports interests and needs
- Foster school leaders who can develop the strengths of their staff, parents, and other community members to positively impact student learning and relationships
- Provide incentives that help to recognize and motivate high performance
- Benchmark and establish pay plans for staff that are competitive with the prevailing market

13. Create a culture of connected autonomy that supports innovation with accountability

- Develop, utilize, and promote a common understanding of vocabulary, with the intent to engage staff and community members, in understanding all facets of *Imagine Tomorrow*
- Utilize strategic planning teams for face-to-face communication that will support building awareness, creating momentum, and foster ongoing adjustments of *Imagine Tomorrow*
- Annually review the alignment and success of *Imagine Tomorrow*, School Innovation and Improvement Plans, Professional Growth and Performance Plans, and department plans to build capacity throughout the school division
- Operate with a service-centered mindset connecting central office and school staff in moving toward a common vision
- Create a menu of options for schools to utilize to effectively develop the success of students, parents, and communities
- Provide additional opportunities for staff input (e.g. school leaders, teachers) into the decision-making process
- Provide opportunities for all staff (e.g. operations staff) to participate in decision-making conversations
- Evaluate effectiveness of various programs (e.g. ACTS) and seek additional ways for staff and central level leadership to connect in ways that are meaningful
- Provide annual opportunities for building level leaders to provide feedback on staff support and delivery of resources from central office departments
- Clearly define what quality customer service looks like/means operationally
- Create and publicize a community relations plan centered on service and engagement

14. Analyze the use of resources for impact, equity, and efficiency

- Drive continuous improvement and sustained change through the use of readiness levels, collaboration, and resource alignment
- Establish internal controls and incentives for the equitable, efficient, effective, and sustainable use of resources
- Automate business processes to reduce redundancies and support staff working at their highest and best use
- Provide an opportunity for faculty and staff to reflect and assess their work environments and develop annual action plans to address gaps
- Review, annually, programs and resource allocations to all schools and departments to ensure alignment with school division goals and continued efforts to address opportunity gaps
- Analyze the evaluation of staffing standards and allocations to determine if any additional differentiated funding is required to support schools or departments
- Implement Equity Committee recommendations and monitor outcomes

15. Facilitate equitable, culturally responsive, and respectful environments

- Implement Pre K programs in relevant areas that will help to address opportunity gaps
- Continue efforts of ESOL course offerings that encourage opportunities for inclusive settings
- Continue to ensure universal access to activities that prepare all students for high-skill, high-wage, or in-demand occupations
- Widely communicate the division vision regarding equitable, culturally responsive, respectful environments
- Incorporate equity-focused coaching conversations between principals and directors
- Utilize different organizations that can build upon and enhance diversity and inclusion training at the staff and student levels
- Provide internal and external stakeholders the opportunity to give feedback on relationships with operational staff
- Assess whether extracurricular, athletic participation reflects the gender, racial, and socio-economic make-up of individual schools
- Implement Equity Committee recommendations and monitor outcomes