


The Power of a *Compass* on Our Journey to Transform Education



Dr. James G. Merrill
November 18, 2010



“...the first priority of leadership is to engage the right people, at the right times, to the right degree in creative work.”

- Creativity and the Role of the Leader
Harvard Business Review



Program of Work 2007-2008

GOAL 1:

Develop a new strategic plan that will guide Virginia Beach City Public Schools from 2009-2015

Objectives:

- Stakeholder participation representative of demographic and regional groups
- Measurable goals and targets
- School Board adoption by November 2008





Reflecting Community Priorities

[Click here to play video](#)



Strategic Plan Steering Committee

The Charge:

- Analyze current VBCPS system and mission
- Review community input data
- Identify gaps and strategic priorities
- Recommend measurable strategic goals and targets to Board



Gathering Community Input



Student
Groups



Parents
and
Partners



Staff and
Community
Leaders

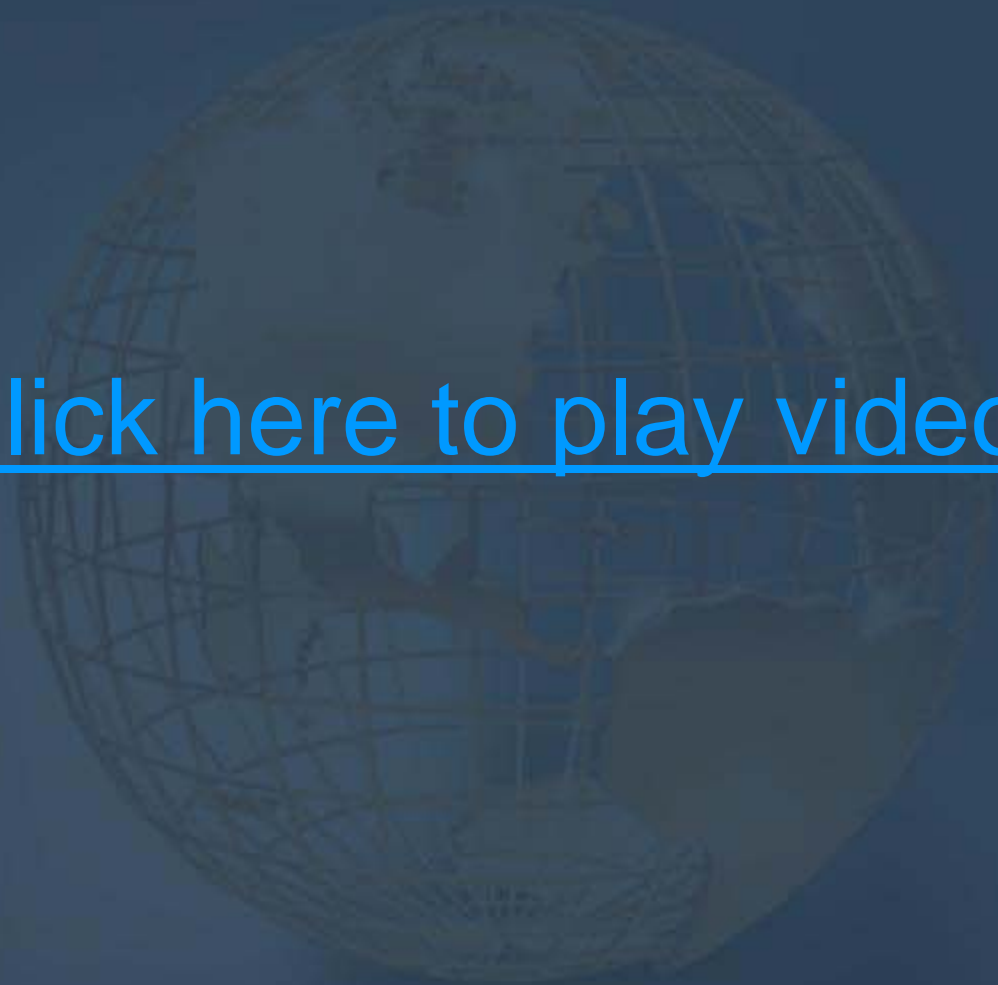


Focus Groups





[Click here to play video](#)



Gathering Community Input

VIRGINIA BEACH CITY PUBLIC SCHOOLS PRESENTS

Futures Forum

featuring **MARVIN CETRON**

Marvin Cetron – one of the nation's foremost futurists – will share his thoughts on how world events impact the **future** of our **nation, state** and **education** in Virginia Beach.

April 2, 2008
7:00 - 8:30 p.m.

Virginia Beach Convention Center
No admission charge

Learn about the 10 most important trends affecting Virginia Beach City Public Schools

Here is a sampling from those 10 important trends:

- **The economy of the developed world is on a path to grow for at least the next five years.**
- **Young people place an increasing importance on economic success.**
- **There is a growing acceptance of diversity.**
- **The work ethic is vanishing.**

U.S. News and World Report magazine has identified Cetron as a pioneer in corporate, industry, demographic and lifestyle forecasting. He has served on an expert panel commissioned by the Pentagon to study potential terrorists' attacks in the United States.

For additional information on Marvin Cetron and the Futures Forum visit vbschools.com.

Virginia Beach Convention Center is located at 1000 19th Street, near the oceanfront.



Community Town Hall Meeting



What are your top priorities for Virginia Beach City Public Schools' 70,535 students?

You are invited to share your top priorities during a *Town Hall Meeting* that will provide the citizens of Virginia Beach the opportunity to be a part of the Virginia Beach City Public Schools' *Comprehensive Strategic Plan*.

Tuesday, April 15, 2008

Virginia Beach Convention Center

5:30 – 6:30 p.m. Registration/light refreshments

6:30 – 9:00 p.m. Town Hall Meeting

RSVP: 263-1177 or virginia.nibarger@vbschools.com.

- **HEAR** Superintendent Dr. James G. Merrill discuss Virginia Beach City Public Schools vision for the future.
- **LEARN** about the thoughts and perceptions of students, parents, teachers, graduates, business leaders, and various community groups as they relate to the business of educating students in Virginia Beach's public schools.



VIRGINIA BEACH CITY PUBLIC SCHOOLS
AHEAD OF THE CURVE





Community Priorities for VBCPS

[Click here to play video](#)



**Rigor &
Relevance**

**21st Century
Skills**

**Student Ownership
of Education**

**Parental Involvement and
Accountability**

Close Achievement Gaps

Researching the Plan

today's student

WRS
VIRGINIA
WORKPLACE
READINESS
SKILLS

1. Reading
2. Mathematics
3. Writing
4. Speaking & Listening
5. Computer Literacy
6. Problem Solving
7. Seeing the "Big Picture"
8. Work Ethic
9. Positive Attitude
10. Independence & Initiative
11. Self-Presentation
12. Attendance
13. Team Member

Opplnc.
Opportunity Inc.
www.opplnc.org

tomorrow's
worker



VBCPS Strategic Plan



COMPASS TO 2015: A STRATEGIC PLAN FOR STUDENT SUCCESS

Strategic Goal
 Recognizing that the long range goal of the VBCPS is the successful preparation and graduation of every student, the near term goal is that by 2015, 95 percent or more of VBCPS students will graduate having mastered the skills that they need to succeed as 21st century learners, workers and citizens.

VBCPS Outcomes for Student Success

Our primary focus is on teaching and assessing those skills our students need to thrive as 21st century learners, workers and citizens. All VBCPS students will be:

- Academically proficient;
- Effective communicators and collaborators;
- Globally aware, independent, responsible learners and citizens; and
- Critical and creative thinkers, innovators and problem solvers.

Strategic Objectives

- 1) All teachers will engage every student in meaningful, authentic and rigorous work through the use of innovative instructional practices and supportive technologies that will motivate students to be self-directed and inquisitive learners.

Key Strategies	Key Measures
Identify the 21 st century skills for VBCPS.	Student success in meeting 21 st century skills by using performance-based assessments
Integrate 21 st century skills into K-12 curriculum and instruction.	Augmented curricula addressing 21 st century skills
Define, develop, and promote effective teaching and learning practices that maximize rigor and meaningful engagement for all students.	Instructional practices ensuring that daily instruction is rigorous and relevant for all learners
Integrate supportive technologies into the instructional program delivery.	Follow-up data from employers and colleges to assess graduates' college and work readiness of VBCPS graduates and a reduced drop-out rate
	Success on state standards for attendance and promotion
	Positive trends in discipline referrals and suspension rates
	Increased number of advanced diplomas

- 2) VBCPS will develop and implement a balanced assessment system that accurately reflects student demonstration and mastery of VBCPS outcomes for student success.

Key Strategies	Key Measures
Develop and/or adopt varied assessments, including performance-based assessments, to create a balanced assessment system that measures VBCPS outcomes for student success.	New authentic assessments
Provide training for teachers and administration on developing, using, scoring, and interpreting varied types of assessments to create a balanced assessment system.	Evaluation, collection and dissemination of student work products
Monitor and evaluate VBCPS assessments to ensure quality and fidelity.	Student performance data
Develop a process to monitor and report student performance on VBCPS assessments.	Staff and student feedback and surveys
	Reliable teacher scoring methods and results

VBCPS MISSION

The Virginia Beach City Public Schools, in partnership with the entire community, will empower every student to become a life-long learner who is a responsible, productive and engaged citizen within the global community.

VBCPS VISION

Every student is achieving at his or her maximum potential in an engaging, inspiring and challenging learning environment.

- 3) Each school will improve achievement for all students while closing achievement gaps for identified student groups, with particular focus on African American males.

Key Strategies	Key Measures
Expand the Extended Day Kindergarten (EDK) program.	Number of students served by the EDK program
Develop and implement the K-12 literacy plan, with an emphasis on measuring K-2 reading achievement.	3 rd grade students reading at or above grade level as measured by the Developmental Reading Assessment, version 2 results
Develop and implement a Response to Intervention (RTI) model.	Minority representation in special education proportionate to minority percentage of the total student population
Review and revise the school improvement process so it aligns with the strategic plan.	Meet or exceed accreditation/ATP standards
Continue the successful efforts of Goal 9 - Increase the Academic Performance of African American Males, from the 2007 Program of Work.	Narrow achievement gaps on SOL tests
Develop strategies to increase enrollment of minority students in honors, advanced placement, IB, dual enrollment and similar advanced courses.	Improved PSAT/SAT, Stanford 10 and ACT achievement for all students
	Increased minority enrollment percentage in and successful completion of advanced courses and programs
	Positive enrollment trends in honors, advanced placement, IB, dual enrollment and similar advanced courses
	Demonstrate successful 21 st century skills as measured by the College and Work Readiness Assessment (CWRA)

- 4) VBCPS will create opportunities for parents, community and business leaders to fulfill their essential roles as actively engaged partners in supporting student achievement and outcomes for student success.

Key Strategies	Key Measures
Develop resources for parents and other stakeholders showing how they can support the VBCPS outcomes for student success.	Positive trends on Parent Satisfaction Survey
Use that processes exist to involve parents and stakeholders in district initiatives.	SchoolNet Parent Portal launched
Implement parent training and provide resources.	Increased parents/volunteer involvement
Implement the VBCPS volunteer mentorship initiative.	Increased community partnerships
Use to develop and implement outreach to underserved families.	Attendance at Parent Connection
Use the division's partnership program with emphasis on workforce preparation.	Increased participation in the National Network of Partnership Schools (NNPS)
Collaboration with city agencies, civic groups and community organizations to that have similar educational missions.	Increased mentorships
	Increased Education Foundation funding
	Improved collaboration

- 5) VBCPS will be accountable for developing essential leader, teacher and staff competencies and optimizing all resources to achieve the school division's strategic goal and outcomes for student success.

Key Strategies	Key Measures
Professional development programs emphasize strategies to increase 21 st century skills.	Learning walks system wide to assess progress
Develop and implement systems for school leaders and teachers to observe and document that maximize high levels of student engagement.	Aligned professional development evaluations
Ensure equitable access to quality learning tools and resources.	Improved perceptions of equitable access to quality learning tools and technology
Ensure equitable access to quality learning tools and resources.	Schools' access to quality learning tools and state-of-the-art technology
Use and administer training and capacity building.	Training opportunities
Use and support of Professional Learning Communities to improve academic achievement for all students.	
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NBC NEWS

Education Nation

“To engage the public in a thoughtful dialogue, in pursuit of the shared goal of providing every American with an opportunity to pursue the best education in the world.”



The Virginia Beach Schools' Theory:

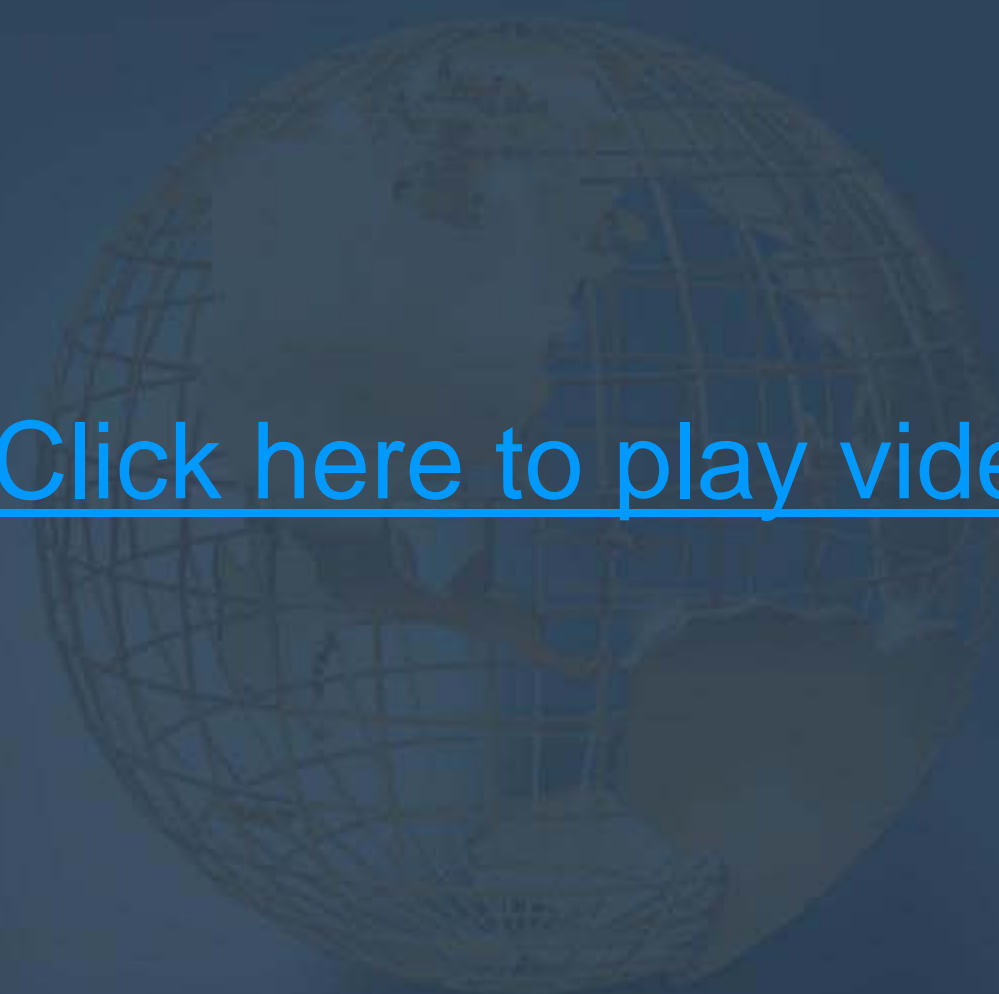
Advancing higher learning for children will ultimately deliver success on many fronts, including Virginia's Standards of Learning tests.





The VBCPS Mission:

[Click here to play video](#)



Implementing the Plan - Where to Begin?



COMPASS TO 2015: A STRATEGIC PLAN FOR STUDENT SUCCESS

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Strategic Objectives

- 1) All teachers will engage every student in meaningful, authentic and rigorous work through the use of innovative instructional practices and supportive technologies that will motivate students to be self-directed and inquisitive learners.

Key Strategies	Key Measures
Implement successful student engagement models.	Student success in meeting 21 st century skills by using performance-based assessments
Integrate 21 st century themes and skills into K-12 curriculum and instruction, with emphasis on critical thinking, problem solving and authentic application of learning.	Augmented curricula addressing 21 st century skills
Define, develop, communicate, and require effective teaching practices that maximize rigor and meaningful engagement for all students.	Instructional practices ensuring that daily instruction is rigorous and relevant for all learners
Engage all students in rigorous learning.	Follow-up data from employers and colleges to assess graduates' college and work readiness of VBCPS graduates
Develop strategies to increase enrollment of minority students in honors, advanced placement, IB, dual enrollment and similar advanced courses.	Success on state standards for attendance and promotion and a reduced drop-out rate
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- 2) VBCPS will develop and implement a balanced assessment system that accurately reflects student demonstration and mastery of VBCPS outcomes for student success.

Key Strategies	Key Measures
Develop and/or adopt performance-based assessments and rubrics to measure critical thinking and other division outcomes for student success.	New authentic assessments
Provide training for teachers and administrators on developing, using and scoring performance-based assessments.	Evaluation, collection and dissemination of student work products
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Roadmap for Student Success

Mission

The Virginia Beach City Public Schools, in partnership with the entire community, will empower every student to become a life-long learner who is a responsible, productive, and engaged citizen within the global community.

as defined by...

Outcomes for Student Success

Students will be academically proficient as defined by curriculum standards

so that they become...

Effective communicators and collaborators

(21st Century VBCPS Skills to be added)

Globally aware, independent, responsible learners and citizens

(21st Century VBCPS Skills to be added)

Critical and creative thinkers, innovators, and problem solvers

(21st Century VBCPS Skills to be added)

as assessed by...

Formative and Summative Assessments

Tasks of Significance
Housed in a K-12 digital portfolio

to indicate success of...

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Compass to 2010



Strategic
Objective
1

Strategic
Objective
2

Strategic
Objective
3

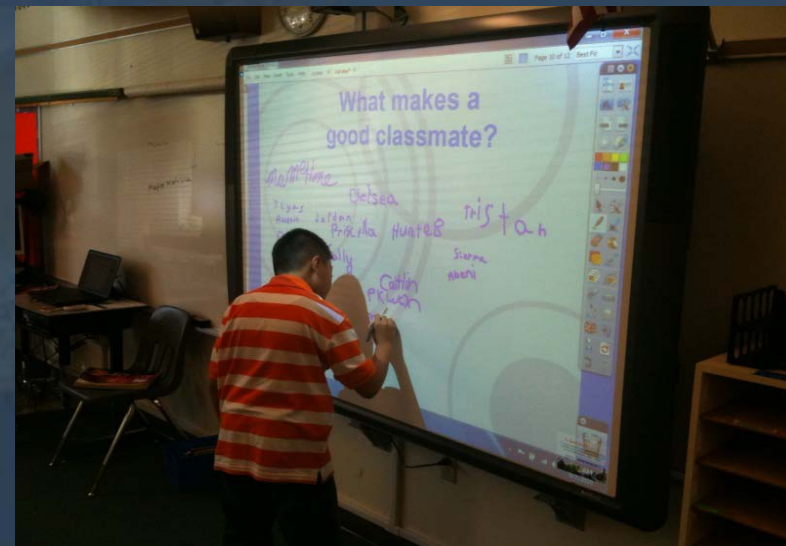
Strategic
Objective
4

Strategic
Objective
5

Compass to 2015

Strategic Objective 1

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Compass to 2015

Strategic Objective 2:

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Compass to 2015

Strategic Objective 3:

Each school will improve achievement for all students while closing achievement gaps for identified student groups, with particular focus on African American males.



Compass to 2015

Strategic Objective 4:

VBCPS will create opportunities for parents, community and business leaders to fulfill their essential roles as actively engaged partners in supporting student achievement and outcomes for student success.



Compass to 2015

Strategic Objective 5:

VBCPS will be accountable for developing essential leader, teacher, and staff competencies and optimizing all resources to achieve the school division's strategic goal and outcomes for student success.





VIRGINIA BEACH CITY PUBLIC SCHOOLS
A H E A D O F T H E C U R V E





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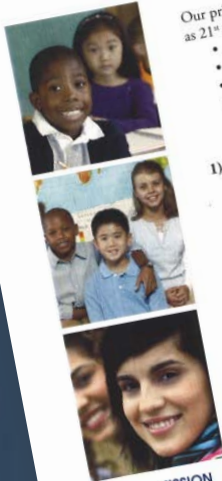
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COMPASS to 2015

A Strategic Plan for Student Success



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