Compass to 2020: Charting the Course
School Board Meeting ~ October 21, 2014
Department of Planning, Innovation, and Accountability

Chairman Edwards, Vice Chairman Brunke, members of the School Board, and Dr. Spence. Thank you for this opportunity to present to you the proposed strategic framework for Virginia Beach City Public Schools, *Compass to 2020: Charting the Course*.

This framework is the result of nearly a year's worth of work on the part of more than a hundred dedicated and knowledgeable individuals and was fully informed by input from literally thousands of stakeholders.

The journey to this point in the strategic planning process started nearly a year ago when we presented the School Board with an overview of the planning process. From the beginning we had stakeholder involvement as a top priority and this was reflected in the way we gathered input from our community.

We also made a concerted effort to keep the School Board informed of our progress through regular updates indicated on this timeline with destination markers above the timeline.

Beginning in March of 2014 and throughout the month of July, a 31-member Community Ad Hoc Strategic Plan Steering Committee met and developed the goals for the framework. At your annual retreat this past July, Dr. Mike Summers, provost of Tidewater Community College at Virginia Beach, presented the work of the committee and we sought your feedback on the goals.

We again tapped into the resources of our stakeholders – parents, students, teachers, administrators, community, business, and higher education representatives – to further develop the strategic framework through the work of design teams.
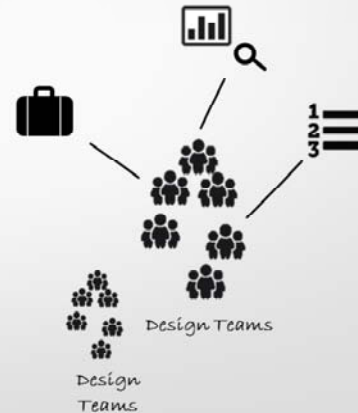
At the end of July and throughout the month of August, (Click) 70 very committed and engaged individuals worked in one of six teams across a total of three meetings. The design teams (Click) unpacked key concepts related to the various goal areas for the purpose of providing a frame of reference for (Click) identifying potential indicators and (Click) division-level strategies for accomplishing the goals in the framework.
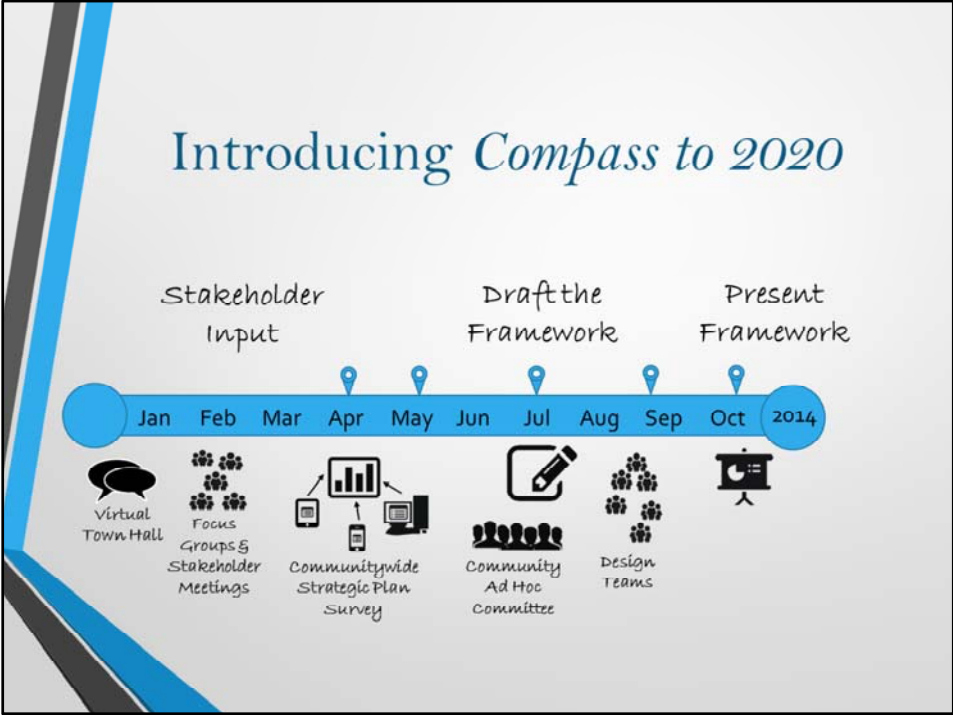
I am here tonight to share the strategies and measures that emerged from the work of the design teams and introduce the proposed framework for information.
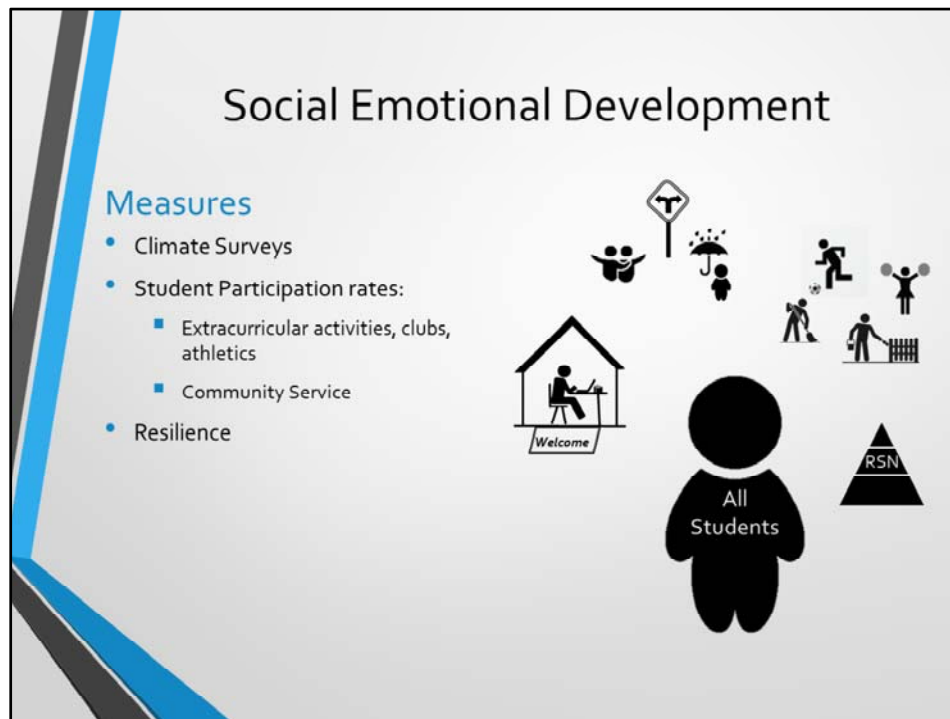
The first goal in the framework states that all students will experience personalized learning opportunities to prepare them for postsecondary education, employment, or military service.

The key strategies for accomplishing this goal include:

- Developing a plan and implementing an approach to personalized learning at all school levels by providing students with interest-based, flexible, student-directed learning opportunities. (Click)
- Leveraging technology to increase flexibility with respect to when and how learning occurs and to monitor student progress throughout their academic career. (Click)
- Creating and using student learner profiles containing information related to students' learning styles, academic and career interests, academic progress, and specific learning experiences in support of their future plans. (Click)
- Providing increased opportunities for career awareness beginning in elementary school and expanding this focus to include career exploration and experience throughout middle school and into high school. (Click)
- Promoting and expanding access to high-quality courses and programs that support students' future aspirations. (Click)

Indicators of goal attainment include data related to on-time graduation, student and parent perceptions of learning opportunities as well as academic and career planning services, college-readiness benchmarks, percentage of students completing internships or other co-operative work experiences, postsecondary enrollment rates, industry certifications and credentialing, as well as data related to students' acceptance into the military or service academies.

The second goal of the framework states that all students will benefit from an educational experience that fosters their social and emotional development.

The key strategies for accomplishing this goal include: (Click)
- Ensuring that all schools are safe, welcoming places conducive to student learning.
- Developing a plan to systematically integrate social emotional learning strategies into the curriculum to promote the development of (click) interpersonal skills, (click) responsible decision making, (click) and resilience.
- Promoting participation in (click) extracurricular activities, clubs, athletics, and community service to increase students' sense of connectedness to their school and wider community.
- Refining and expanding (click) the division's Responding to Student Needs (RSN) model to include a focus on positive behavioral supports for students. (Click)

Indicators of goal attainment include data gathered from climate surveys, student participation in extracurricular activities, clubs, athletics, and community service, as well as validated measures of resilience.

The third goal of the framework states that all students will be challenged and supported to achieve a high standard of academic performance and growth and that gaps between these expectations and the realities for our student subgroups will be addressed. For us, this means that all students will acquire literacy and numeracy skills; all students will know and be able to apply content specific knowledge and skills; and all students will demonstrate proficiency in globally competitive skills.

Key strategies for accomplishing this goal include: (Click)
- Refining and implementing the K-12 Literacy Initiative divisionwide with an emphasis on monitoring and improving K-2 reading achievement. (Click)
- Explicitly integrating literacy and numeracy across the curriculum. (Click)
- Refining and implementing the RSN model to provide intervention and acceleration for learners at all school levels. (click)
- Continuing to monitor and engage in efforts to close achievement gaps for all student groups. (Click)
- Continuing to define, develop, and implement effective and innovative teaching practices that maximize rigor and meaningful engagement for all students. (Click)
- Continuing to implement a balanced assessment system with an emphasis on standards-based and performance-based assessments. (Click)
- Creating inquiry-based and experiential learning opportunities for all students. (Click)
- Continuing to deploy the curriculum in all areas of study to support students' acquisition of globally competitive skills. (Click)

Measures of goal attainment include the percentage of students reading on grade level, proficiency on state exams and assessments of critical thinking skills, performance on divisionwide performance-based assessments as well as a senior capstone project and the percentage of students reporting growth in the areas of literacy, numeracy, and globally competitive skills.

The fourth and final goal of the strategic framework states that Virginia Beach City Public Schools will be defined by a culture of growth and excellence for students, staff, parents, and the community. For students, this means focusing on the first three goals of the framework. For staff, this means placing a premium on recruiting, hiring, supporting, and retaining high-quality staff in all positions.

Key strategies for accomplishing this goal include: (Click)
- Providing a competitive compensation and benefit plan to attract, support, and retain high-quality instructional and support staff. (Click)
- Optimizing the teacher talent pipeline by engaging in a variety of strategies to secure top candidates. (Click)
- Leveraging technology to identify and interview highly qualified candidates in all positions. (Click)
- Continuing to refine, build capacity, and use the teacher evaluation process to increase teaching effectiveness for all instructional staff. (Click)
- Providing a variety of professional learning opportunities and resources to all staff to support continuous improvement and the successful implementation of this strategic framework. (Click)
- Continuing to focus on improving the working conditions for all staff through the use of the Employee Input Process to identify areas of strengths and areas for improvement. (Click)

Measures of goal attainment include staff surveys addressing professional learning opportunities and job satisfaction, percentage of staff earning various designations such as career teacher and National Board Certification, ranking of the division's compensation package relative to surrounding school divisions, and summative ratings received from the teacher evaluation system. (Click)

The fourth goal also focused on purposefully partnering with parents and the community to support student achievement, aspirations, and social emotional development.

Key strategies for accomplishing this part of goal four include: (Click)
- Developing and delivering programs and resources, based on identified needs, to assist families in fulfilling their essential roles in supporting students (Click) at home and (Click) in their school. (Click)
- Deepening and expanding mutually-beneficial, ongoing (click) partnerships with (click) business, (click) military, (click) faith-based, (click) civic, and city agencies to strengthen learning opportunities for all students. (Click)
- Leveraging technology to match community and business assets to the identified needs of schools by opening online channels of communication between schools and partners. (Click)
- Strengthening the role of the Partners in Education staff member within each school by articulating expectations for the role and providing additional training. (Click)

Measures of goal attainment include surveys addressing satisfaction with programs and resources provided to families, attendance at division-sponsored family programming events, number and growth of model, comprehensive, and resource partnerships, as well as satisfaction levels among partners.
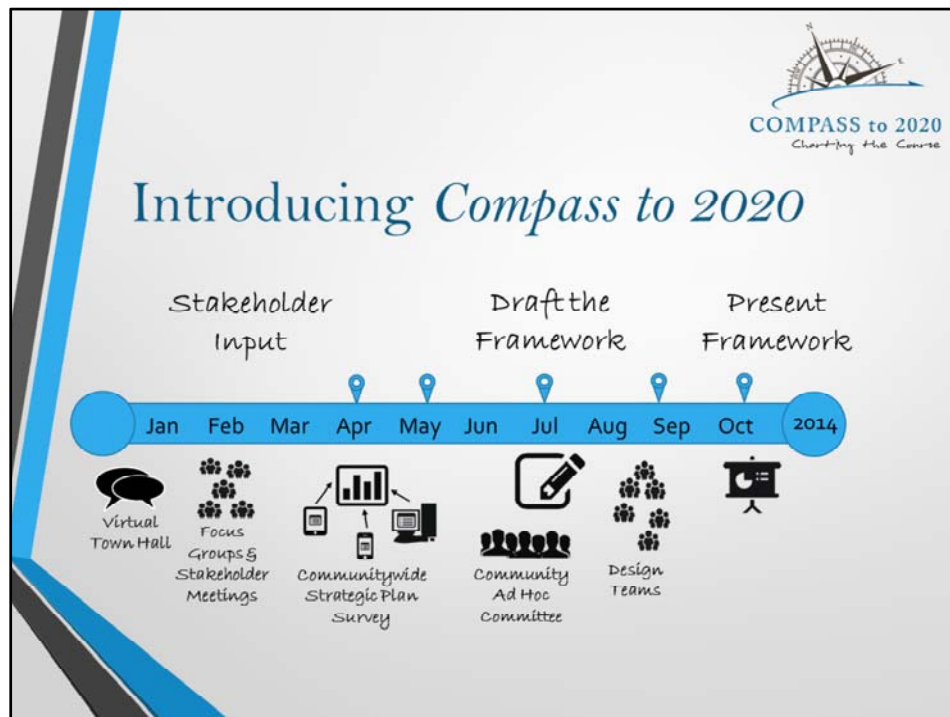
Before wrapping up the presentation, I would like to draw attention to the logo that appears in the top right corner of this slide. This is the logo that was selected based on a communitywide vote on four possible logos for the next strategic framework. More than 4,800 people voted and this logo received the highest number of votes.
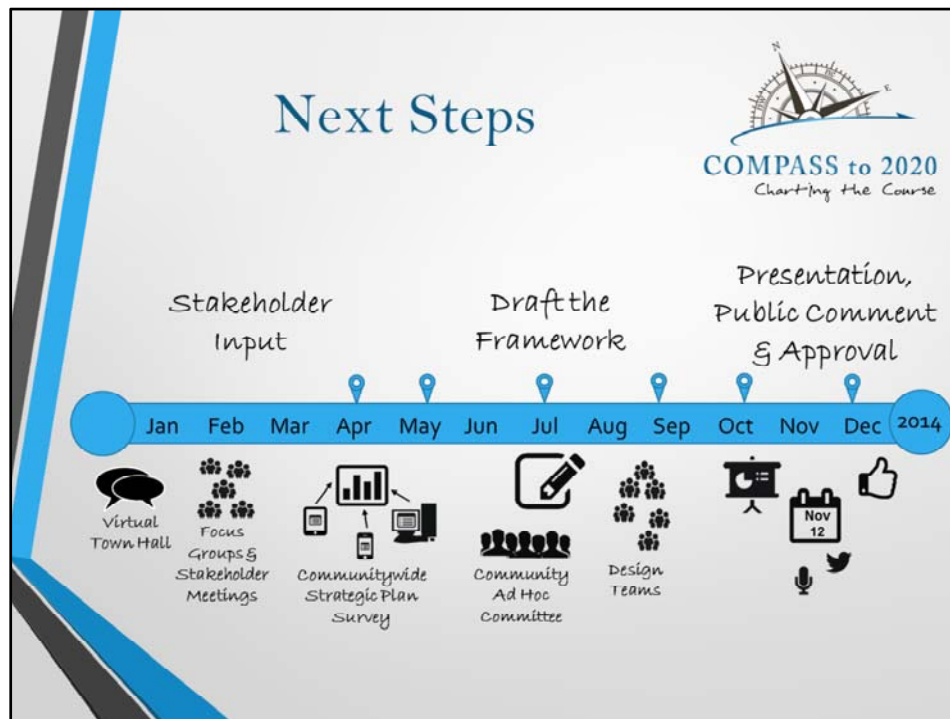
A print copy of the framework will be available on vbschools.com for public inspection in advance of a very special event planned for November 12 that we are calling the Compass Showcase. At this event, our community is invited to Kellam High School from 6:30 to 8:00 p.m. to see a sample of the way teaching and learning has changed under *Compass to 2015* and to have an opportunity to provide public comment on our next compass, *Compass to 2020*. Following the public comment, we plan to bring the framework back to the School Board for formal adoption on December 2.

This concludes my presentation. At this point I welcome any questions you may have.