Every child • Every day • Every classroom

Respectful • Responsible • Ready to learn

STRATEGIC PLAN
2018-2023
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Dear Community Member,

It is an exciting time for Danville Public Schools and the city of Danville as we work collaboratively toward transforming public education in our community. Transforming public education is an absolute necessity for our children and their success and in ensuring that our region’s economic and social viability are enhanced and thriving in the future. Given this charge, through a joint retreat held on February 11, 2017, the Danville School Board and City Council engaged in a purposeful dialogue around its core beliefs, values, and aspirations about public education.

The Danville School Board participated in a three-day retreat held November 2 through November 4, 2017, to consider a vision of public education in the city of Danville and develop a robust framework for the Danville Public Schools Strategic Plan. The Board and Superintendent spent these three days brainstorming and planning, in an effort to develop a compelling vision and mission. We also developed a set of goals and discussed potential initiatives to achieve these goals. The process of strategic planning requires us to deliberately look at the big picture, focusing on the challenges we face as a learning community (school division) and to determine where we need to start, establish what we need to accomplish, and decide on what we believe is “right” for our community.

The School Board Retreat was followed by four work sessions with staff held on November 30, December 1, December 18, 2017 and April 10, 2018. An initial draft plan was presented to the Board on May 17, 2018 for input, recommendations, and next steps. In August, the Board officially adopted the Danville Public Schools Strategic Plan for 2018 – 2023 as its master plan for public education in the city of Danville.

Ultimately, a strategic plan aligns strategy and operations in a manner that closes the gap between what we know and what we need to do to promote learning in our community. In the end, Danville Public Schools’ graduates will be life-ready and equipped with appropriate content knowledge, workplace skills, civic responsibility attitudes, and career readiness skills (critical and creative thinking, collaboration, communication, and citizenship) that result in optimal success.

In summary, it is our collective belief that Danville is a community invested in education and “all in” when it comes to education in our community. The Danville School Board and staff are committed to unlocking the potential of every child by (a) empowering and engaging families and encouraging the larger community to value and invest in lifelong learning, (b) developing a curriculum that meets the needs of the community and employers and that continues the tradition of excellence in core, extracurricular, and specialty programs, and (c) aggressively recruiting and retaining teachers and staff who are innovative, engaged, and passionate.

In closing, we invite you to join us as we continue to focus on every child, every day in every classroom in preparing them to be...

Sincerely,

Stanley B. Jones
Superintendent of Schools

Terri H. Hall
School Board Chair
Our Mission:
A Community Invested in Education
We’re “all in” when it comes to education in our community.

Our Vision:
We unlock the potential of every child by:
• Empowering and engaging families and encouraging the larger community to value and invest in education and lifelong learning
• Developing a curriculum that meets the evolving needs of the community and employers and continues the tradition of excellence in core, extracurricular, and specialty programs
• Aggressively recruiting and retaining teachers and staff members who are innovative, engaged, and passionate

Our Commitment to You:
The School Board and City Council are committed to the following outcomes:
• An engaged community that makes education a priority
• A well-educated, well-trained and adaptable workforce for a highly technical society and world
• High-performing schools defined by high-achieving students
• State-of-the-art facilities that support 21st Century learning
STUDENT ACHIEVEMENT
Develop and implement an aggressive curriculum that challenges and inspires every student to optimize their learning

COMMUNITY ENGAGEMENT
Engage the community and all of its members to embrace their role in a comprehensive approach that realizes each child’s unique potential

OPERATIONS & INFRASTRUCTURE
Create and maintain infrastructure and operations essential to dynamic 21st Century learning

PERSONNEL DEVELOPMENT
Attract and invest in employees and their professional development to maximize student success

ENVIRONMENTAL FACTORS
Identify and address the physical, emotional, and social needs of each child as they impact his or her educational achievement
GOAL #1

STUDENT ACHIEVEMENT

Develop, implement, and measure an aggressive curriculum that challenges and inspires every student to optimize learning and success

Objective 1.1 - Realign the school system to maximize academic and social success for every student by restructuring schools into multiple grade levels (K-3, 4-6, 7-8, 9-12) in order to:
• Meet the developmental needs of each grade grouping
• Achieve socioeconomic and racial balance
• More effectively implement interventions to support student success
• More effectively distribute resources

Objective 1.2 - Create a culture that is inclusive of all stakeholders who promote an environment conducive to academic success.

WHAT IT LOOKS LIKE
Students graduate with the ability to master rigorous academic content, think creatively and critically, work collaboratively with others, communicate effectively and are persistent and adaptable.

WHY THIS IS IMPORTANT
We cannot predict with accuracy the number of occupations that will grow fastest in the future or the precise tasks that the global labor market will perform. However, the workforce must be able to solve unstructured problems, work with new information, and carry out non-routine manual tasks.
Goal #2
Community Engagement

Engage the community and all of its members to embrace their role in a comprehensive approach that realizes each child’s unique potential

Objective 2.1 - DPS will conduct an annual community engagement needs assessment which includes statistically significant representation from all stakeholders, including parents, staff, businesses, social organizations, civic organizations, religious organizations, and government agencies.

Objective 2.2 - DPS will implement strategies identified by needs assessment data to improve community engagement.

What it looks like
Danville Public Schools has established authentic and enduring partnerships with all segments of the community, including parents, businesses, community service organizations, colleges and universities, health and wellness agencies, and others, such that the whole child, the whole school and the whole community are engaged in each student's success.

Why this is important
It is said that it takes a village to raise a child. The Danville community is made up of a “village” invested in education. Ultimately, student success results in graduates who are caring, responsible and productive citizens.
GOAL #3
OPERATIONS & INFRASTRUCTURE
Create and maintain infrastructure and operations essentials for dynamic 21st Century learning

Objective 3.1 - Establish consistent and innovative funding streams for maintenance and capital improvement projects.

Objective 3.2 - Use the recommendations of the facility study to renovate all learning spaces.

Objective 3.3 - Provide dynamic core IT infrastructure sufficient to support current and future learning environments.

Objective 3.4 - Provide access to appropriate learning devices for staff and students.

Objective 3.5 - Ensure business continuity across operational departments through succession and disaster recovery planning related to cyber threats, information technology, and financial functions.

WHAT IT LOOKS LIKE
Danville Public Schools will invest in infrastructure and operations to ensure that students are learning in 21st Century environments.

WHY THIS IS IMPORTANT
Learning environments should be designed to support students’ ability to develop creative and critical thinking skills, collaboration and effective communication and mastery of rigorous academic content. 21st Century learning environments should emulate 21st Century work environments.
Objective 4.1 - Enhance benefit programs for all classifications of employees.  
Objective 4.2 - Offer incentives that set DPS apart from other school divisions.  
Objective 4.3 - Enhance ongoing professional learning and growth opportunities and capacity building.  
Objective 4.4 - Build a culture of gratitude for employees by creating a formal division-wide appreciation program.

WHAT IT LOOKS LIKE  
The school division’s success is built upon the collective and individual value and capacity of its staff. As professionals, all employees are engaged, feel valued and appreciated, while understanding the importance of their role as it supports the mission, vision and goals of Danville Public Schools.

WHY THIS IS IMPORTANT  
The most important resources in any organization are its human resources. Valued employees add value to the organization.
Goal #5: Environmental Factors

Identify and address the physical, emotional, and social needs of each child as they affect his or her educational achievement.

Objective 5.1 - DPS will implement the Virginia Tiered Systems of Support (VTSS)/Positive Behavioral Interventions and Supports (PBIS) with fidelity by 2022. To accomplish this objective, DPS will continue to pursue funding from state or other resources for VTSS/PBIS in all schools and at the division level by continuing to partner with local Training and Technical Assistant Centers (TTAC) and Regional Information Centers (RIC).

Objective 5.2 - DPS will conduct an annual needs assessment focusing on staff capacity related to trauma informed schools, constituent poverty issues, and awareness of student needs. Once weaknesses are identified by data from the needs assessment, DPS will implement strategies to address staff needs.

Objective 5.3 - DPS will conduct an annual needs assessment to determine the availability of “wrap around” services for DPS students and families.

The data will identify the existence of local agencies providing the necessary services, their location and funding streams for the services.

What It Looks Like

Danville Public Schools understands that educational achievement is impacted by the physical, emotional and social needs of each child. All resources will be exhausted to ensure that every child has what they need to not only succeed, but thrive. This will be accomplished by ensuring that we leverage authentic and enduring partnerships with community organizations to remove all barriers to student success.

Why This is Important

Danville Public Schools, in collaboration with community organizations, must ensure that students have the resources necessary to maintain social and emotional well-
We would like to thank the following individuals who helped make the strategic plan a reality.

**Board members who introduced the Strategic Plan**
- Ms. Renee Hughes, *Chair*
- Ms. Terri Hall, *Vice Chair*
- Ms. Sharon Dones
- Dr. Philip Campbell
- Mr. Steven Gould
- Mr. Jeffrey Hubbard
- Dr. Ed Polhamus

**Board members who adopted the Strategic Plan**
- Ms. Terri Hall, *Chair*
- Ms. Renee Hughes, *Vice Chair*
- Mr. Jeffrey Hubbard
- Dr. Ed Polhamus
- Mr. Brandon Atkins
- Ms. Crystal Cobbs
- Mr. Ty’Quan Graves

**Staff Participants**
- Dr. Sandra Andrews, *Chief Academic Officer*
- Dr. Juliet Jennings, *Chief Human Resources Officer*
- Dr. Melissa Newton, *Executive Director of Accountability and School Improvement*
- Dr. Kathy Osborne, *Chief Operations Officer*
- Ms. Charlene Bowman, *Director of Middle and High School Instruction*
- Ms. Lori Cassada, *Director of Finance*
- Ms. Joyce Culley, *Coordinator of Career and Technical Education, Langston Focus School*
- Ms. Wesson Claiborne-Felder, *School Social Worker*
- Ms. Catia Greene, *Director of Federal Programs and Instructional Support*
- Ms. Tia Hairston, *Coordinator of Special Education Services*
- Ms. Coretta Lipscomb, *Facilitator of Services for Support Personnel*
- Mr. Tom Parcell, *Assistant Director of Maintenance and Operations*
- Mr. John Parris, *Director of Technology*
- Dr. Melinda Robinett, *Director of Services for Exceptional Children*
- Ms. Mona Whittle, *Director of Teacher Talent Acquisition and Engagement*
- Dr. Rick Wieringo, *Principal at W.W. Moore*
- Mr. Jay Lancaster, *Principal at George Washington High School*
- Ms. Anne Moore-Sparks, *Community Engagement and Business Partnership Specialist*
- Dr. Stanley Jones, *Superintendent of Schools*

**Facilitators**
- John P. Thomas, *DecideSmart*
- A. Tyler St. Clair
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