Charles City Community Schools
Strategic Plan and Goals

THE CHARLES CITY COMMUNITY SCHOOLS
WAY OF LIFE

Our Vision

To ENGAGE, INSPIRE, and EMPOWER students and staff in order to maximize learning.

Our Mission

Regardless of who you are or what your story is, you can learn and be loved here.

Our Core Values

We do what is BEST FOR ALL KIDS
We are FAMILY
We are COMMITTED LEADERS
We are PASSIONATE
We are INVITATIONAL

Our Family Commitments

Honor the family
Keep calm and teach!
Keep the main thing the main thing
Assume positive intent
No surprises
Be vulnerable

CHARLES CITY

ORGANIZATIONAL CHART

CHARLES CITY

STUDENTS

VISION: CREATING COMPASSIONATE COMPETENT PROBLEM SOLVERS.

	HIGH SCHOOL	MIDDLE SCHOOL	LINCOLN	WASHINGTON
DIRECTOR OF ACTIVITIES	TEACHERS PARA / COACHES/SPONSORS	TEACHERS PARA / COACHES/SPONSORS	TEACHERS PARA / COACHES/SPONSORS	TEACHERS PARA / COACHES/SPONSORS
DIRECTOR OF TECHNOLOGY	TECHNOLOGY ADMINISTRATIVE SUPPORT			
DIRECTOR OF COMMUNICATION / DIRECTOR OF FINANCE	CLERICAL / FRONT OF HOUSE / ADMINISTRATIVE SUPPORT	CLERICAL / FRONT OF HOUSE / ADMINISTRATIVE SUPPORT	CLERICAL / FRONT OF HOUSE / ADMINISTRATIVE SUPPORT	CLERICAL / FRONT OF HOUSE / ADMINISTRATIVE SUPPORT
DIRECTOR OF OPERATIONS	CUSTODIANS	CUSTODIANS	CUSTODIANS	CUSTODIANS
DIRECTOR OF TALENT	TALENT / ADMINISTRATIVE SUPPORT			
DIRECTOR OF SCHOOLS AND LEARNING	INSTRUCTIONAL COACHES / IDL / PRINCIPALS	INSTRUCTIONAL COACHES / IDL / PRINCIPALS	INSTRUCTIONAL COACHES / IDL / PRINCIPAL	INSTRUCTIONAL COACHES / IDL / PRINCIPAL

Administrative Support

- TECH. CLERICAL ADMIN. SUPPORT
- TECHNOLOGY CLERICAL ADMIN. SUPPORT
- COMM. ADMIN. SUPPORT
- ADMIN. SUPPORT ACCOUNTS
- BUILDINGS & GROUNDS: HVAC, MECHANIC, DRIVERS, ADMIN. SUPPORT
- ADMIN. SUPPORT TALENT
- FOOD SERVICE ADMIN. SUPPORT

SENIOR LEADERSHIP

MISSION: REGARDLESS OF WHO YOU ARE OR WHAT YOUR STORY IS, YOU CAN LEARN AND BE LOVED HERE.

Vision Critical
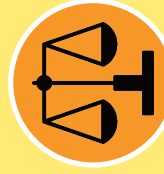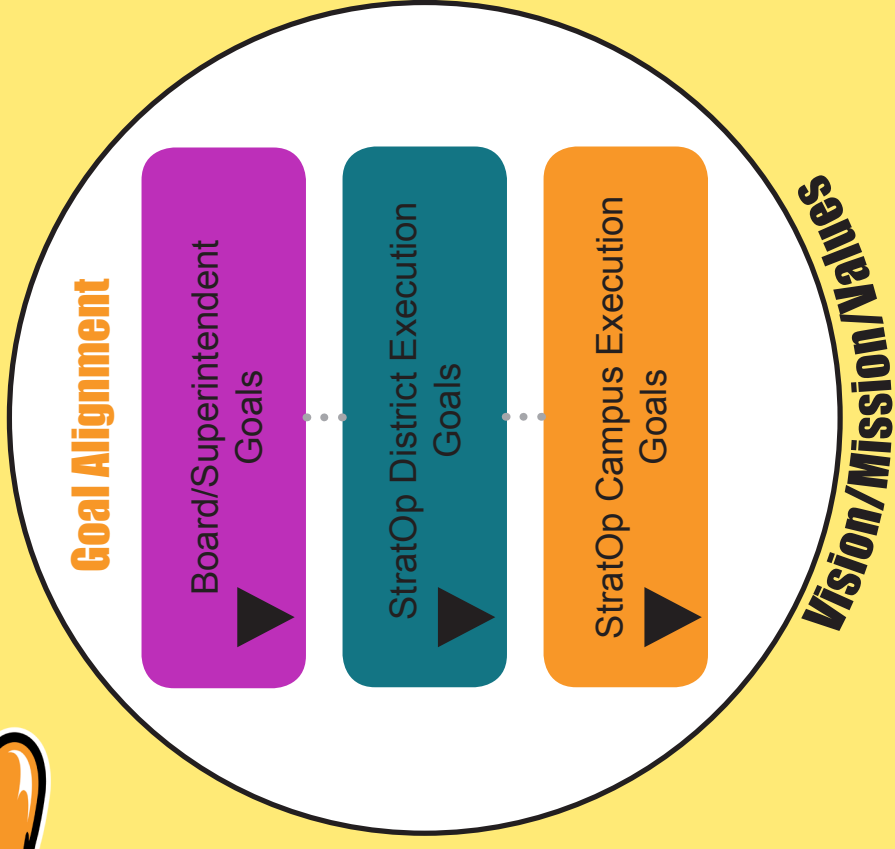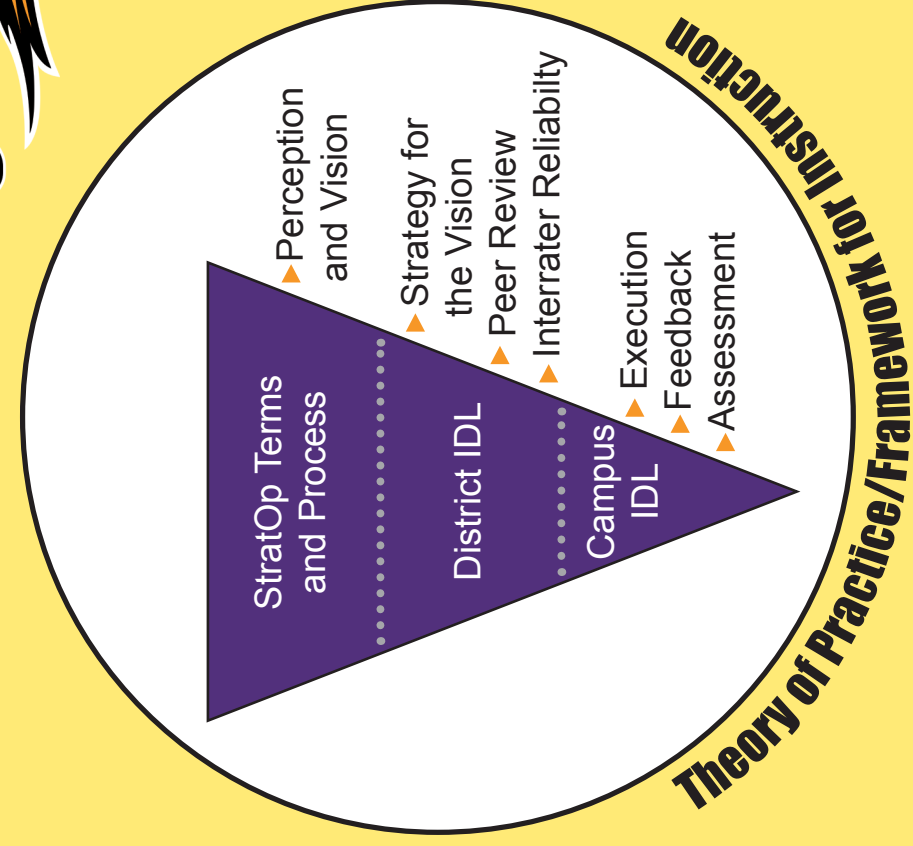
Mission Critical

10/2020

Legal and Ethical

Vision/Mission/Our DNA/Our Commitments

Live in this box. Live on the edge

INSTRUCTIONAL DIRECTION TEAM

StratOp Goal Execution Process

CHARLES CITY

Goal Alignment

- Board/Superintendent Goals ▶
- StratOp District Execution Goals ▶
- StratOp Campus Execution Goals ▶

Vision/Mission/Values

STUDENT LEADERSHIP

STUDENT ENGAGEMENT

EQUITY

StratOp Terms and Process
- Perception and Vision

District IDL
- Strategy for the Vision
- Peer Review
- Interrater Reliability

Campus IDL
- Execution
- Feedback
- Assessment

Theory of Practice/Framework for Instruction

MISSION

VALUES

VISION

Charles City Community Schools

THEORY OF PRACTICE

HUMAN CAPITAL

Student Outcomes

Instruction

Equity

Capacity

Systems

Charles City Community Schools Strategic Plan
2018-2021

AT A GLANCE PLAN ON A PAGE

Strategic Goal 1: Equity and Achievement

1. Student Engagement through visionary processes for creating competent and compassionate problems solvers
2. Student engagement through an aligned and accelerated bricks/mortar, blended, and digital strategies
3. Student Equity by identifying inequity, removing inequity, and cultivating equity
4. Mission and Vision Casting: Ensuring that our entire family at all levels understands our mission and vision by using it to guide all we do for kids.

Strategic Goal 2: Culture and Climate

1. Student Equity by identifying inequity, removing inequity, and cultivating equity
2. Leadership: Using our leadership work to invest and equip our students and staff to be the best versions of themselves through intentional work and systems
3. Clarifying, coordinating, and cultivating signature programming that is unique to our region that continues to invite new families to join our schools and our mission/vision.

Strategic Goal 3: Facilities and Infrastructure

1. Facilities and Infrastructure that align and accelerate our vision of creating compassionate, competent problem solvers
2. Facilities and Infrastructure that are invitational to our primary customers of students
3. Facilities and Infrastructure that are invitation to potential families

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2020 Vision

Charles City Community Schools

Strategic Plan

Charles City Community Schools Strategic Plan
2018-2021

VISION/MISSION

Charles City Community Schools Mission:

Regardless of who you are or what your story is, you can learn and be loved here.

Charles City Community Schools Vision:

Creating Compassionate, Competent Problem Solvers

This Strategic Plan was first created by the Charles City Community Schools Senior Leadership Team in 2018. This Strategic Planning utilizes a process known as StratOp that drives the work through perception gathering and discovering high leverage strategy. This plan and process continues to be the system for our schools in serving our primary customer, our students, at the highest and most effective levels.

In May of 2020, the Senior Leadership Team and School Board transformed this plan by casting a new vision for our school family. This transformed Strategic Plan was appropriately renamed 2020 Vision.

Our school family is committed to be relentless in the pursuit of the vision through our mission and values. This 2020 Vision will be a multi-year process and plan that will be driven by a cadence of accountability through scoreboarding and health metrics. It will be refreshed quarterly and updated annually. This Strategic Plan keeps us focused, aligned, and accelerated to advance our mission and vision to meet the needs of all kids.

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2018-2021

AIP #1: CC LEADERSHIP 2020

OBJECTIVE:

"Leverage my best to lead myself to impact others"

By June of 2021 there will be 80% of students/staff will be able to identify at least 1 way they have used their talents to lead themselves, others, and leaders.

SUCCESS CRITERIA:

- Application(kids) and Recognition (Staff)
- Reteaching/Examples
  Level 1 - Definition and 3 levels
- Teaching
  Level 2 - Recognition and Application
- Focus of the Month
  Campus decision

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AIP #1: CC LEADERSHIP

Action Steps

1. Organization and Sharing of documents for the CC Leadership StratOP August 2020

2. Creating and Producing a video for staff for PD days around three levels of leadership and Definition of leadership.   9/20

3. Creating and instructing students about our definition and levels of leadership through a video   9/20

4. Optimize work parts of our CC Leadership Practices   10/20
   - Google form to report leadership roles
   - AM Sessions / Podcasts (transitioning to High Quality Digital content)

5. Create a system of recognition 10/20

6. Teach how application of leadership occurs and impacts others 11/20

7. Practicing the application (Vision focused) CMOT   TBD

8. Align and integrate with Leader in Me   2/21

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2018-2021

AIP #2: DIGITAL CONTENT

Objective:

Align digital instructional strategies throughout the district that meet our vision and engage students in rigorous learning experiences

Success Criteria:

(How do we know we are winning? - Measurable components)

- (How do we know we are winning? - Measurable components)

- 100% implementation/use of AV equipment for lessons

- 100% implementation/use of iMovie

- Implementation/use of LMS

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AIP #2: DIGITAL CONTENT

Action Steps

1. Audit Technology/Purchase Technology - Now
2. Identify Campus AV Team (Building Level) - Now
3. Create Training Videos/Resources on AV Use - Now
4. Create Exemplar Lesson Examples - Now
5. Deciding Criteria for Phase 1 - 8/6
6. Campus AV Team Training - 8/10
7. Release AV Training Series/Criteria to Staff - 8/10
8. Campus AV Teams record Lessons with Teachers - Start 8/11
9. Teachers start recording own lessons - Start 8/11

1. Create District Video Team - 9/8
2. Analyze current content as district team - 9/14
3. Create Criteria for High-Quality Digital Lesson/Learning - 9/14
4. Training on High-Quality Digital Lesson/Learning - 9/15
5. Create a feedback loop for stakeholders - 9/21
6. Continued Feedback / Analysis of content - Ongoing after 9/21

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AIP #3: Equity

Objective:

Align digital instructional strategies throughout the district that meet our vision and engage students in rigorous learning experiences

Success Criteria:
(How do we know we are winning? - Measurable components)

Y-Desired Outcomes-12 month (By June 1st 2021)

1. Leadership confronts their own inequities, bias, and fragility
2. Create a clear vision for equity within our schools and family
3. Cadence of conversations with our staff/ students around equity
4. Cultivate knowledge and understanding of equity and power structures
5. Begin to create capacity in processing skills through conflicting information and evidence to develop reasonable hypotheses based on relevant evidence
6. Growing in empathy and empathic skills throughout the organization
7. Continue to develop a diverse workforce
8. Create an attractive organization that attracts diversity
9. Identify inequities
10. Begin to remove inequities
11. Begin to cultivate equity

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AIP #3: EQUITY

Action Steps

1. Seek and offer equity partnerships with other schools and community entities to join us on the journey - August-October 2020

2. Build an Equity Leadership Team of Staff/Students/Leadership/Board Members - July 2020

3. Secure Funding from Board for this Work - August 2020

4. Equity Audit of the School District - August-January

5. Create a full Equity Vision - August-June

6. Board of Education engaged in Equity Professional Learning - August-June

7. Board Policy on Equity - April 1

8. Building Campus Equity Conversation Cadence

9. Creating capacity for Leadership Team to lead equity coaching conversations - October-June

10. Equity content teaching to staff

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2018-2021

AIP #4: Engagement/Vision 2020

Objective:

Align instructional strategies throughout the district that meet our vision of creating compassionate competent problem solvers.

Success Criteria:

(How do we know we are winning? - Measurable components) per campus

ELEM
- Full implementation of Leader in Me program K-4 by end of 2020-21 school year (Compassionate)
- Students can articulate standard/learning target of lesson accurately 90% of the time (Competent)
- Students can identify how they will know they have successfully met standard learning target 90% of the time (Competent)
- By the end of the 2020-21 school year 100% of grade level units will include an authentic task that promotes transfer of learning and has been vetted through AIW process. (Problem solver)

Middle School
- Visible learning connected to standards (I can statements posted)
- Lessons and Assessments specifically designed to match DOK of standard
- Student achievement is specifically reported to standards
- Students defend their learning through portfolios, conferences, showcase nights, and IEP meetings
- Admin provide direct feedback on Vision in the Classroom

HS
- Increase in visible active student participation observed via walkthroughs (+25% of baseline)
- Increase in student centered approaches observed via walkthroughs (+50% of baseline)

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AIP #4: ENGAGEMENT/VISION 2020

Action Steps

1. Campuses develop plans to focus on Standards/Competencies - June 2021

2. Campuses create authentic opportunities to showcase   student learning and problem solving - June 2021

3. Campuses create the purposeful opportunities for collaboration, reflection, refinement in the implementation of vision. - Jan 2021

4. Admin will share out on the progress of their campus - Oct/Nov 2020

5. ALL customers can articulate the vision - June 2021

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2018-2021

STATE-REPORTED COMPREHENSIVE SCHOOL IMPROVEMENT GOALS

Long-range Goal

By the year 2021, 85% of students in grades K-4 will score at or above benchmark on the FAST Assessments.

Short-range Goal

In the spring of 2019, 57% of K-4 students scored at or above benchmark on the FAST Assessment. By the spring of 2020, increase to 70% of K-4 students at or above benchmark on the FAST Assessment.

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CURRENT SYSTEMS

- Leadership Institute 2019
- ELL Development and Enhancement 2019
- Preschool Enhancements and Development 2019
- Social Media Response Teams 2019
- Strategic Planning Systems 2019
- Instructional Direction Team 2019
- Comprehensive Communications (Experience, Environment, Digital/Print, and Storytelling) 2019
- Team Leaders (Span of Care and Distributed Leadership) 2018
- Hiring and Selection 2018
- Human Capital Management 2018
- Red Carpet and Invitational Front of House Service 2018
- New Family and Guest Engagement/Experience 2018
- Comprehensive Behavior Response Systems 2018
- Interest-Based Bargaining 2018
- Full-Time Paraeducator Transition 2018
- TLC Daycare Extended Day Program for PK 2018
- Tiered City Bus Shuttles 2018
- Senior Leadership Team 2018
- Strengths-Based Leadership 2018
- Trauma-Informed Instruction 2017
- Calkins Writing 2017
- Inquiry-Based Math 2017
- PBIS 2015

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2018-2021

STRATEGIC PLAN IMPROVEMENT ANALOGY

House=Essential Competencies and Concept/Problem-Based Learning. These are best measured by our post-high school success and authentic learning products

Foundation=Core skills and learning standards that are foundational to learning. These are best measured by academic assessments.

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2018-2021

TASK FORCE SYSTEM

The task force system is designed to be responsive to identified needs. Once a need is identified within our schools, a temporary task force will be created to find systemic solutions through distributed leadership. Below are former and current task forces that found solutions to improve the work of the system around our vision, mission, and values.

- Activities Vision Task Force (2020) Current
- Substitute Teacher Shortage Task Force (2020) Current
- Technology Task Force (2019) Current
- Career and Technical Education Task Force (2019) Current
- Metrics and School Report Card Task Force (2019) Current
- Website Rebuild Task Force (2019) Current
- Preschool Improvements Task Force (2018)
- City Shuttle Bus Improvements Task Force (2018)
- Paraeducator Staffing Task Force (2018)
- Calendar Task Force (2018)

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GLOSSARY OF TERMS

AIP: Action Initiative Plan-steps to achieve strategy

Deliverables: The key strategies and deadlines for implementation

Framework: Frameworks are the essential supporting structures that hold an organization up. Much like our skelton, they provide the important structure that holds everything together. Frameworks in our organization act as our Guides and Guards. They guide us towards our vision and guard us from straying from our mission

Metrics: The agreed upon standards for health and winning for the strategic plan

Mission: Why we exist; our reason for being

Scoreboarding: The strategy on how metrics are measured to ensure the organization is healthy and winning

Strategy: Strategies are ideas and careful plans that are executed within a framework. They generally advance our mission and vision. These are the nuts/bolts details that do the actual work. Strategies can be detail oriented and immature early on in the fact they might not produce desired outcomes consistently. Or a mature strategy is so detail oriented towards a niche, that it will always remain a strategy. Strategies often aren't always ubiquitous or used at all times. Example of a Strategy: Team Leaders, Love and Logic, Standards Based Grading, Project Based Learning, Direct Instruction, Calkins Writing

StratOp: Strategic Operations; the framework from the Patterson Center that is our framework for developing, transforming, and growing our strategic plan

Systems: Systems are plans and methods that are interdependent, ubiquitous, and provide consistent rational outcomes. Systems are often mature strategies that have been modified, adjusted, and improved for optimal results. Examples would be: Senior Leadership Team and the Hiring/Selection process

Values: Our DNA and what our organization bleeds. They are also the behaviors we strive to achieve as an organization.

Vision: Our picture of the future that inspires passion; what we aim to achieve

X to Y by When: The Four Disciplines of Execution goal setting process that is utilized by our strategic planning process.

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