Achieve 2027 CCPS

ALL THINGS WITH EXCELLENCE

Superintendent's Message

Dr. Sarah Calveric, Superintendent - CCPS

An excellent education is personalized, relevant, and growth-producing; it empowers students to reach levels previously unknown, and it is one that affords student voice throughout the educational process. Quite simply, providing excellence in education is about meeting each student where they are, emotionally, mentally, socially, and academically and ensuring their needs are met through access to a diverse offering of services, resources and opportunities.

Achieve 2027 will serve as a roadmap to 3E Readiness for all CCPS graduates. Through intentional collaboration, a relentless focus on evidence, and a commitment to action, assessment, and adjustment, each student will work intentionally alongside staff, community partners, and family members to reach their post-secondary pathway: Enrolled, Enlisted, and/or Employed. The CCPS school community will embrace continuous improvement practices to maintain purposeful focus on teaching and learning, relationships, health and safety, and talent management. This collective school community effort will yield student graduates with the knowledge, skills, and experiences needed to succeed regardless of their future endeavors.

Focused and empowered by our vision, mission, and core values, we know there is still work that needs to be done to strategically employ new ideas and resources to elevate our comprehensive student and employee experience. We will continue to remain fiscally responsible while providing programming and resources that maximize student and educator impact. We encourage all of our stakeholders to understand our strategic plan and to work alongside to... **Achieve 2027!**

Sarah B. Calveric

Dr. Sarah Calveric
Superintendent

Caroline County Public Schools

www.ccps.us
16261 Richmond Tpke
Bowling Green, VA 22427-2203

Steering Committee Members

Facilitator, Dr. HERBERT MONROE
Assistant Superintendent – CCPS

ANDREA ROSS
Supervisor of Federal Programs – CCPS

BETH HAUSLER
Division Testing Coordinator – CCPS

CHRIS CALDWELL
Maintenance Supervisor – CCPS

JEFF WICK
Coordinator of Safety / Compliance – CCPS

JOEY ROBINSON
Technology Supervisor – CCPS

KAREN FOSTER
Director of Human Resources – CCPS

KEITH CONNER
Supervisor for Nutrition Services – CCPS

KIM YOUNG
Communications and Community Engagement Specialist - CCPS

MARCIA STEVENS
Chief Operations Officer - CCPS

Dr. PAIGE CARTER
Director of Special Education - CCPS

Dr. SARAH CALVERIC
Superintendent - CCPS

TERRIE HALEY
Director of Elementary Education - CCPS

Dr. CRAIG REED
Director of Elementary Education-CCPS

ERICK CHILDS
Supervisor of Transportation - CCPS

CYNTHIA HECKSTALL
Principal – Bowling Green ES

TERESA HICKS
Principal – Madison ES

CYNTHIA BROWN
Principal – Lewis & Clark ES

CORRINE GRIGGS
Principal – Caroline MS

JOSHUA JUST
Principal – Caroline HS

DARLENE KEENER
Dean – Lotus

RACHEL LAMBERT
Sheriff's Office

LORRAINE HENICHECK
Business Partner

CHARLES TILLAPAUGH
Pastor

RICK NICELY
Pastor

CHERWANDA MINOR
Business Partner

LYDELL FORTUNE
President NAACP

JO-ELSA JORDAN
Community Partner

DONNELL HOWARD
Community Partner

SUSAN BOTKIN
Community Partner

MADELINE PERROTTE-CLONTZ
Community Partner

BARBARA KIRKWOOD-TAYLOR
Business Partner

DONNAVON MILLER
Business Partner

PATTY LISK
Community Partner

WENDY SNEAD
Community Partner

BRAIN MARMADUKE
Parent

KATIE ANDERSON
Parent / Staff – CCPS

ALICIA WILKERSON
Parent

VIEANNE BAYLOR
Parent / Staff – CCPS

MARK FERO
Parent

REBECCA BRODDUS
Community Member

CHRISTOPHER SMITH
Parent

SHELLY MINKO
Parent

GERALD ANDREWS
Parent

AMANDA PARKINSON
Parent

SERENITY MILLS
Parent

ALLISON SEARS
Parent

SIRIN KURTULUS
Parent

DAVID COOPER
Parent

WAYNE HALL
Staff

MEGYN MCCOY
Student

ADAM SWANTON
Student

GRACE DIKOLELAY
Student

MALACHI DRUMGOLE
Student

JENNIFER LAWRENCE
Parent

REYANN BOWDEN
Parent

JUSTIN CHENAULT
Parent

AIDA SHEHATA
Parent

GREG QUINN
Parent

Vision

Empowering a community
of life-long learners
to be 3E Ready:
Enrolled, Enlisted,
and/or Employed.

Mission

We create an inclusive
culture where teaching
and learning inspire and
prepare students to become
contributing citizens.

We Value

Safety and are committed to the health and well-being of our students, staff, and community.

Unity as the cohesive force that brings people together for educational excellence.

Collaboration whereby all members of an inclusive community work together toward a common purpose.

Community as the cornerstone for building trusting and positive connections between stakeholders and schools.

Engagement that fosters the behavioral, emotional, and cognitive involvement in academics and extracurricular activities.

Empathy as the ability to understand, share the feelings, and embrace the experiences of another.

Diversity and the unique backgrounds, values, and perspectives of each and every individual.

GOAL 1

Teaching & Learning

We engage our learners in relevant and innovative instruction and assessments that authentically measure growth and ensure every student is 3E Ready: Enrolled, Enlisted, and/or Employed.

OBJECTIVE 1.1:

Academic Excellence

Challenge and support all students to excel academically by demonstrating foundational literacies, essential knowledge, and skills.

Key Strategy 1.1.1: **Student Achievement**
Expand supports and resources to monitor student progress, increase student achievement, and accelerate growth for all learners.

Key Strategy 1.1.2: **Reading Literacy**
Develop foundational teaching pedagogy and student literacy skills to facilitate readiness for all students and promote a life-long love of reading.

Key Strategy 1.1.3: **Math Literacy**
Enhance teaching and learning to promote math skill attainment for all learners.

OBJECTIVE 1.2:

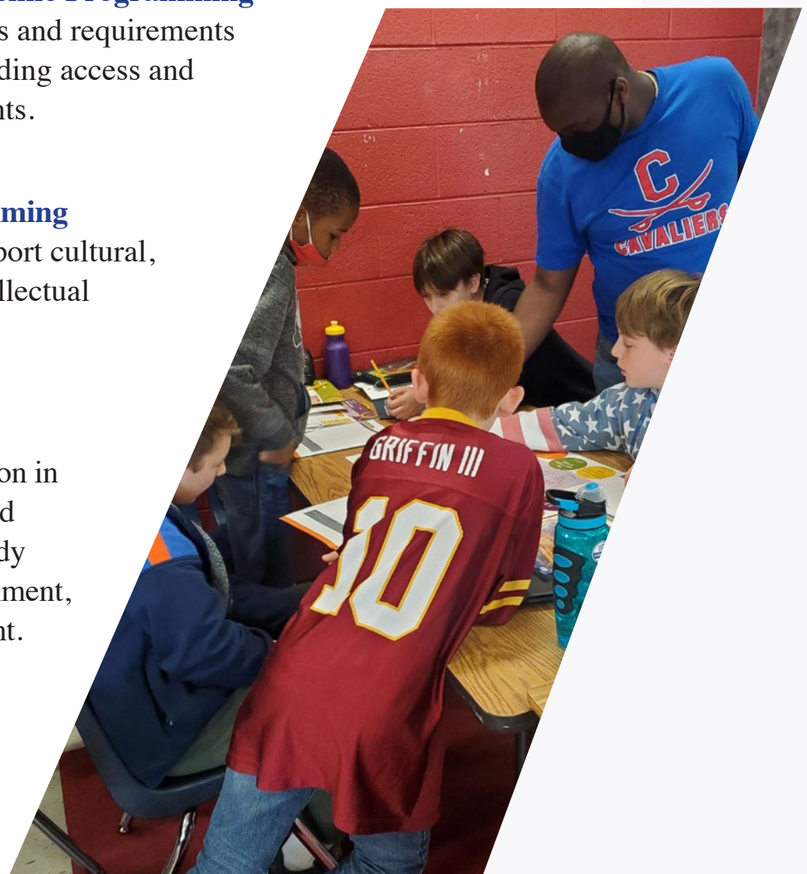
Access and Opportunity

Broaden access to academic and non-academic programs, resources, and supports through the elimination of barriers and opportunity gaps.

Key Strategy 1.2.1: **Academic Programming**
Create pathways to courses and requirements with the intention of providing access and opportunities for all students.

Key Strategy 1.2.2:
Extracurricular Programming
Provide activities that support cultural, emotional, social, and intellectual growth for students.

Key Strategy 1.2.3:
Resources and Supports
Increase student participation in achievement tests, advanced coursework, and future ready activities to facilitate enrollment, enlistment, and employment.



OBJECTIVE 1.3:

Profile of a Graduate

Engage all students in rigorous, authentic, and student-centered learning to help them identify passions, take ownership of their learning, and develop knowledge, skills, and competencies necessary for pursuit of postsecondary goals.

Key Strategy 1.3.1: **Content Knowledge**
Engage students in experiential learning opportunities that require them to apply the content knowledge and skills necessary to achieve in a global society.

Key Strategy 1.3.2: **Workplace Skills and Career Exploration**
Engage students in experiential learning opportunities that require them to demonstrate productive workplace skills, qualities, and behaviors that support the identification and achievement of career goals and evolving job opportunities.

Key Strategy 1.3.3:
Prepare students in early childhood and Pre K programs for success in kindergarten.

Key Strategy 1.3.4: **Community and Civic Engagement**
Create a service mindset and provide opportunities for students to support and improve the local community.

Key Strategy 1.3.5: **Digital Literacy**
Provide students with the requisite knowledge and skills to prosper in a modern, technology-centric society.

GOAL 1

Teaching & Learning

MEASURES OF SUCCESS

CCPS students, including all subgroups, perform at or above state level on number of earned CTE credentials and all state-mandated assessments, including the Virginia Assessment Program exams, and VKRP/PALS

Preschool and KG readiness data

Increased percentage of CCPS students participating in AP/DE/TAG/STEM/Governor's School and other advanced learning opportunities

Increased percentage of on-time graduation, students tracked into college, careers, and enlistment in the Armed Forces

CCPS annual operating budget

GOAL 2

Relationships

We value our school community's voice and partnership to enhance teaching and learning, provide support for students and families, and promote shared resources and services.

OBJECTIVE 2.1:

Communication

Facilitate meaningful and open communication that supports information sharing, stakeholder input, and school pride.

Key Strategy 2.1.1: **Communication Platforms**
Utilize various platforms and tools to heighten access and awareness.

Key Strategy 2.1.2: **Communication Engagement**
Implement and enhance methods for engaging two-way communication with students, parents, and community.

Key Strategy 2.1.3: **Media Partnerships**
Cultivate and strengthen relationships with local and regional media outlets to enhance school division coverage.

OBJECTIVE 2.2:

Teacher-Student Partnerships

Establish healthy and trusting relationships that address the social, emotional, and academic needs of all learners while strengthening achievement.

Key Strategy 2.2.1: **Sense of Belonging**
Create a learning environment of acceptance, respect, inclusion, and support.

Key Strategy 2.2.2:
Student-Led Learning
Emphasize student voice and choice, creativity and discovery, and exploration of personal interest.

Key Strategy 2.2.3:
Encourage Productive Struggle
Provide opportunities for students to grapple with challenging tasks that enhance individual grit and persistence.

OBJECTIVE 2.3:

Partners in Education

Develop relationships with community businesses and civic organizations to promote and exchange mutually beneficial resources and services.

Key Strategy 2.3.1: **Community Partnerships**
Increase civic and business partnerships that support student participation and access to real world experiences

Key Strategy 2.3.2: **Alumni Connections**
Create opportunities for alumni to connect and engage with the CCPS school community.

OBJECTIVE 2.4:

Family Engagement

Cultivate mutually supportive partnerships and connections that yield heightened family involvement and student success.

Key Strategy 2.4.1: **Student Development**
Support families with developing a nurturing learning environment that promotes student growth, provides resources, and celebrates progress.

Key Strategy 2.4.2:
Engagement in School Community
Nurture partnerships that enhance teaching and learning, provide support for youth and families, and promote shared resources and services.

MEASURES OF SUCCESS

Attendance records for all division- and school-sponsored functions and programs

Attendance and diverse participation on all superintendent advisory committees

PTA/PTO/PTSA membership and active engagement in all school activities

Partnerships with local businesses, organizations, churches, and agencies that enhance 3E readiness (Enrolled, Enlisted, Employed)

Student community service and volunteer hours

Parent/Student satisfaction surveys

CCPS annual operating budget

GOAL 3

Health and Safety

We promote safe and respectful learning and working environments supportive of physical and social-emotional well-being

OBJECTIVE 3.1:

Wellness

Create and align supports that ensure the physical, social, emotional, and mental well-being of all students and employees.

Key Strategy 3.1.1: **Well-being**
Strengthen and expand crisis prevention, crisis response, and interagency/ community-based services to enhance and coordinate physical, social, emotional, and mental health.

Key Strategy 3.1.2: **Employee Wellness**
Build a culture that embeds the 8 dimensions of wellness to create and align supports that ensure the physical, social, emotional, and mental well-being of all employees.

Key Strategy 3.1.3: **Social Emotional Learningy**
Maintain and strengthen social emotional learning opportunities and supports for students and staff.

Key Strategy 3.1.4: **Behavioral Supports**
Continue to build, embed, and align Positive Behavioral Intervention and Support (PBIS) strategies through the Virginia Tiered Systems of Support (VTSS) framework to encourage and promote positive student behaviors.

OBJECTIVE 3.2:

Crisis Prevention and Preparedness

We promote safe and respectful learning and working environments supportive of physical and social-emotional well-being.

Key Strategy 3.2.1: **Building and Bus Safety**
Develop effective safety and crisis procedures.

Key Strategy 3.2.2:
Safety Procedures and Protocols
Provide needed tools, monitor implementation of school and classroom safety protocols, and maintain equipment.

Key Strategy 3.2.3:
Access to Safety Plans
Provide staff and pertinent community agencies access to safety plans to allow for proper response to crises.

Key Strategy 3.2.4:
Community Involvement
Conduct meetings to provide community awareness of school health and safety needs as well as community participation in policy development and improvement.

OBJECTIVE 3.3:

Facilities Management

To maximize the effectiveness, efficiency and safety of school facilities and assets.

Key Strategy 3.3.1: **Facility Maintenance**
Maintain the operational health of buildings and assets

Key Strategy 3.3.2: **Facility Expansion**
Evaluate and plan for the expansion of Academic, Administration and Athletics space to accommodate growth and student learning needs.

Key Strategy 3.3.3: **Energy Management**
Improve and implement energy savings and best practices.

GOAL 3

Health & Safety

MEASURES OF SUCCESS

Annual school safety audits

VDOE student discipline, crime, and violence reports

CCPS Virginia Tiered System of Supports (VTSS) SWIS and Panorama Data

CCPS K-12 and Community SEL Curriculum

Energy Savings Performance Reports, Audits, Safety Inspections

CCPS Division Crisis Response Plan

·CCPS Annual CIP

CCPS Annual Operating Budget

GOAL 4

Talent Management

OBJECTIVE 4.1:

Professional Learning

Create an HR organizational structure that has resources dedicated to creating learning and growth opportunities that will increase the knowledge and skills of our workforce..

Key Strategy 4.1.1: **Career Ladders**
Implement individual employee career ladders through Professional Development Institutes, Professional Development Pathways, and Division Salary Compensation Plan.

Key Strategy 4.1.2: **Professional Growth**
Review and produce targeted short and long-term division professional development programs offering differentiated experiences for all employees.

Key Strategy 4.1.3: **Leadership Development**
Develop and implement an internal administrative leadership program that provides and supports a CCPS division leadership succession plan.

Key Strategy 4.1.4: **Technology Literacy**
Develop an Instructional Technology professional development offering differentiated training and experiences in technology integration in the classroom to expand teacher comfort, familiarity, and frequency of use with their students.

OBJECTIVE 4.2:

Recruitment and Retention

Strengthen strategies and resources to recruit and retain a diverse, highly effective workforce.

Key Strategy 4.2.1: **Critical Shortages**
Identify critical shortage faculty and staff positions and develop incentive options for recruitment and retention of employee categories most challenging to hire and retain.

Key Strategy 4.2.2: **Grow On**
Grow and expand innovative pathways to encourage CCPS students, alumni, and community members to enter one of the diverse employment opportunities within Caroline County Public Schools.

Key Strategy 4.2.3: **Higher Education Partnerships**
Expand and strengthen higher education partnerships in order to build a strong teacher pipeline inclusive of practicum and student teaching.

Key Strategy 4.2.4: **Diversity in Hiring**
Increase the diversity of leadership, teaching staff and support along gender, race, ethnicity, age and experience to ensure that our employees reflect our students and community in our schools.

Key Strategy 4.2.5: **Marketing**
Increase the marketing tools utilized by the school division to create positive branding to highlight the core values of the division.

Key Strategy 4.2.6: **Onboarding Experiences**
Expand current onboarding activities to include periodic follow up and frequent check ins to ensure all staff have a successful first year experience with the school division.

Key Strategy 4.2.7: **Recognition and Appreciation**
Enhance recognition and appreciation programs to promote growth in employee performance which support retention efforts.

OBJECTIVE 4.3:

Employee Performance

Enhance performance management processes that provide support and monitoring that align to the mission and vision of our division.

Key Strategy 4.3.1: **Mentoring and Coaching**
Provide consistent mentoring and coaching services for all first and second-year positions across CCPS.

Key Strategy 4.3.2: **Tool and Measures**
Review and align employee performance evaluation templates to ensure performance metrics are consistent with departmental and division wide objectives.

OBJECTIVE 4.4:

Compensation and Benefits

Ensure our compensation processes are designed and executed to align with the duties and responsibilities of employees and are regionally competitive

Key Strategy 4.4.1: **Employee Compensation**
Annually review all current salary and pay scales across CCPS with goal of increasing competitive earnings in our regional market, reducing compression between steps and ensuring equality in a comparative wage across all pay scales.

Key Strategy 4.4.2: **Employee Benefits and Incentives**
Strengthen employee benefit package to create a comparable suite of benefits and resources to expand incentives and benefits for all employee.

MEASURES OF SUCCESS

Staff demographic/diversity data

Attendance and substitute teacher activity

Exit interview data for former employees

Staff vacancy rate and annual retention data

Staff climate surveys

Comparative salary and pay scale data

CCPS annual operating budget

Annual professional development plans

Professional development attendance

Additional Considerations: PD Surveys, Career Ladder Data/Funding, IPAL Report