

EXPLORE TODAY, IMPACT TOMORROW

PATHWAYS 2022



SUPERINTENDENT'S MESSAGE

Dr. George Parker, Superintendent - CCPS

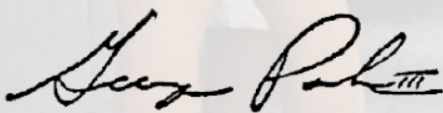
We are excited to move forward a strategic plan for Caroline County Public Schools that provides a clear vision for the future and a blueprint for excellence in education. This plan was designed in partnership with students, parents, school personnel and community members over the course of the 2016-2017 school year. Throughout this process, information was shared with our stakeholders through smaller group meetings for the purpose of receiving both input and feedback. Our School Board members participated as well by serving on committees or through participation in several scheduled work sessions.

The goals and objectives of the plan serve as a roadmap for maneuvering the complex tasks associated with reaching our vision for success. The plan is designed to maximize community and division resources as we transform CCPS into one of the best school divisions in the Commonwealth of Virginia. It is understandable that a transformation of that magnitude will require an all-hands on deck approach to addressing any barriers to student achievement.

We chose **Pathways 2022** as the formal name for our strategic plan to emphasize that we are setting a clear direction for the future of CCPS. However, I do not envision our path to be a well-traveled or worn route to our chosen destination; but, one which has the potential for innovation, creativity and new discovery. Therein lies the excitement in the journey that we are about to take together.

I would like to thank the Caroline County School Board and the many staff and community volunteers who participated throughout this process. Your commitment to the welfare of our students has been both commendable and appreciated.

Sincerely,



Dr. George Parker, III
Superintendent



STEERING COMMITTEE MEMBERS

Facilitator, Dr. Sarah Calveric
Assistant Superintendent of Instruction

SARAH ADAMSON-MAIR
Teacher - Lewis and Clark ES

CYNTHIA AREF
Principal - Lewis and Clark ES

DEBBY BOWERS
Teacher - Madison ES

SHANNON BRITT
Student - Caroline HS

NANCY CARSON
School Board Chair - CCPS

ROXANNE CARTER
Student Support Specialist - Caroline MS

KEITH CONNER
Supervisor of Food Services - CCPS

LORA GLASS
Director of Special Education - CCPS

TERRIE HALEY
Principal - Madison ES

RAY HANCOCK
Assistant Principal - Caroline HS

DEBRA HOLT
Director of H.R. & Support Services - CCPS

GEOFFREY HONAN
Supervisor of Maintenance - CCPS

DR. JOANNE JONES
Director of Curr. & Instruction - CCPS

MICHELLE JONES
Principal - Bowling Green ES

DAWN KULYNYCH
Parent - Caroline MS

DOLLY LINDSAY
Director of Educ. & Fed. Programs - CCPS

JD MARTIN
Director of Finance - CCPS

DR. HERBERT MONROE
Dir. of Sch. Leadership & Imp. - CCPS

VICKI MORROW
Human Resources Asst. - CCPS (Recorder)

DR. GEORGE PARKER
Superintendent - CCPS

JOSEPH ROBINSON
ITRT - Bowling Green ES

SOPHELIA ROLLINS
Parent/Paraeducator - Bowling Green ES

JD SATTERWHITE
Supervisor of Transportation - CCPS

JESSICA SEFTER
Teacher - Caroline HS

KEMIE SMITH
Parent - Lewis and Clark ES

DR. PAT TAYLOR SMITH
Human Resources - CCPS

DR. DAVID UPSHAW
Faith Representative - Caroline

MARY K. WEST
Parent - Caroline HS

VINCE WILSON
Business Partner - Grand Canyon Univ.

JUSTIN WRIGHT
Student - Caroline HS

ANGELA WRIGHT
Special Projects Coord. - CCPS

A photograph of a classroom scene with children working at tables. In the foreground, a boy in a plaid shirt is focused on manipulating colorful pipe cleaners. Behind him, another boy in a red shirt is also working. In the background, a third child is visible, and a table is covered with various colorful geometric blocks and containers. The image has a blue tint and is overlaid with a yellow curved line on the right side.

OUR VISION

**Empowering
the next
generation
of learners,
thinkers,
and leaders.**



OUR MISSION

To provide an
innovative,
collaborative,
and engaging
learning
environment
that promotes
a community
of life-long
learners.

we will

SUCCEED

we value

SAFETY

UNITY

COLLABORATION

CITIZENSHIP

EXPLORATION

ENGAGEMENT

DIVERSITY



We value **SAFETY** and are committed to the health and well-being of our school community.

We believe a nurturing and respectful environment promotes independence, self-confidence, and social awareness.

We believe in fostering a safe environment supported by community partnerships, crisis preparedness, and well-maintained facilities.

We value **UNITY** as the cohesive force that brings people together with a common educational vision.

We believe coordinated planning, action, and progress monitoring heighten goal attainment.

We believe sharing experiences and celebrating success builds pride and high expectations.

We value **COLLABORATION** whereby all members of an inclusive school community work together toward a common purpose.

We believe effective communication nurtures relationships built on trust and respect.

We believe sharing perspectives, research, and data yields focused solutions and greater achievement.

We value **CITIZENSHIP** as the cornerstone for building strong productive communities.

We believe meaningful community service enriches the learning experience, teaches civic responsibility, and strengthens communities.

We believe global awareness contributes to a more peaceful, tolerant, and inclusive world.

We value **EXPLORATION** for the purpose of discovery, investigation, and examination.

We believe active learning inspires creativity, innovation, and critical thinking.

We believe examining your skills, interests, and strengths supports college and career readiness.

We value **ENGAGEMENT** that fosters behavioral, emotional, and cognitive involvement in academic activities.

We believe that engagement encourages self-motivation, persistence, and personal fulfillment.

We believe personalized and real-world learning experiences meet individual learner's needs.

We value **DIVERSITY** and the uniqueness of each individual.

We believe embracing diverse backgrounds, values, and perspectives builds a strong, inclusive community.


We believe equitable access to programs and practices enables all students to thrive.

GOAL 1



TEACHING AND LEARNING

Provide high quality,
rigorous learning
opportunities that
promote innovative
and personalized
pathways for college
and career readiness.



GOAL 1 TEACHING AND LEARNING





Profile of a Graduate

Provide equitable access to high quality learning experiences that build knowledge, skills, and competencies necessary to excel in college, careers, and life.

Digital Conversion

Facilitate active and personalized learning through a blended environment powered by digital tools and an interactive curriculum.

Professional Development

Utilize a standards-based professional development model that incorporates learning communities, leadership, resources, data, learning designs, implementation, and outcomes.

Student Achievement

Provide a rigorous instructional program that aligns the written, taught, and assessed curriculum; implements a differentiated, tiered support model; and raises the academic bar for all students.

OBJECTIVE 1.1**K-12 Profile of a Graduate**

- 1.1.1 - Education and Awareness*
- 1.1.2 - Career and Technical Exploration*
- 1.1.3 - Experiential Learning*
- 1.1.4 - Skills and Abilities*
- 1.1.5 - Standards and Benchmarks*

OBJECTIVE 1.2**Digital Conversion**

- 1.2.1 - Communication*
- 1.2.2 - Instructional Technology Integration*
- 1.2.3 - Digital Literacy*
- 1.2.4 - Technology Management*

OBJECTIVE 1.3**Professional Development**

- 1.3.1 - Literacy and Numeracy*
- 1.3.2 - Instructional Planning, Delivery, and Assessment*
- 1.3.3 - Professional Learning Models*

OBJECTIVE 1.4**Student Achievement**

- 1.4.1 - Viable and Guaranteed Curriculum*
- 1.4.2 - Tiered Instructional Support System*
- 1.4.3 - Equitable Access and Resources*



KEY MEASURES

- AP and Dual Enrollment
- College and Career Readiness Plan Completion
- Internship, Externship,
- Work Study Placements
- SOL Accreditation
- CTE Certifications and Credentialing
- Literacy and Numeracy Data
- On-time Graduation Rates
- Scholarship Awards
- Early College Scholar Percentage
- Workplace Readiness Pass Rates
- Wise Financial Literacy Pass Rates
- Climate Survey Data
- Device Deployment Data
- Schoology Usage Data
- Digital Literacy Competencies
- Professional Development Badging

GOAL 2



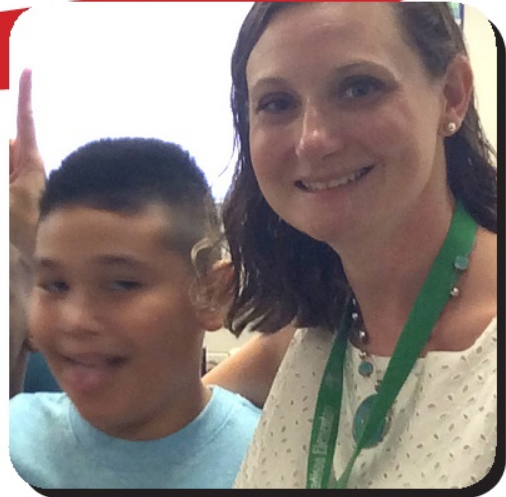
SCHOOL AND COMMUNITY RELATIONSHIPS



Nurture
school-community
partnerships that
enhance teaching
and learning, provide
support for youth and
families, and promote
shared resources
and services.

GOAL 2

SCHOOL AND COMMUNITY RELATIONSHIPS





Family and Community Engagement

Increase opportunities for stakeholder involvement focused on academic growth and student achievement.

Staff and Student Relationships

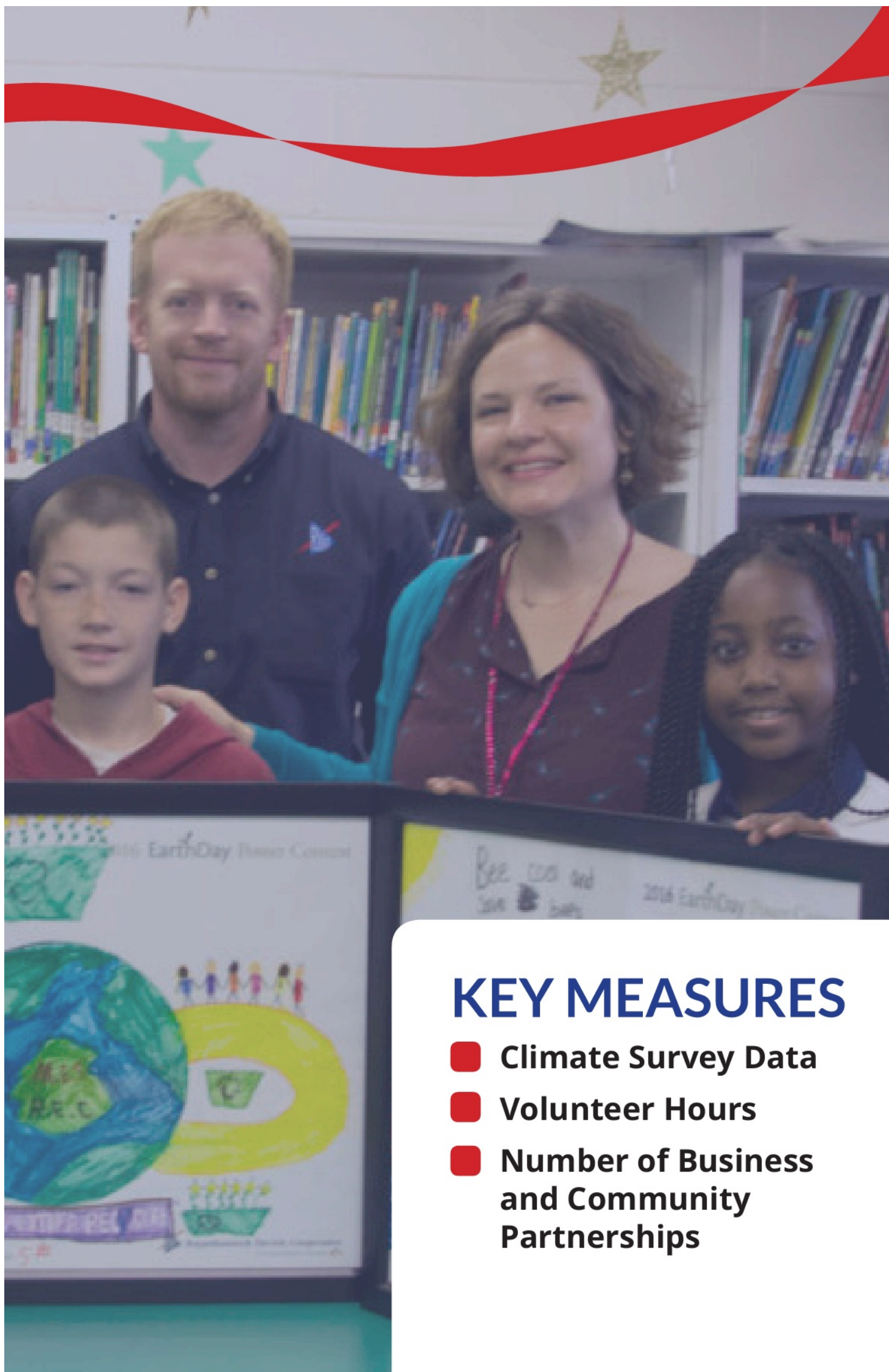
Create a culture of mutual respect, empathy, and cultural understanding in schools and the community.

Community and Business Partnerships

Nurture partnerships that leverage expertise and resources which result in complementary outcomes for workforce development, community engagement, student achievement, and financial support.

OBJECTIVES

OBJECTIVE 2.1**Family and Community Engagement***2.1.1 - Communication**2.1.2 - Education & Awareness**2.1.3 - Active Participation***OBJECTIVE 2.2****Student and Staff Relationships***2.2.1 - Growth Mindset**2.2.2 - Cultural Competence***OBJECTIVE 2.3****Community and Business
Partnerships***2.3.1 - Partnerships**2.3.2 - Engagement*




KEY MEASURES

- Climate Survey Data
- Volunteer Hours
- Number of Business and Community Partnerships

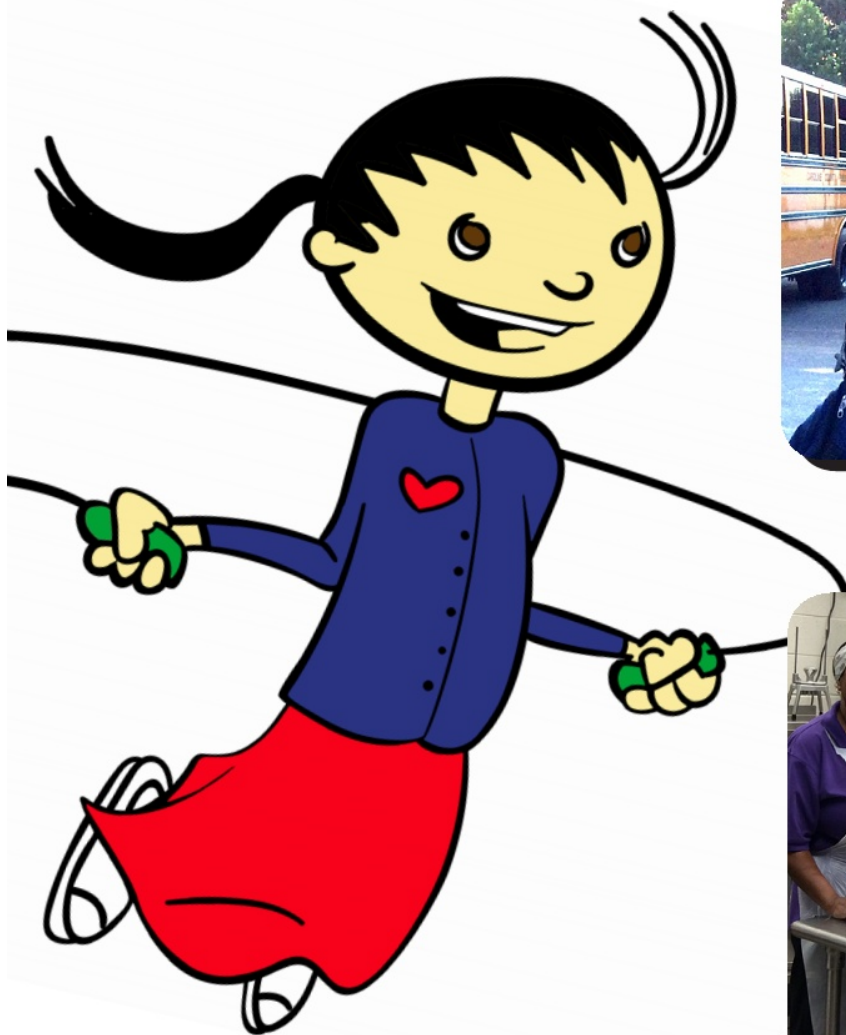
GOAL 3



HEALTH AND SAFETY



Promote safe and respectful teaching, learning, and working environments supportive of physical and social-emotional wellbeing.





Crisis Prevention and Preparedness

Develop and implement a comprehensive, system-wide framework for safe schools and offices.

Facility Maintenance

Implement proactive measures that result in well-maintained, modernized school facilities with reliable technology infrastructures.

Mental Health and Wellness

Strengthen and expand support resources, interagency programs, and community-based services to enhance and coordinate physical and social-emotional wellbeing.

OBJECTIVES

OBJECTIVE 3.1

Crisis Prevention

3.1.1 - Security Measures and Protocols

3.1.2 - Crisis Management Structure

3.1.3 - Communication

3.1.4 - Education and Awareness

OBJECTIVE 3.2

Facility Maintenance

3.2.1 - Facility Modernization

3.2.2 - Energy Efficiency

3.2.3 - Inspection and Reporting

OBJECTIVE 3.3

Mental Health and Wellness

3.3.1 - Student Wellness

3.3.2 - Employee Wellness

*3.3.3 - Positive Behavior
Programs and Supports*



KEY MEASURES

- Climate Survey Data
- Drop-Out Rate
- Student/Staff Attendance
- Safe Schools Completion Rate

GOAL 4

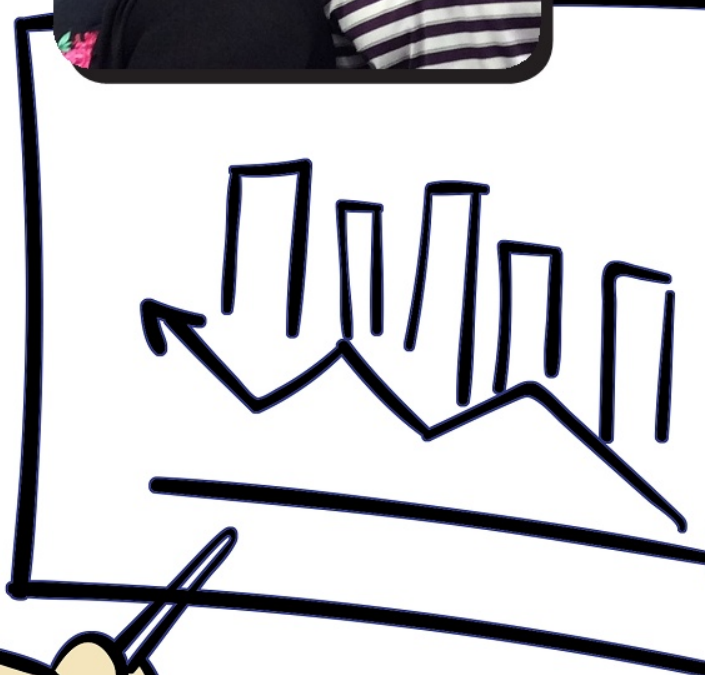
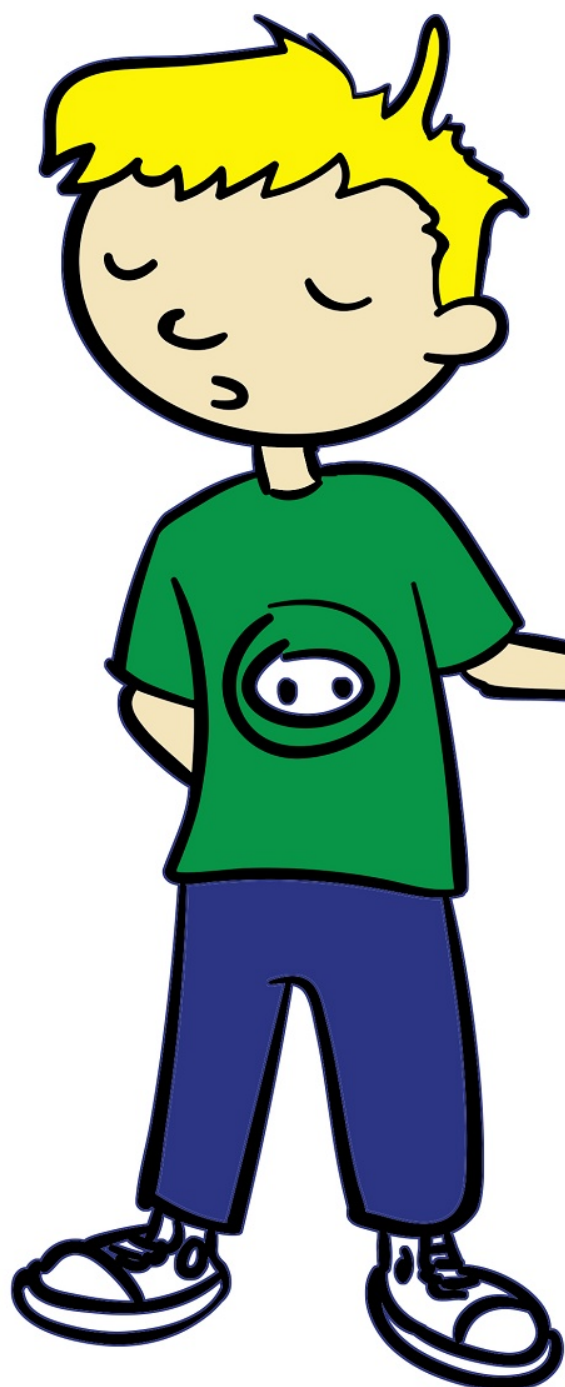


ORGANIZATIONAL EFFECTIVENESS

Maximize
organizational
efficiency and
effectiveness by
implementing
strategic efforts
that enhance
organizational
performance.



GOAL 4 ORGANIZATIONAL EFFECTIVENESS





Fiscal Accountability

Strengthen financial procedures and systems that enhance fiscal responsibility, operational efficiency, timely support, and budgetary transparency.



Talent Management

Develop and implement a comprehensive human resources management plan that enhances the recruitment, hiring, development, and retention of a diverse and premier workforce.

Strategic Planning

Utilize Pathways 2022 as an organizational tool that supports data-driven decision-making, resource allocation, communication and collaboration, and organizational effectiveness.

OBJECTIVE 4.1

Fiscal Accountability

- 4.1.1 - Integrated Technology*
- 4.1.2 - Financial Stewardship*
- 4.1.3 - Employee Benefits*
- 4.1.4 - Education and Advocacy*

OBJECTIVE 4.2

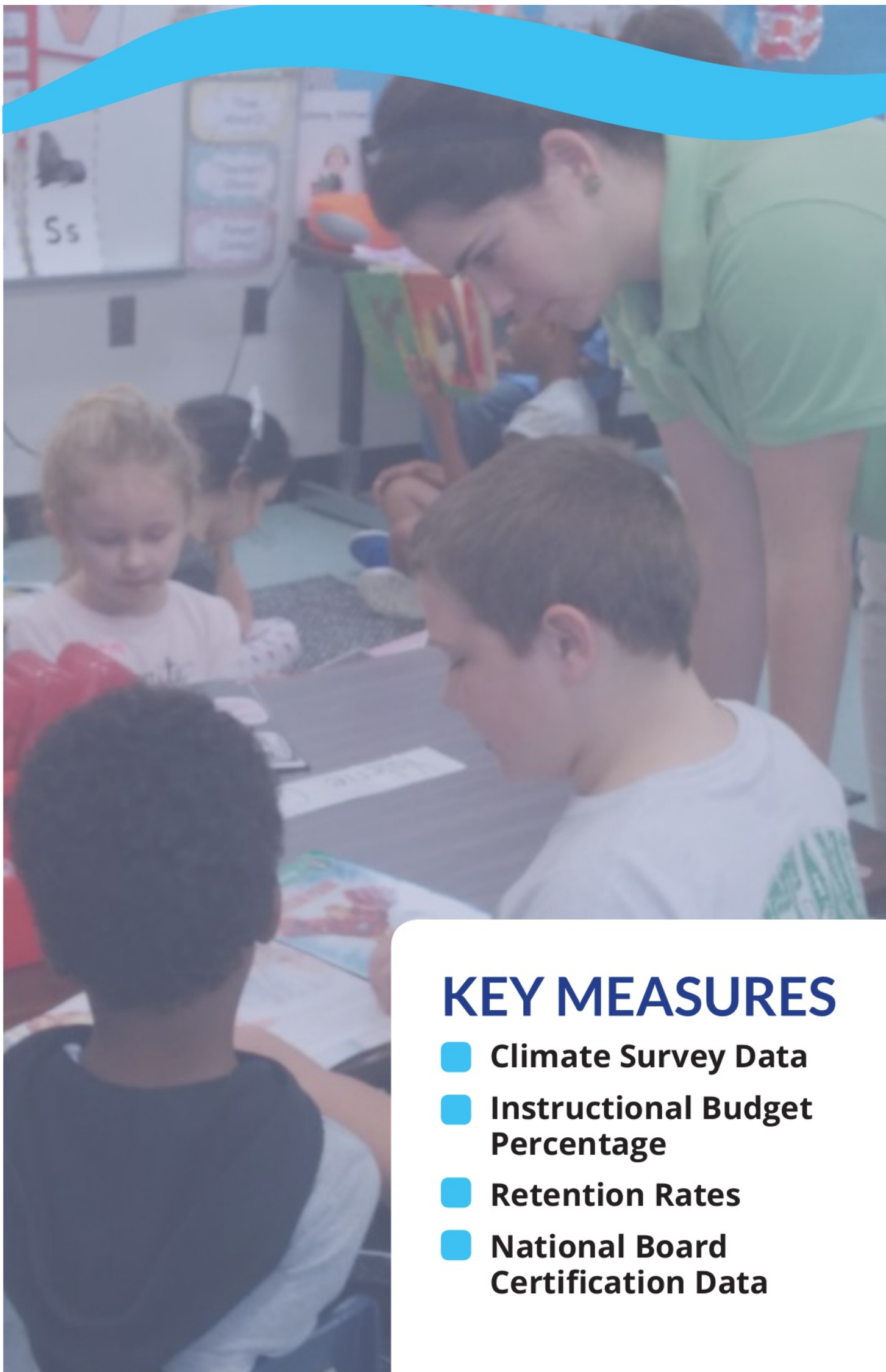
Talent Management

- 4.2.1 - Recruitment and Retention*
- 4.2.2 - Performance Management*
- 4.2.3 - Recognition*

OBJECTIVE 4.3

Strategic Planning

- 4.3.1 - Public Relations*
- 4.3.2 - Decision-Making*
- 4.3.3 - Monitoring and Adjusting*



KEY MEASURES

- Climate Survey Data
- Instructional Budget Percentage
- Retention Rates
- National Board Certification Data



PATHWAYS 2022

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