

Orange County Public Schools  
2023 - 2028

# Strategic Plan



Daniel Hornick, Ed.D.  
Superintendent

# TABLE OF CONTENTS

<b>INTRODUCTION</b>	
<i>OCPS School Board Members</i>	3
<i>Orange County Public Schools</i>	4
<b>STRATEGIC PLAN</b>	5
<i>Strategic Planning Team</i>	6
<i>Beliefs</i>	7
<i>Parameters</i>	8
<i>Mission</i>	9
<i>Focus Areas</i>	10
<b>OBJECTIVE I: INSTRUCTIONAL PROGRAMMING</b>	11
<i>Action Team Members</i>	12
<i>Objective and Strategies</i>	13
<i>Action Plan 1</i>	14
<i>Action Plan 2</i>	15
<b>OBJECTIVE II: SAFE LEARNING ENVIRONMENT</b>	17
<i>Action Team Members</i>	18
<i>Objective and Strategies</i>	19
<i>Action Plan 1</i>	20
<i>Action Plan 2</i>	21
<i>Action Plan 3</i>	22
<b>OBJECTIVE III: STAKEHOLDER ENGAGEMENT &amp; SUPPORT</b>	24
<i>Action Team Members</i>	25
<i>Objective and Strategies</i>	26
<i>Action Plan 1</i>	27
<i>Action Plan 2</i>	29
<i>Action Plan 3</i>	31
<i>Action Plan 4</i>	33
<b>OBJECTIVE IV: RECRUITMENT AND RETENTION</b>	35
<i>Action Team Members</i>	36
<i>Objective and Strategies</i>	37
<i>Action Plan 1</i>	38
<i>Action Plan 2</i>	40
<i>Action Plan 3</i>	42
<i>Action Plan 4</i>	44
<b>OBJECTIVE V: TECHNOLOGY AND DIGITAL CITIZENSHIP</b>	46
<i>Action Team Members</i>	47
<i>Objective and Strategies</i>	48
<i>Action Plan 1</i>	49
<i>Action Plan 2</i>	51

# OCPS SCHOOL BOARD



**Melissa Anderson, Vice Chairman**

District 1

201-962-0306

[manderson@ocss-va.org](mailto:manderson@ocss-va.org)

Term: Jan. 1, 2022 – Dec. 31, 2025



**Sherrie Page, Chairman**

District 2

540-672-7965

[spage@ocss-va.org](mailto:spage@ocss-va.org)

Term: Jan. 1, 2020 – Dec. 31, 2023



**Michael Jones**

District 3

540-308-1685

[mjones@ocss-va.org](mailto:mjones@ocss-va.org)

Term: Jan. 1, 2020 – Dec. 31, 2023



**Chelsea Quintern**

District 4

(540) 479-7726

[cquintern@ocss-va.org](mailto:cquintern@ocss-va.org)

Term: Jan. 1, 2022 – Dec. 31, 2025



**Jim Hopkins**

District 5

540-972-3027

[jhopkins@ocss-va.org](mailto:jhopkins@ocss-va.org)

Term: Jan. 1, 2020 – Dec. 31, 2023



# ORANGE COUNTY PUBLIC SCHOOLS

Gordon-Barbour Elementary School  
Grades K-5 & PreK  
500 West Baker Street  
Gordonsville, VA 22942

Lightfoot Elementary School  
Grades 3-5  
11360 Zachary Taylor Highway  
Unionville, VA 22567

Locust Grove Primary School  
Grades K-2  
31230 Constitution Highway  
Locust Grove, VA 22508

Locust Grove Elementary School  
Grades 3-5 & PreK  
31208 Constitution Highway  
Locust Grove, VA 22508

Locust Grove Middle School  
Grades 6-8  
6368 Flat Run Road  
Locust Grove, VA 22508

Orange Elementary School  
Grades K-5  
230 Montevista Avenue  
Orange, VA 22960

Prospect Heights Middle School  
Grades 6-8  
230 Montevista Avenue  
Orange, VA 22960

Unionville Elementary School  
Grades K-2  
230 Montevista Avenue  
Orange, VA 22960

Orange County High School  
Grades 9-12  
201 Selma Road  
Orange, VA 22960

Transportation Department  
16189 Constitution Highway  
Orange, VA 22960

Taylor Education Administration Complex Alternative Education & Early Childhood Center  
200 Dailey Drive  
Orange, VA 22960



# Orange County Public Schools Strategic Plan



# STRATEGIC PLANNING TEAM

## **SCHOOL DIVISION MEMBERS**

Melissa Anderson  
Renee Bourke  
Nora Brooking  
Jeremy Cole  
Brian Crane  
Patrice Day-Owens  
Keisha Gourdine-Arnold  
Daniel Hornick  
Lawyer Johnson  
Mike Jones  
Emily Poole  
Ellen Pitera  
Judy Woolfrey

## **PARENT & COMMUNITY MEMBERS**

Tim Bosford	Alan Miller
Jess Cifizzari	Shirley Moody
Alan Daniel	Dani Rivera
Bill Hager	Jason Smith
Steve Keeler	L'Antoinella Spiller-Reddick
Gary MacFadden	Alyssa Waller
Deanne Marshall	

## **STUDENT MEMBERS**

Morayo Ajibulu  
Hannah Anderson  
Jude Melton  
Diana Siles Gonzalez  
Seth Wilbanks

# Beliefs

We believe...

- Every individual should be respected and valued.
- Physical and emotional safety is essential in promoting academic and personal excellence.
- Fostering an unbiased learning environment promotes critical thinking, creativity, curiosity, and a growth mindset.
- Education is a collaborative effort between students, families, and educators.
- Clear, honest, and consistent communication is key to building meaningful relationships.
- High expectations and accountability must exist among students, families, educators, and administrators.
- Everyone has a voice in the future of our community.

# Parameters

We will....

- Ensure clear, honest, and consistent communication.
- Engage community partners.
- Include students in the decision-making process.
- Make educated decisions based on what is best for all students.
- Provide an education that is fair and meets the needs of each individual student.
- Not tolerate discrimination of any kind.
- Prioritize physical and emotional safety for our school community.
- Promote a culture of excellence by encouraging students and staff to reach their full potential.



# The Mission

The mission of Orange County Public Schools, a unified community and premier school system, is to promote a legacy of excellence by empowering all students to maximize extraordinary opportunities through rigorous, engaging, and real-world learning experiences led by high-quality educators, invested families, and supportive community partners.

# FOCUS AREAS



# Instructional Programming



## **ACTION TEAM MEMBERS**

Shelby Anderson

Donea Brooks

Colleen Cameron

Alan Daniel

Erin Darnell

Lee Finger

John Floyd

Kathyrn Higginbotham

Renee Honaker

Jonah Linker

Bryant Lyttle

Gary MacFadden

Melissa Martin

Mutahara Mobashar

Frank Palmieri

Joseph Parenteau

Pamela Wayne

Monica Weaver

Ruth White

# Objective & Strategies



## Instructional Programming

---

Objective: We will ensure that all students will graduate with the education and essential skills needed to realize their greatest potential.

Strategies:

- Develop and follow with fidelity a set of clear academic expectations at the division and school levels.
- Provide learning experiences that promote critical thinking, creativity, curiosity, and a growth mindset.

## Instructional Programming

Strategy 1: Develop and follow with fidelity a set of clear academic expectations at the division and school levels.

Establish clear and consistent academic expectations by grade level

Prioritize hiring of reading and math specialists/interventionists with clearly defined roles

Audit current curriculum and incorporate the 5 C's (*Communication, Collaboration, Critical Thinking, Creativity, and Citizenship*)

Update classroom walk-through documents to reflect growth mindset and the 5 C's

Monitor instruction for alignment to academic expectations through lesson plans and observations

Ensure a balanced variety of assessments; evaluate and revise annually

## Instructional Programming

Strategy 2: Provide learning experiences that promote critical thinking, creativity, curiosity, and a growth mindset.

Select and develop instructional materials that foster critical thinking, creativity, curiosity, and a growth mindset

Provide professional development that promotes the practice and use of critical thinking, creativity, curiosity, and a growth mindset

Train teachers on providing feedback that promotes a growth mindset

Provide parent sessions on practices that promote growth mindset

Evaluate current grading system and adjust to align with growth mindset

Create a lesson plan format that fosters a growth mindset

Develop PLC protocols that include the 5C's

# BENEFITS

- College and career readiness
- Data-driven markers with which to evaluate student success across disciplines
- Long-term improvement in student behavior, morale, and teacher retention
- Overall quality of life
- Building independent and collaborative skills
- Civility in the classroom
- More stable and accessible learning environment
- Culture and climate that fosters growth mindset
- Students see themselves as learners and set high goals for success

Orange County Public Schools  
Strategic Planning

# Safe Learning Environment



## **ACTION TEAM MEMBERS**

Buck Anderson  
Doug Arnold  
Susan Aylor  
Renee Bourke  
Johanna Colson  
Jackson Hamilton  
Sandra Harrington  
Katherine Hogsten  
Ashley Jacobs  
Sara Jaeger  
Kimberly Junior  
Alyson Lee  
Terri Pace  
Emily Potts  
Marshall Rutter  
Jason Smith  
Kimberly Schoeffel  
Trepin Tate  
Alyssa Waller

# Objective & Strategies



## Safe Learning Environment

---

Objective: We will ensure that all students will benefit from a safe and vibrant learning environment that promotes physical, mental, emotional, and social well-being.

### Strategies:

- Develop and follow with fidelity a set of clear behavioral expectations at the division and school levels.
- Create a structure of clear communication regarding student emotional and physical well-being.
- Involve families in decisions regarding social, mental, and emotional health.

## Safe Learning Environment

Strategy 1: Develop and follow with fidelity a set of clear behavioral expectations at the division and school level.

Revise the Student Code of Conduct, including student dress code, with clear behavior expectations

Share Code of Conduct with students and families and collect parent/guardian and student acknowledgment signatures

Conduct staff training on code of conduct and communicate expectations for enforcement; create a school-based schedule for teaching and reinforcing expectations throughout the school year

Communicate potential disciplinary consequences to students, families, and staff as outlined by the Virginia Department of Education (VDOE)

Post code of conduct on school division website

Conduct quarterly reviews of discipline data

## Safe Learning Environment

Strategy 2: Create a structure of clear communication regarding student emotional and physical well-being.

Create school-based family engagement plans

Conduct physical safety audits of buildings in cooperations with local law enforcement and emergency services

Review and evaluate safety training schedules for students and staff

Communicate the types and frequency of safety trainings to parents

Evaluate character education program including standards, resources, implementation, and communication with staff and families

Clarify and communicate the process for referrals and services when a student is in crisis to all staff and families

Provide a variety of social interactions and opportunities based on student interest and preferences



## Safe Learning Environment

Strategy 3: Involve families in decisions regarding social, mental, and emotional health.

Post social, mental, and emotional health resources available in the school and community

Communicate the Student Assistance Team process and access to interventions and resources

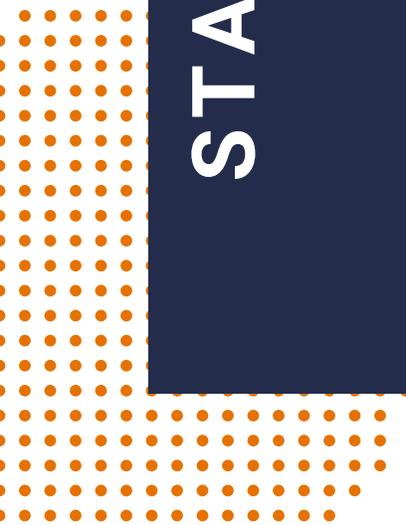


# BENEFITS

- Improved safety in all schools
- Clear, concise code of conduct expectations
- Availability of processes and resources to schools and community
- Improved communication
- Safer and more vibrant learning environment
- Improved student conduct
- Improved student interaction opportunities

# Stakeholder Engagement & Support





# STAKEHOLDER ENGAGEMENT & SUPPORT

## **ACTION TEAM MEMBERS**

Nora Brooking  
Adam Colson  
Amy Fitch  
Jesse Gwinn  
Bill Hager  
Paul Harris  
Lawyer Johnson  
Megan Kluczyk  
Jennifer Mauller  
Stephanie Minter  
Sharon Mohrmann  
Tiffany Oates  
Ellen Pitera  
Judy Peterson  
Jennifer Porter  
Nick Sodano

# Objective & Strategies



## **Building Stakeholder Engagement and Support**

---

Objective: We will ensure that all students benefit from a variety of community partnerships that support their educational, career, and extracurricular pursuits.

Strategy:

- Develop a variety of community partnerships that support students' educational, career, and extracurricular pursuits.

## Stakeholder Engagement & Support

### Strategy:

- Develop a variety of community partnerships that support students' educational, career, and extracurricular pursuits.

*Develop partnerships that enhance and support workforce readiness for students and provide them with the necessary skills and knowledge to succeed in the job market of the 21st Century.*

Develop a comprehensive K-12 career readiness plan

Survey local businesses and industries regarding workforce skills

Embed needed workforce skills in the K-12 curriculum

Expand business partnerships to increase job shadowing and internship opportunities

Develop an actionable plan with requisite stakeholders such as local government, businesses, and community organizations to secure space for CTE expansion

# BENEFITS

- Increased earning power for graduates
- A written plan that will establish a vision and sequence for improving our Career & Technical Education (CTE) programming
- Increased number of student internships
- Increased staff members who are Dual Enrollment (DE)/CTE qualified
- Increased number of students earning college credit or CTE credentials while in high school
- Physical space for community members to collaborate on common needs
- Students gain clarity of personal goals and vision for self
- Increased efficacy and inner locus of control for students
- Students and businesses connect, increasing Orange County's ability to retain skilled individuals
- Knowledge of the business community's needs
- Improved student engagement



## Stakeholder Engagement & Support

Strategy: Develop a variety of community partnerships that support students' educational, career, and extracurricular pursuits.

*Strengthen and promote meaningful family partnerships, which foster collaborative relationships between families, educators, and the community to support student achievement and success.*

Develop a Family Engagement Plan at the school and division levels

Administer school-level surveys to garner feedback from families and inform the family engagement plans

Post K-12 curriculum guides on the division website

Evaluate the feasibility of family resource centers

Establish a formalized process for advertising volunteer opportunities and establish a designated point of contact



# BENEFITS

- Additional individuals available to support students
- Creation of a formal document that establishes a vision and plan for family engagement
- Survey results that can help drive planning
- More informed decision-making with parent/guardian participation
- Increased parent efficacy
- Civic engagement and appreciation for volunteer work
- More access for parents



## Stakeholder Engagement & Support

Strategy: Develop a variety of community partnerships that support students' educational, career, and extracurricular pursuits.

*Foster collaborative partnerships that promote academic achievement, health and wellness, and community development while enhancing the reputation and impact of the school system in the local community.*

Create a community engagement committee that includes members of the Chamber of Commerce, civic organizations, and local businesses

Advertise volunteer experiences for students

Collaborate with community organizations to provide parent workshops that focus on student health, wellness, and academic success

Collaborate with community organizations and medical professionals to increase access to mental health, dental, and vision providers

Advertise all school events on one calendar on the division website

# BENEFITS

- Continue to grow engagement task force opportunities for collaboration
- Resource list readily available for community opportunities and resources
- Reduction in referrals for behavior, improved attendance, improved academics (when mental health and basic needs of students are met)
- Increased participation in events when parents and community members are informed via the calendar
- Increased awareness of community opportunities
- Positive relationships
- Intrinsic motivation and appreciation of community involvement and service
- More informed community
- Students are better able to self-regulate and communicate; ready to learn

## Stakeholder Engagement & Support

Strategy: Develop a variety of community partnerships that support students' educational, career, and extracurricular pursuits.

*Enhance access to extracurricular opportunities by leveraging community partnerships and funding strategies to provide diverse and enriching experiences for*

Conduct a facilities audit to identify areas for improvement and work toward upgrading all facilities to state-of-the-art standards

Conduct school-level audits of student activities to ensure that offerings are varied and reflective of student and community interests and to identify new options for clubs, athletics, and other student activities

Designate division-wide spirit days to promote unity and pride in being an Orange Hornet

Partner with community organizations to help families gain awareness of available opportunities by ensuring parents know how to access flyers regarding community events

All elementary schools will provide opportunities for students to participate in extracurricular activities

# BENEFITS

- More efficiency in facilities with lighting, heating/cooling, water usage, etc.
- More opportunities for students to explore various activities, technology, and/or green initiatives
- Data to improve processes and effectiveness of programs
- Providing a positive experience for children to showcase their diverse abilities outside the traditional academic setting
- Showcasing what Orange County has to offer
- Promoting unity across the county to increase community pride
- Increase in student/parent engagement and participation

# Recruitment & Retention of High Quality Staff





**RECRUITMENT & RETENTION OF  
HIGH QUALITY STAFF**

## **ACTION TEAM MEMBERS**

Emmet Aylor  
Jessica Cifizzari  
Yvonne Dawson  
Russell Deane  
Kaitlyn Fake  
Gary Honaker  
Kim Hoosier  
Briana Hoover  
Rachel Labrum  
Henry Micks  
Sherri McGhee  
Amanda Mosser  
Eileen Oliver-Eggert  
Rob Pitera  
Emily Poole  
Jennifer Schmid  
Andrea Smith  
Bob Wilbanks

# Objective & Strategies



## Recruit and Retain High Quality Staff

---

We will ensure that all students are served by highly qualified, diverse staff members who are reflective of our community and are supported and trained in student success and achievement.

### Strategy:

- Recruit and retain highly qualified staff members, including veterans, retirees, and career-switchers, who are reflective of our community.



## Recruitment & Retention of High Quality Staff

Strategy: Recruit and retain highly qualified staff members, including veterans, retirees, and career-switchers, who are reflective of our community.

*Create a division-wide culture and climate that supports, empowers, and promotes holistic health for all employees.*

Select and administer an employee survey, analyze and share results, and develop a plan to address areas of concern

Conduct stay interviews, analyze themes, and share effective strategies and practices with school leaders

Create and implement a Communication Plan that includes a process for consistent two-way communication with stakeholders

Create a formalized mediation process in accordance with school board policy

# BENEFITS

- Employees have a greater sense of involvement
- Larger sense of connection
- Employee satisfaction
- Loyalty and commitment to mission and vision



## Recruitment & Retention of High Quality Staff

Strategy: Recruit and retain highly qualified staff members, including veterans, retirees, and career-switchers, who are reflective of our community.

*Promote the unique qualities of Orange County Public Schools and the surrounding community.*

Expand partnerships with colleges, universities, and vocational programs (to increase practicum placements and educational opportunities)

Create a marketing plan that highlights key attractions and includes multiple platforms and social media

Create and/or update recruiting materials that include testimonials highlighting both the school system and community partnerships

# BENEFITS

- Increased applicant pool
- Increased number of qualified and motivated applicants
- Increased awareness of our school division

## Recruitment & Retention of High Quality Staff

Strategy: Recruit and retain highly qualified staff members, including veterans, retirees, and career-switchers, who are reflective of our community.

*Cultivate an environment that nurtures all employees by providing specific, relevant opportunities for professional growth.*

Assess current mentoring program and revise plan with input from teachers

Identify model classrooms for peer observation and feedback

Provide training and implement professional learning communities with defined structures and processes

Create structures for training and cross training support staff

Design and implement a tool for input and feedback on professional development

Create a PD plan with clear selection criteria including relevancy, innovation, and individualization

Utilize content experts (including lead teachers) as professional development facilitators



# BENEFITS

- Staff feels encouraged and supported
- Larger sense of connection
- Promotes learning for all
- Staff feels valued by having learning options aligned to goals
- Increased engagement in professional learning
- Larger applicant pool
- Increased opportunities to learn and take on leadership roles
- Targeted support



## Recruitment & Retention of High Quality Staff

Strategy: Recruit and retain highly qualified staff members, including veterans, retirees, and career-switchers, who are reflective of our community.

*Establish an innovative compensation and benefits package to recruit and retain qualified employees to include veterans, retirees, and career switchers.*

Assess feasibility of retention incentives (milestone years, military experience, additional salary scale tiers, tuition assistance)

Annually assess compensation and benefits for comparability with Orange County government and surrounding school divisions

Include the compensation package in recruitment materials

Educate current and new employees on the breakdown of total compensation package including salary and benefits

Establish partnerships with community businesses for school employee discounts

Investigate funding sources to offset individual cost of licensure, licensure renewal, and professional organization membership fees

# BENEFITS

- Staff Retention
- Higher quality employees
- Increased student achievement
- Increased staff morale
- Increased sense of value
- Staff camaraderie

Orange County Public Schools  
Strategic Planning  
2023

# Technology & Digital Citizenship



## **ACTION TEAM MEMBERS**

Megan Brancato  
Andrew Dahl  
Patrice Day-Owens  
Kimberly Fletcher  
Greg Hill  
Aimee Jakubik  
Laurie Jamerson  
Dawn Knight  
Robert Kristel  
Daniel Lauber  
Tonda Morris  
Amy Reed  
Jessica Sarver  
Heather Schumann  
Lisa Sparks  
L'Antoinella Spiller-Reddick  
Evan Straub  
Ken Stuber  
Vanessa Ward

# Objective & Strategies



## Technology and Digital Citizenship

---

We will ensure that all students have access to technologies that transform the learning experience while practicing ethical digital citizenship and responsible use of technology.

Strategies:

- Embed digital citizenship and responsible use of technology in the curriculum.
- Select curriculum and train educators, students, and families on that curriculum.

## Technology and Digital Citizenship

Select and embed curriculum that supports digital citizenship and responsible use of technology into the K-12 curriculum.

Establish a division-wide committee to evaluate instructional technology, resources and develop an age appropriate curriculum for digital citizenship, responsible use of technology, and student safety

Create vertically aligned curriculum documents and pacing guides that embed digital citizenship, responsible use of technology, and student safety into the K-12 core curriculum

Review digital citizenship curriculum annually for relevance and practicality for the future

Provide ongoing professional development for teachers on digital citizenship curriculum (include relevant, practical information for immediate classroom use)

Integrate the \*SAMR model for technology integration into the schools' professional learning community discussion protocols and professional development

\*(Substitution, Augmentation, Modification, Redefinition)

Establish a digital honor code that students acknowledge each year and include digital expectations in the Student Code of Conduct

Add digital behavior expectations to the Positive Behavioral Interventions & Supports (PBIS) school-wide behavior expectations matrix

# BENEFITS

- Processes to address issues
- Reduced amount of behavioral issues
- Reduction in digital-based behavior issues
- Saving man-hours by clearly defining expectations
- Allowing students to gain real-world skills, be more savvy about technology
- PBIS rewards for digital positive behavior
- Curriculum that supports 5 C's and Portrait of a Graduate
- More time on task for students by eliminating behavior
- Instructional time gained by having clear expectations
- Clear consequences



## Technology and Digital Citizenship

OCPS will provide training for educators, staff members, students, families, and the community on digital citizenship, responsible use of technology, and digital student safety.

Create a technology advisory committee as a component of the OCPS Technology plan

Establish a digital citizenship page on division and school websites to streamline access to information and resources

Conduct an annual review of technology-related division policies and update them as necessary

Offer classes at each school for families, teachers, students, and the community (virtual and live) on digital citizenship, student safety, and responsible use of technology at least once per year

Partner with outside organizations (e.g., the Sheriff's Office or Social Services) to offer parent and community programs on digital citizenship, student safety, and responsible use of technology



# BENEFITS

- Transparency for the community
- Community engagement
- Stronger ties to the community
- The equipment and resources needed for video production, virtual/hybrid presentations, and video storage are in place already and can be used for other uses
- Proactive education rather than reactive remediation
- Students, parents, and community members have an opportunity to connect with partner community groups



Thank you to all of the Orange County Public Schools community members who contributed to the development of the Strategic Plan.

