THE DANVILLE PUBLIC SCHOOLS:

STRATEGIC PLAN

2021-2026



Investing in Bright Futures

Danville PUBLIC SCHOOLS

Students • Staff • Families • Community

LETTER FROM THE DANVILLE SCHOOL BOARD



Following two years of disruptions due to the COVID-19 pandemic, public school has finally returned to normal, with regular sports seasons, graduation ceremonies, and other markers of a usual school year.

In the past year and a half, Danville Public Schools has established and maintained a Virtual Academy, a new, innovative way of teaching and learning, as well as saw the creation of an Early College Program in partnership with Danville Community College.

In November 2021, Danville voters approved a one-percent sales tax and accompanying bond referendum that, to date, has offered $127 million towards much needed school construction and renovation projects.

Most recently, DPS announced their new STEM and Career Academy initiatives, including a STEM academy choice program for grades 3-5.

In addition, we have welcomed three new members to the Danville School Board

For the past two years, Danville Public Schools has been using this strategic plan as a road map to guide their work towards transforming the district. The plan provides clear goals, precise action steps, and measurable outcomes so the division will know when they have met their goals. The board is proud of the work done thus far, and we are eager to see the progress over the next few years.

We appreciate the hard work and dedication of everyone involved: administration, faculty, staff, students, parents, and community members. It is this work that will ensure the success of our DPS students for years to come.

As DPS continues this work, we hope that all stakeholders, including parents and community partners, will join us to ensure the advancement of our division and our city's youth.

Ty'Quan Graves
School Board Chair

LETTER FROM THE SUPERINTENDENT



At Danville Public Schools, we are focusing on creating an environment that leads **all** students to success. In my role as superintendent, I want to focus our energy on creating classrooms that are engaging centers of learning for all children, where highly effective and caring teachers hold high expectations based on understanding each student's strengths.

As we strive for academic excellence, I want to ensure that we support our students' social, emotional, and mental growth in order to facilitate the development of those skills and abilities necessary to navigate school and life. Student success in every classroom requires a student-centered approach to instruction and leadership in an inclusive school, and classroom environments that inspire student learning and celebrate students' accomplishments.

During the spring semester of 2021, our central office staff worked in collaboration with the Virginia School Boards Association, school board members, administrators, teachers and staff, students, parents, and other community stakeholders to create the plan presented in this document, which is designed to serve as a roadmap to success. The input gathered also allowed the division to create a mission, vision and belief statements.

The plan includes five key goal areas for improvement: student achievement, operations and internal processes, staff learning and growth, stakeholder engagement and communication, and culture and climate.

This strategic plan provides the blueprint to reach these goals, and our students are counting on us to lead them to success. We hope that our community stakeholders share our vision and support us as we invest in the bright futures of all Danville Public Schools students.

Respectfully submitted,

Dr. Angela Hairston, Superintendent

THE DANVILLE PUBLIC SCHOOLS:
VISION, MISSION AND BELIEFS

VISION

We envision a school division that cultivates excellence for all.

MISSION

The mission of Danville Public Schools is to inspire, educate, and develop students, in collaboration with families and the community, to ensure students graduate college and/or career ready.

BELIEF STATEMENTS

1. We believe all students should have equitable access to learning, such that they enter Kindergarten ready to learn and graduate high school on time.

2. We believe in using data to make decisions for continuous improvement involving all stakeholders.

3. We believe that all staff and students should promote positive and engaging learning environments.

4. We believe in collaborating and communicating with the community to create learning opportunities that are an extension of the classroom experience.

5. We believe in celebrating success.



THE DANVILLE PUBLIC SCHOOLS: THEORY OF CHANGE

CULTURE AND CLIMATE

The Danville Public Schools will foster an inclusive climate that values the safety and well-being of students, faculty, and staff and fosters an equitable environment that creates a sense of belonging.

STUDENT ACHIEVEMENT

The Danville Public Schools will raise student achievement, close the achievement gap, and enable students to take ownership for their learning.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION

The Danville Public Schools will strengthen partnerships and communication with families, local businesses, educational organizations, community agencies and advocacy groups in order to engage families and community stakeholders to support improved academic achievement.

OPERATIONS AND INTERNAL PROCESSES

The Danville Public Schools will ensure efficient and effective operations and processes aligned with board policy and supportive of improved working and learning conditions.

STAFF LEARNING AND GROWTH

The Danville Public Schools will recruit, hire, develop, and retain highly qualified staff and provide opportunities for continued learning and professional growth.

GOAL I:
STUDENT ACHIEVEMENT

OBJECTIVE A

Improve content mastery in all subjects with a laser-focus on literacy and numeracy

- **INITIATIVE 1**: Design, utilize, and communicate the curriculum and instructional framework.
- **INITIATIVE 2**: Identify and implement literacy instructional resources.
- **INITIATIVE 3**: Establish a district-led instructional reviews/walkthroughs process to evaluate the implementation and success of rigorous, engaging, and culturally responsive practices in the classroom.
- **INITIATIVE 4**: Monitor assessment data to evaluate the fidelity and success of the Framework for Teaching and Learning.
- **INITIATIVE 5**: Increase enrollment and access to the Academically Gifted program and Accelerated Courses for all students.

INDICATORS OF SUCCESS

- Increase the percentage of 3rd grade reading scores to proficiency or above
- Increase the percentage of 4th grade numeracy scores to proficiency or above
- Increase the percentage of 8th grade reading scores to proficiency or above
- Increase the percentage of 8th grade writing scores proficiency or above
- Increase the percentage of Algebra I participation in Middle School
- Increase the percentage of Middle School Algebra I scores to proficiency or above
- Increase the percentage of 11th grade writing scores to proficiency or above
- Increase the percentage of High School Algebra I scores to proficiency or above
- Increase participation in IB or AP
- Increase student performance on the AP and IB exams

GOAL I:
STUDENT ACHIEVEMENT

OBJECTIVE B

Increase graduation rate for all students

- **INITIATIVE 1**: Aligned Instructional Support.
- **INITIATIVE 2**: Redesign of Alternative Education.
- **INITIATIVE 3**: Develop inclusive practices for Students with Disabilities (SWD) and English Learners (EL).
- **INITIATIVE 4**: Develop a high school-to-work entry plan.

INDICATORS OF SUCCESS

- Increase the graduation rate of the 4-year cohort



GOAL I:
STUDENT ACHIEVEMENT

OBJECTIVE C

Increase college and career readiness for all students

- **INITIATIVE 1**: Increase work-based learning opportunities.
- **INITIATIVE 2**: Increase postsecondary readiness.

INDICATORS OF SUCCESS

- Increase College, Career, and Civic Readiness (CCCRI) Index Score (Measures: Credit received for advanced coursework -AP, IB, or Dual-Enrolled; CTE finishers with a CTE credential; Completion of a work-based learning experience; Completion of a service learning experience)
- Increase the percentage of CTE Pathway Completers
- Increase the percentage of CTE Students with Industry Credentials
- Increase the number of students participating in dual enrollment courses
- Increase the number of students enrolled in advanced course options



GOAL II: OPERATIONS/INTERNAL PROCESSES

OBJECTIVE A

To efficiently maintain attractive, safe, functional, and high-quality facilities and grounds

- **INITIATIVE 1**: Develop a 5-year capital improvement plan.
- **INITIATIVE 2**: Monitor and use data from SchoolDude.
- **INITIATIVE 3**: Evaluate and use VDOE climate survey data.

INDICATORS OF SUCCESS

- Increase the percentage of staff who indicate they work in an attractive and functional school environment
- Increase the number of schools that score 95-100 on the facilities scorecard
- Increase the percentage of students who indicate they feel safe in school on the school climate survey
- Increase the percentage of staff who indicate they feel safe in school on the working conditions survey

OBJECTIVE B

Manage financial resources to support infrastructure and services that sustain a high quality educational experience

- **INITIATIVE 1**: Use of Staffing Allotment Guides.
- **INITIATIVE 2**: Professional Learning schedule to ensure all employees with fiscal and hiring responsibilities understand the budgetary process, state and local funding, and the management of federal budgets.

INDICATORS OF SUCCESS

- Increase the percentage of funds allocated to support instruction
- Decrease audit exceptions at the district and school-level
- Increase the percentage of reimbursements completed monthly

GOAL II:
OPERATIONS/INTERNAL PROCESSES

OBJECTIVE C

Increase productivity and responsiveness

- **INITIATIVE 1**: On-time pickup and delivery.
- **INITIATIVE 2**: Technology plan.
- **INITIATIVE 3**: Improve access to breakfast and lunch.
- **INITIATIVE 4**: Communication with stakeholders.
- **INITIATIVE 5**: Effective hiring processes.
- **INITIATIVE 6**: Increase candidate flow.

INDICATORS OF SUCCESS

- Increase on-time delivery of students to school
- Increase the percentage of work orders completed within a 48-hour period
- Increase breakfast average daily participation
- Increase lunch average daily participation
- Increase response rate to Let's Talk within 48 hours
- Decrease the "time to hire" days
- Increase the number of applicants per position

OBJECTIVE D

Review and update School Board policies and administrative regulations regularly

- **INITIATIVE 1**: Develop and implement a schedule for School Board policies and administrative regulation updates.
- **INITIATIVE 2**: Communicate changes in the School Board policies and administrative regulations.

INDICATORS OF SUCCESS

- Complete annual review of all School Board policies

GOAL III: STAFF LEARNING AND GROWTH

OBJECTIVE A

Recruit, hire, develop, and retain high quality, diverse staff and ensure all staff have the tools and instructional strategies to deliver aligned instruction to all students

- **INITIATIVE 1**: Establish and execute a planned recruitment strategy to address staffing in critical areas
- **INITIATIVE 2**: Ensure onboarding process fully informs and prepares newly hired staff for the expectations of their assigned position
- **INITIATIVE 3**: Attract, recruit, and retain a diverse workforce
- **INITIATIVE 4**: Provide research-based professional learning opportunities to increase educator capacity, diversity, and to support individual student and staff needs

INDICATORS OF SUCCESS

- Increase retention of high-quality, diverse staff across all employment classifications
- Increase the percentage of teachers scoring proficient or above on the Teacher Performance Evaluation System
- Increase the percentage of teacher rating positively on the VDOE Working Conditions survey
- Increase the number of employees participating in professional learning

OBJECTIVE B

Improve the staff evaluation process to ensure that evaluations are aligned with student achievement outcomes

- **INITIATIVE 1**: Implement a performance evaluation system for all classifications of employees with clear expectations, feedback, and professional learning goals.

INDICATORS OF SUCCESS

- Increase the effectiveness rating of professional learning opportunities
- Increase evaluation ratings of all staff to proficient and/or satisfactory in performance areas as aligned to student achievement data

GOAL IV:
STAKEHOLDER ENGAGEMENT AND COMMUNICATION

OBJECTIVE A

Improve relationships with businesses, higher education, and community agencies

- **INITIATIVE 1**: Develop a plan to improve relationships with businesses, higher education, and community funding agencies.

INDICATORS OF SUCCESS

- Increase the use of the clearinghouse of services and supports from businesses, higher education, and community agencies
- Increase opportunities for stakeholder input

OBJECTIVE B

Increase internal, community, and parent stakeholder engagement and communication

- **INITIATIVE 1**: Develop a comprehensive communication plan.
- **INITIATIVE 2**: Improve communication and promote increased understanding of district policies.
- **INITIATIVE 3**: Initiate advisory council meetings where all stakeholders (students, staff, parents, and community members, etc) participate in structured conversation.
- **INITIATIVE 4**: Create an environment that makes families feel welcome, valued, and inspired to be engaged and active partners in their children's education.

INDICATORS OF SUCCESS

- Increase stakeholder usage of the Let's Talk platform
- Increase percentage of community stakeholder attending school and district events
- Increase the percentage of parents using the Parent Portal in PowerSchool
- Increase the website hits/clicks for the website and social media

GOAL V:
CULTURE AND CLIMATE

OBJECTIVE A

Improve the quality of the learning environment, student behavior/well-being, and overall safety

- **INITIATIVE 1**: Establish a single district-wide safety and crisis response leadership team to develop policies and practices and provide support for building level teams.
- **INITIATIVE 2**: Create an environment that fosters the growth of the whole child. Danville Public Schools will nurture all students' intellectual, physical, mental, and social-emotional growth in safe, healthy, inclusive, and supportive learning environments.

INDICATORS OF SUCCESS



- Increase the percentage of students and employees who respond Agree or Strongly Agree to feeling safe at school using the VA School Survey of Climate and Working Conditions
- Reduce discipline disproportionality
- Increase the percentage of students who respond Agree or Strongly Agree to feeling safe in the hallways and bathrooms at school using the VA School Survey of Climate and Working Conditions
- Increase the percentage of students who respond Agree or Strongly Agree to feeling safe at school using the VA School Survey of Climate and Working Conditions
- Increase student participation in Major Clarity

GOAL V:
CULTURE AND CLIMATE

OBJECTIVE B

Create and maintain a welcoming, inclusive,
and equitable school climate that promotes learning

- **INITIATIVE 1**: Develop/create and implement an equity, diversity and inclusion initiative.
- **INITIATIVE 2**: Initiate regular Advisory meetings where all stakeholders (students, staff, parents, etc.) participate in structured conversation.
- **INITIATIVE 3**: Incorporate Positive Behavior Interventions and Supports (PBIS) in all schools.

INDICATORS OF SUCCESS

- Increase the number of students and employees who feel welcome in school per the VA School Survey of Climate and Working Conditions survey
- Increase the number of students and employees who feel included in school per the VA School Survey of Climate and Working Conditions survey
- Increase the number of students and employees who feel that there is an inviting school climate per the VA School Survey of Climate and Working Conditions survey
- Decrease the number of students who report being bullied in school



GOAL V:
CULTURE AND CLIMATE

OBJECTIVE C

Implement the Virginia Tiered Systems of Support that build student strengths, promote success, and foster school-family-community partnerships (Provide consistent and sustainable professional learning with coaching)

- **INITIATIVE 1**: Design a plan of support and accountability for VTSS that includes evaluation, review, accountability, consistent and sustainable professional learning with coaching, high expectations of students and staff, and relevant and engaging classroom experiences.
- **INITIATIVE 2**: Increase access to mentoring programs, mental health and behavioral health services to foster positive relationships which can impact factors that increase social and emotional well-being, academic success, and connectedness to the school environment.

INDICATORS OF SUCCESS

- Increase division and school-level results from the (TFI) Tiered Fidelity Inventory
- Increase the VTSS implementation percentage of Tier I for all schools
- Increase the VTSS implementation percentage of Tier 2 for all schools
- Increase the VTSS implementation percentage of Tier 3 for all schools
- Decrease student retention rate
- Decrease student drop out rate



GOAL V:
CULTURE AND CLIMATE

OBJECTIVE D

Promote a supportive and engaging working environment for all staff (Build positive relationships with all staff to create a culture of trust, support, and empowerment)

- **INITIATIVE 1**: Employee Assistance Program.
- **INITIATIVE 2**: Develop a district-wide wellness program for employees and students.
- **INITIATIVE 3**: Athletic Programs, Performing/Visual Arts, and Extracurricular Activities.
- **INITIATIVE 4**: Design a system of accountability for student attendance by reviewing, implementing and monitoring attendance procedures.

INDICATORS OF SUCCESS

- Increase number of students participating in at least one school-based extracurricular activity
- Increase student attendance rate
- Increase staff attendance rate
- Increase the number of students completing service hours using the College and Career Readiness Index



THE DANVILLE PUBLIC SCHOOLS

SCHOOL BOARD MEMBERS

Chair:
Mr. Ty'Quan Graves

Vice-Chair:
Mr. Tyrell Payne

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Mr. Charles McWilliams, III

Dr. Keith Silverman

Ms. Keisha Walker

SUPERINTENDENT

Dr. Angela S. Hairston

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Dr. Wayne Lyle
Chief Operations Officer

Mrs. Takiwi Milton-Babalola
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