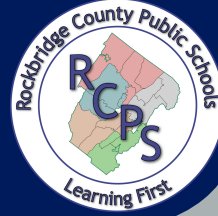


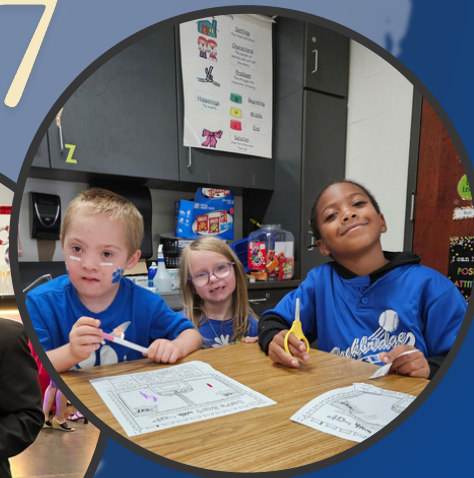
Rockbridge County Public Schools



LEARNING
FIRST!



COMPREHENSIVE PLAN 2023-2027



BRIEF INTRODUCTORY LETTER

In looking to the future of our school division, I have a belief that — in order to know which path we need to follow — we need to first understand where we stand currently. What are the things that we do well in Rockbridge County Public Schools (RCPS), and where do the challenges lay that we need to work on and overcome? Two years ago, RCPS chose to embark upon a journey to completely and systemically evaluate ourselves. The results of this self-evaluation will help us determine the best path forward. When using a critical eye to evaluate ourselves, we found that RCPS has a strong foundation for future growth resulting from a clear mission, a healthy enrollment comprised of a motivated and diverse student body, a committed and skilled faculty, a challenging curriculum, and an engaged, supportive community.

Over the last seven years, Rockbridge County Public Schools has never remained static. Even as we educated students through a global pandemic, our educational community always endeavored to keep pace with the ever evolving world around us. Our society and our students are evolving every day. As educators and as a community, we need to be able to meet their evolving needs. It is essential that we build upon what we know we do well by actively seeking ways to further the excellence of Rockbridge County Public Schools and ensure that our students are properly prepared with modern and innovative skills so that when they graduate, they will be able to lead productive, rewarding lives.

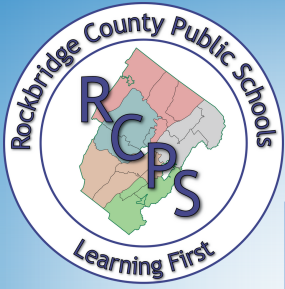
Stakeholders were invited to become part of the collaborative effort to develop the comprehensive plan. A committee was formed to evaluate and prioritize the data from the planning survey that was gathered in the fall of 2022. Stakeholders — including parents, community members, students, teachers, and local business leaders and partners, as well as school and division level administrators — worked for months using the survey data to not only envision a future for RCPS, but also to develop a road map to take us there. The resulting comprehensive plan is a document that will be used to guide decision-making and evaluate current programs for effectiveness. By clearly articulating our plan to all stakeholders, we will move forward with a common vision.

It is with my sincerest gratitude that I would like to personally thank everyone involved with the development of this comprehensive plan. Your dedication, insight, and contributions brought this vital plan to reality. Working together and utilizing this comprehensive plan, we will provide the educational excellence our students so greatly deserve.



Phillip J. Thompson
Division Superintendent





DIVISION MOTTO:

LEARNING FIRST!



VISION STATEMENT:

Rockbridge County Public Schools, in collaboration with families and community partners, will challenge and empower students to think, learn, and meet their full potential to become lifelong learners, and be productive and responsible members of society.

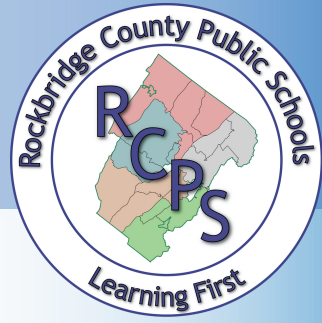
MISSION STATEMENT:

Rockbridge County Public Schools provides a safe, inclusive, equitable, and student-centered environment where our diverse community of learners grows intellectually, physically and Emotionally. All students are inspired to achieve their full potential.

RCPS CORE BELIEFS OR VALUES:

- School environments provide physical and emotional safety for all students, staff, and community members
- Colleagues strive for ALL students to be successful
- Continuous improvement of research-based strategies, targeted to increase student achievement
- Division culture and climate is student-centered to meet the academic, social, and emotional needs of all learners

PRIORITIES AND GOALS:



Priority 1: Student Success

Goal: Engage students in authentic learning that supports meaningful academic, artistic, and athletic performances, and inspires every student to achieve life, career, and post-secondary success

Priority 2: Instruction, Leadership, and Support

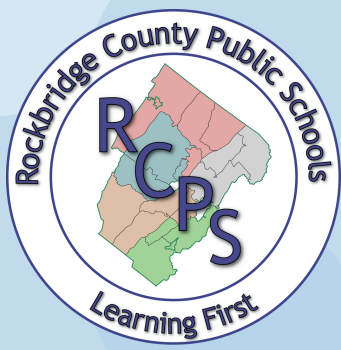
Goal: Provide high-quality and innovative instruction, leadership, and support for all students and families across every aspect of school and division operations

Priority 3: School Safety, Culture, and Climate

Goal: Create safe, supportive, and mutually nurturing learning and work environments

Priority 4: Communication and Engagement

Goal: Provide opportunities and resources for students, families, employees, and community members to be purposely connected and engaged with their school and/or the school division



PRIORITY 1:

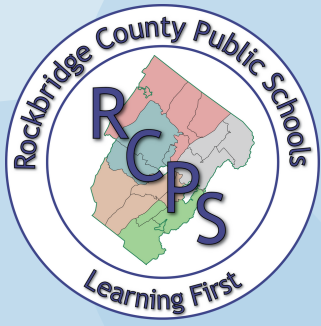
STUDENT SUCCESS

Goal: Engage students in authentic learning that supports meaningful academic, artistic, and athletic performances, and inspires every student to achieve life, career, and post-secondary success

Strategic Initiative 1

Identify and promote a system of supports for improving student achievement and accountability

- Provide professional development for teachers that enlists a range of corrective measures to be considered prior to referring students for disciplinary action (2024)
- Integrate 5C skills of communication, collaboration, creativity, critical thinking, and citizenship across the curriculum (2023)
- Reinforce Virginia Tiered System of Supports (VTSS)
- Provide and support a variety of Advanced Placement, Dual Enrollment, elective courses and Career and Technical Education programs to ensure that ALL students are engaged in coursework related to areas of individual interest and aptitude (2024)
- Ensure essential life skills and workplace readiness expectations are easily identifiable, integrated, and reinforced at each school (2024)
- Review and revise policies, practices, and procedures based on data and input from stakeholders to ensure equitable implementation and fidelity (2025)



PRIORITY 1:

STUDENT SUCCESS

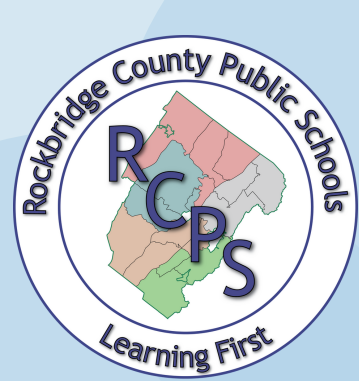
Goal: Engage students in authentic learning that supports meaningful academic, artistic, and athletic performances, and inspires every student to achieve life, career, and post-secondary success

Strategic Initiative 2

Design and refine educational programs and experiences that strengthen opportunities for future citizens

- Promote and maintain student and staff digital literacy (2023)
- Increase and enhance science, technology, engineering and mathematics (STEM), and career and technical education (CTE) programming to inspire student interest and improve high-yield employment opportunities (2024)
- Strengthen a system of school and community-based experiences, such as field trips, career explorations, job shadowing, internships, and externships to enhance workplace readiness (2024)
- Increase student enrollment in advanced level coursework and/or proficiency on an industry credential, state licensure, and/or national assessment (2024)
- Identify and reinforce industry/business partnerships to enhance career exploration and academic planning opportunities (2023)





PRIORITY 1:

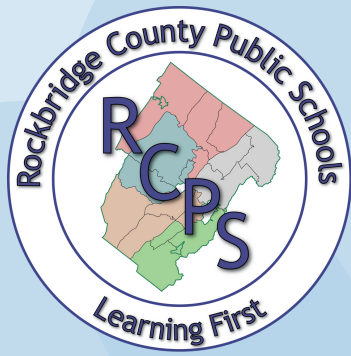
STUDENT SUCCESS

Goal: Engage students in authentic learning that supports meaningful academic, artistic, and athletic performances, and inspires every student to achieve life, career, and post-secondary success

Strategic Initiative 3

Identify and align community resources to ensure success for all students

- Expand and enhance collaborative partnerships with parents, businesses, and civic organizations in Rockbridge County (2024)
- Create opportunities that empower families and community members to effectively collaborate in the education of our students (2024)
- Implement and monitor social-emotional learning and Positive Behavioral Interventions and Supports for PK-12 (2023)
- Seek and promote community partnerships that will provide the emotional support and resources necessary to meet the needs of all students and families (2024)
- Develop school-based plans that effectively tailor services that are supportive of student needs in order to decrease behavior difficulties through a tiered, systems approach (2024)
- Evaluate data to ensure the equitable implementation of policies, practices, and procedures in all areas including, but not limited to, academic achievement, discipline, resources, and student supports (2024)



PRIORITY 1:

STUDENT SUCCESS

Goal: Engage students in authentic learning that supports meaningful academic, artistic, and athletic performances, and inspires every student to achieve life, career, and post-secondary success

Strategic Initiative 4

Design innovative formative and summative assessments to measure student success

- Monitor and refine Response to Intervention (RTI) (2023)
- Incorporate twenty-first century technology within assessment strategies (2023)
- Enhance and improve a balanced assessment plan of summative, formative, and authentic assessments (2023)
- Design and refine student growth plans (academic, career, social/ emotional and, self-monitoring) collaboratively with parents, students, and teachers (2023)
- Survey RCPS graduates on their readiness for post-high school experiences: career, college, and life (2024)
- Provide professional development (PD) training to instructional staff that focuses on leading authentic learning, providing constructive feedback, employing twenty-first century technology, and assessing student performance (2024)



PRIORITY 2:

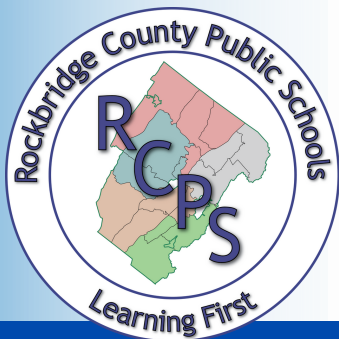
INSTRUCTION, LEADERSHIP, AND SUPPORT



Goal: Provide high-quality and innovative instruction, leadership, and support for all students and families across every aspect of school and division operations

Strategic Initiative 1

- **Develop a plan to recruit and retain high-quality teachers, administrators, and support staff**
- Identify current and future “hard-to-staff” positions and develop strategies to address staffing those positions (2024)
 - Create “STAY” interviews to gauge what are positive attributes of RCPS (2024)
 - Participate in recruitment fairs throughout the year (2024)
 - Post “hard-to-staff” positions permanently (2024)
- Assess RCPS working conditions and benefits and gather employee feedback (2023)
 - Carefully review and disaggregate VDOE working conditions survey (2023)
 - Develop a target improvement plan based on data results (2024)
- Analyze RCPS employee exit data to identify and address patterns and themes (2025)
 - Develop an action plan based on exit data (2025)



PRIORITY 2: INSTRUCTION, LEADERSHIP, AND SUPPORT

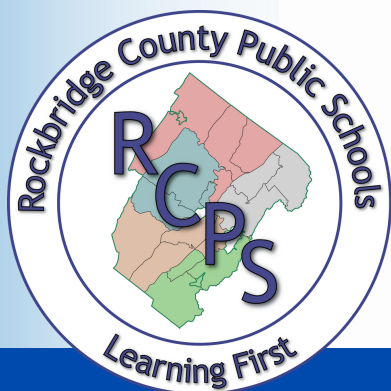


Goal: Provide high-quality and innovative instruction, leadership, and support for all students and families across every aspect of school and division operations

Strategic Initiative 2

Review and revise employee performance evaluation process with RCPS comprehensive plan measures and outcomes

- Human Resources will review and assess all RCPS employee performance reviews
 - Create PD sessions based on areas noted for improvement (2023)
- Ensure communication, collaboration, critical thinking, citizenship and creativity are part of classroom instruction and workplace interactions (2023)
- Establish expectations for instructional staff to use high-yield strategies (2024)
 - Lesson plans will be required to include at least one high-yield instructional strategy (2024)
- Continue to revise the teacher evaluation process (TalentEd) (2025)



PRIORITY 2:

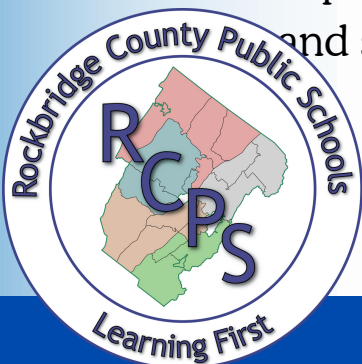
INSTRUCTION, LEADERSHIP, AND SUPPORT

Goal: Provide high-quality and innovative instruction, leadership, and support for all students and families across every aspect of school and division operations

Strategic Initiative 3

Expand and coordinate timely, relevant, and employee-initiated job-embedded professional development for both support and licensed staff members

- Develop a comprehensive professional development plan for certified and support staff (2024)
- Investigate and implement innovative professional development and training opportunities for all employees, such as self-guided learning, micro-credentialing, etc. (2023)
 - Reference Simple K12 in the observation/evaluation process (2024)
- Provide and refine mentoring and coaching program for teachers, administrators, and support staff (2023)
 - RCPS Mentoring Program will include Having Opportunities with Professional Educators (2023)
- Identify and expand teacher leadership opportunities and support career growth (2025)
 - Expand internal leadership capacity by including teachers and staff in the decision making process (2023)





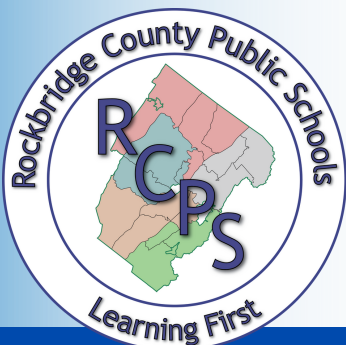
PRIORITY 2: INSTRUCTION, LEADERSHIP, AND SUPPORT

Goal: Provide high-quality and innovative instruction, leadership, and support for all students and families across every aspect of school and division operations

Strategic Initiative 4

Cultivate and celebrate a caring environment for students and families throughout RCPS

- Develop a recognition program for all employees who demonstrate exemplary performance (2023)
 - REDOT Awards will be presented quarterly (2023)
- Continue to offer dual-enrollment classes through Mountain Gateway Community College (2023)
 - Track enrollment by class on a yearly basis (2023)
- Each individual school will develop a school-wide behavior team and plan (2023)
 - Progress monitoring will take place quarterly (2023)



PRIORITY 3:

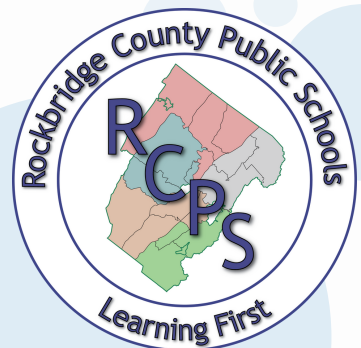
School Safety, Culture, and Climate

Goal: Create safe, supportive, and mutually nurturing learning and work environments

Strategic Initiative 1

Cultivate a school and work environment of respect, empathy, and inclusion for all students, staff, and families

- Using the results of the annual school climate survey of students, staff, and family members, school personnel will identify areas of strength and opportunities for improvement (2023, annually)
- The Community School Coordinator will assess barriers and opportunities to improve student attendance, truancy, and late arrivals/early dismissals (2024)
- Incorporate school climate and work environment goals in school and division improvement plans (2024)
- Create opportunities for school and division staff members to share strategies and programs that foster a respectful, welcoming, inclusive, and collaborative school and work environment (2023)



PRIORITY 3:

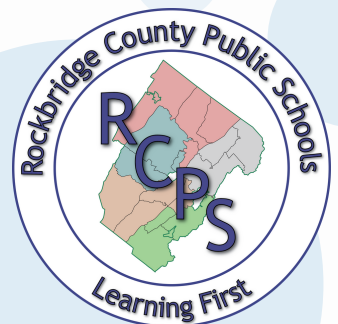
School Safety, Culture, and Climate

Goal: Create safe, supportive, and mutually nurturing learning and work environments

Strategic Initiative 2

Embed social and emotional learning (SEL) support systems into instruction and school counseling programs

- Review and evaluate school division staffing and resources dedicated to social and emotional learning supports (2023)
- Establish staff, student, and community focus groups to gather insights on issues and concerns about safety, security, and social and emotional well-being (2024)
- Develop a comprehensive SEL plan that includes curriculum, school counseling services, and community-based services with goals, objectives, and strategies (2024)
- Encourage faculty and staff members to participate in professional development activities such as Handling Upset (2023)
- Offer and refine the ALERT and anti-bullying programs (2024)
- Coordinate with outside agencies to provide staff development training with a focus on mental health services and intervention strategies (2024)



PRIORITY 3:

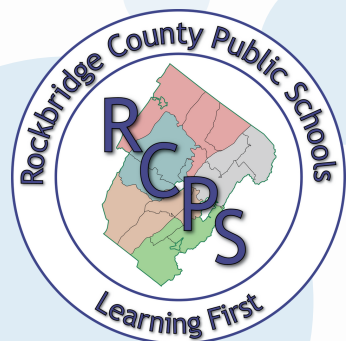
School Safety, Culture, and Climate

Goal: Create safe, supportive, and mutually nurturing learning and work environments

Strategic Initiative 3

Provide safe, updated, and well-maintained facilities

- Conduct facility audits to assess school and workplace security and maintenance requirements (2023)
- Maintain mandatory safety inspections at all schools and school division facilities (2023)
- Conduct crisis management training and update safety protocols with all RCPS staff (2024)
- Develop and publish a multi-year facilities maintenance and capital improvement plan (2023)
- Administer an annual school safety survey to RCPS staff, students and families (2024)



PRIORITY 3:

School Safety, Culture, and Climate

Goal: Create safe, supportive, and mutually nurturing learning and work environments

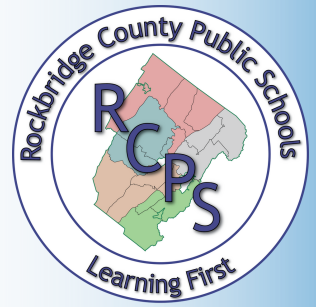
Strategic Initiative 4

Develop a community-wide network of student and family support systems

- Work with local agencies, such as the Rockbridge Area Community Services Board to create and publish an updated list of local community-based organizations that provide services for RCPS families with contact information (2023)
- Produce and distribute information about RCPS and select non-RCPS services that support student academic and emotional well-being, such as tutoring, mentoring programs, or other social services (2024)
- The Community School Coordinator will work to provide parent/family workshops to share information and strategies to enhance student success—in the classroom and at home (2024)
- Create and promote opportunities, in-person and online, where students, staff, and families can go to ask questions and get answers (2024)
- Provide training to instructional staff that focuses on leading authentic learning, providing constructive feedback, employing twenty-first century technology, assessing student performance, and progress monitoring. (2023)
- Work with local agencies to provide students and families with resources on drug use and addiction (2023)

PRIORITY 4:

Communication and Engagement



Goal: Provide opportunities and resources for students, families, employees, and community members to be purposely connected and engaged with their school and/or the school division

Strategic Initiative 1

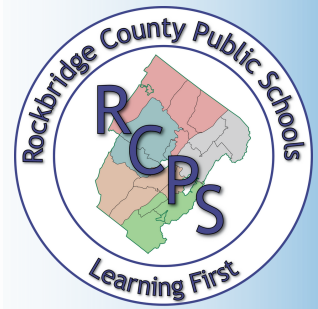
Develop a comprehensive division-wide communication plan

- Conduct a school and division audit of communication channels, their use, and their effectiveness (2024)
- Develop protocols and tips to foster effective communication strategies for students, parents, staff, and community members (2024)
- Monitor, update, and maintain communication platforms division-wide for communication with all stakeholders (Ongoing)



PRIORITY 4:

Communication and Engagement



Goal: Provide opportunities and resources for students, families, employees, and community members to be purposely connected and engaged with their school and/or the school division

Strategic Initiative 2

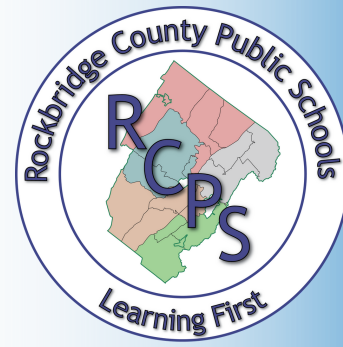
Create and communicate opportunities for families to acquire necessary information, knowledge, and skills to support their child's learning at home and school

- Increase access and distribution of information and resources to aid and support parents in their child's learning (2023-2024 School Year)
- Host school and division-wide “learning fairs” for community members and families to gather information about RCPS instructional programs (2024-25 School Year)
- Create opportunities for parents to actively participate in student-led learning experiences (Ongoing)



PRIORITY 4:

Communication and Engagement



Goal: Provide opportunities and resources for students, families, employees, and community members to be purposely connected and engaged with their school and/or the school division

Strategic Initiative 3

Establish a division-wide engagement committee

- Conduct a needs-assessment for student, staff, parent, and family engagement (2024)
- Create a targeted engagement action plan (2025)
- Implement and incentivize parent and family engagement (Ongoing)
- Monitor and measure levels of family, student, and employee engagement (Ongoing)
- Provide opportunities for parents, families, and community members to give feedback about schools and the division (Ongoing)

