

CONTINUING THE DRIVE

equity & excellence for all



Norfolk Public Schools
STRATEGIC PLAN
2022-2027



LETTER FROM THE SUPERINTENDENT



Dear Friends of Norfolk Public Schools:

My superintendency and the COVID-19 pandemic started weeks apart, making my transition to this role unlike anything I could have imagined. Over these past two years, I have been buoyed and amazed by the endurance and ingenuity of our students, teachers, support staff, principals, division-level administrators, families, and community members. We could not have navigated the pandemic without our full community on board. As we look towards a post-pandemic horizon, I know it is vital that all of you help to chart our path forward.

During the past 10 months, we sought input and ideas from parents, students, and educators, as well as business, faith-based, higher education, military, and other community leaders. We provided a variety of opportunities to receive input from stakeholders. Over the course of the year, we hosted virtual community forums, student forums, and teacher forums.

We met with principals, central office leadership, and community leaders while engaging members of the strategic planning committee throughout the year to review our data and celebrate our successes; identify long-standing challenges and inequities; and decide how we will work together to overcome them.

All of this work culminates in the development of our new strategic plan. In addition to guiding our future work, this plan conveys the hope of meaningful change and the promise of better, more equitable learning outcomes for all students.

I hope that you will join us in supporting the kind of learning environments we envision for each and every child.

Thank you for your enduring support. I cannot wait to see what we will build together.

Sincerely,

A handwritten signature in black ink that reads "Dr. Sharon I. Byrdsong". The signature is written in a cursive, flowing style.

Dr. Sharon I. Byrdsong
Superintendent of Schools



The COVID-19 pandemic considerably impacted Norfolk Public Schools. We have known that business as usual has not led to success for all. Before the pandemic, based on state assessment data, 57 percent of Black students were proficient in reading, compared to 84 percent of white students. Sixty-three (63) percent of Black students achieved proficiency in the area of mathematics, while 85 percent of white students were proficient. The pandemic had a detrimental impact on Americans of color. Though 2020-21 Standards of Learning (SOL) test data are imperfect and incomplete, these data also suggest that proficiency rates for Black students decreased over the past two years.

The pandemic exacerbated our equity challenge while prompting us to reassess our overall approach to teaching and learning. It helped us to focus on the needs of our students and educators in a time of crisis. This allowed us to better empathize with one another and appreciate our shared experiences. As a result, we embrace new ways of working together to ensure students' success, no matter what.

As we acclimate to a new normal, we know that it must be just that: new. To create a shared vision for our future, we tapped into the expertise of stakeholders from the community to the classroom. We heard from students, families, staff,

and community members about what they desire to see for the future of Norfolk Public Schools.

What we heard reinforced that we have an unprecedented opportunity: to lay a new and stronger foundation; to create a system that meets each student's needs and effectively supports teachers to strengthen our curricula and instructional practice; to continue to nurture a positive culture and climate; and to more intentionally engage families and the community into the organization of our schools.

The plan that follows outlines the steps we will take to continuously improve. We know that the path forward will be as challenging as it is necessary. We also know that together we can overcome challenges and accomplish the goals set forth before us.

Vision, Mission, Values

Norfolk Public Schools' mission is to ensure that all students maximize their academic potential, develop skills for lifelong learning, and become successful contributors to a global society.

We believe Norfolk Public Schools is the cornerstone of a proudly diverse community with highly qualified teachers and staff dedicated to providing a variety of teaching and learning opportunities for all students.



FUTURE FOCUS

The following goals will guide our future work and help us focus our time and attention on the most important and impactful levers for improvement.



MEASURES are the outcomes that will tell us whether we are on track to meet our goals from fall 2022 when the plan is initiated until spring 2027 when implementation is complete. These measures may be updated over time. Each goal also has an accompanying set of **OBJECTIVES**, or approaches, and **STRATEGIES**, or more specific activities, that the division will undertake.

STUDENT EXCELLENCE

Create authentic and culturally relevant learning experiences so that each student will be a creative, collaborative, civic-minded, critical thinker with effective communication skills.



WORKFORCE

Attract, develop, and retain a highly effective workforce.



RESOURCES

Ensure equitable allocation of human, fiscal, and material resources in support of equity and excellence for all.



COMMUNITY

Establish, strengthen, and sustain community partnerships to support students' engagement, success, and opportunities.



SAFETY & CLIMATE

Cultivate a safe, caring, and welcoming environment whereby the physical and social emotional needs of each student and member of the NPS workforce are valued.





STUDENT EXCELLENCE

Create authentic and culturally relevant learning experiences so that each student will be a creative, collaborative, civic-minded, critical thinker with effective communication skills.



OBJECTIVE 1

Ensure multi-levelled supports and evidence-based interventions are effectively and consistently implemented in every school to support each student's mastery of learning standards.

- **Strategy 1:** Provide resources and training to effectively implement culturally relevant curricula, instructional materials, and teaching practices.
- **Strategy 2:** Increase the focus on students being effective communicators and collaborators within and across all courses and content areas using technology and non-technology supports.

OBJECTIVE 2

Improve academic excellence for each student.

- **Strategy 1:** Implement effective literacy and mathematics instruction and interventions for students grades PreK-12 to ensure each student is prepared to meet or exceed learning standards across all content areas.

OBJECTIVE 3

Increase access and opportunities to diverse learning experiences for each student to promote growth and life readiness upon graduation.

- **Strategy 1:** Expand Pre-K opportunities for each child through the use of a mixed-income model.
- **Strategy 2:** Increase equitable opportunities for college and career preparation by providing additional access to programs such as, but not limited to, dual enrollment, workplace learning, career pathways, summer internships, specialty programs, and choice programs.

OBJECTIVE 4

Improve student outcomes during key academic transition years.

- **Strategy 1:** Provide support, tools, and programming for students and families to ease the transitions to school-aged programs, middle school, and high school.

MEASURES

1. Increase the percentage of students reading on grade level by the third grade as measured by the fall growth assessment.
2. Increase the percentage of schools meeting accreditation.
3. Increase the percentage of graduates meeting the requirements for College, Career, and Civic Readiness Indicator (CCCRI) by cohort.
4. Increase the percentage of students graduating on time using the four-year Virginia On-Time Graduation Rate.
5. Increase the percentage of students who pass an Advanced Placement (3 or higher) exam; pass an International Baccalaureate (4 or higher) exam; successfully complete a Dual Enrollment class (C or higher); or earn an industry certification by graduation.
6. Increase the percentage of IB students earning an IB diploma.
7. Increase the percentage of students passing reading SOL tests.
8. Increase the percentage of students passing mathematics SOL tests.
9. Increase the percentage of students passing science SOL tests.
10. Increase the percentage of students being promoted from grades 5 to 6, 8 to 9, and 9 to 10.
11. Increase the percentage of students entering kindergarten that are school ready.
12. Increase the percentage of students taking the PSAT.
13. Increase the percentage of students enrolled in and passing honors courses.
14. Increase the percentage of graduates who enroll in a post-secondary institution, enlist in the military, or are employed.

Data will be disaggregated by student subgroups with a focus on closing gaps.







WORKFORCE

Attract, develop, and retain a highly effective workforce.



OBJECTIVE 1

Create programs, partnerships, and incentives to attract and retain highly effective employees to NPS.

- **Strategy 1:** Develop and implement sustainable retention programs, services, and incentives for staff in hard-to-fill subjects, schools, and support staff roles.
- **Strategy 2:** Strategically recruit and develop school and division staff who meet the needs of each student served.
- **Strategy 3:** Develop a compensation plan that is regionally competitive

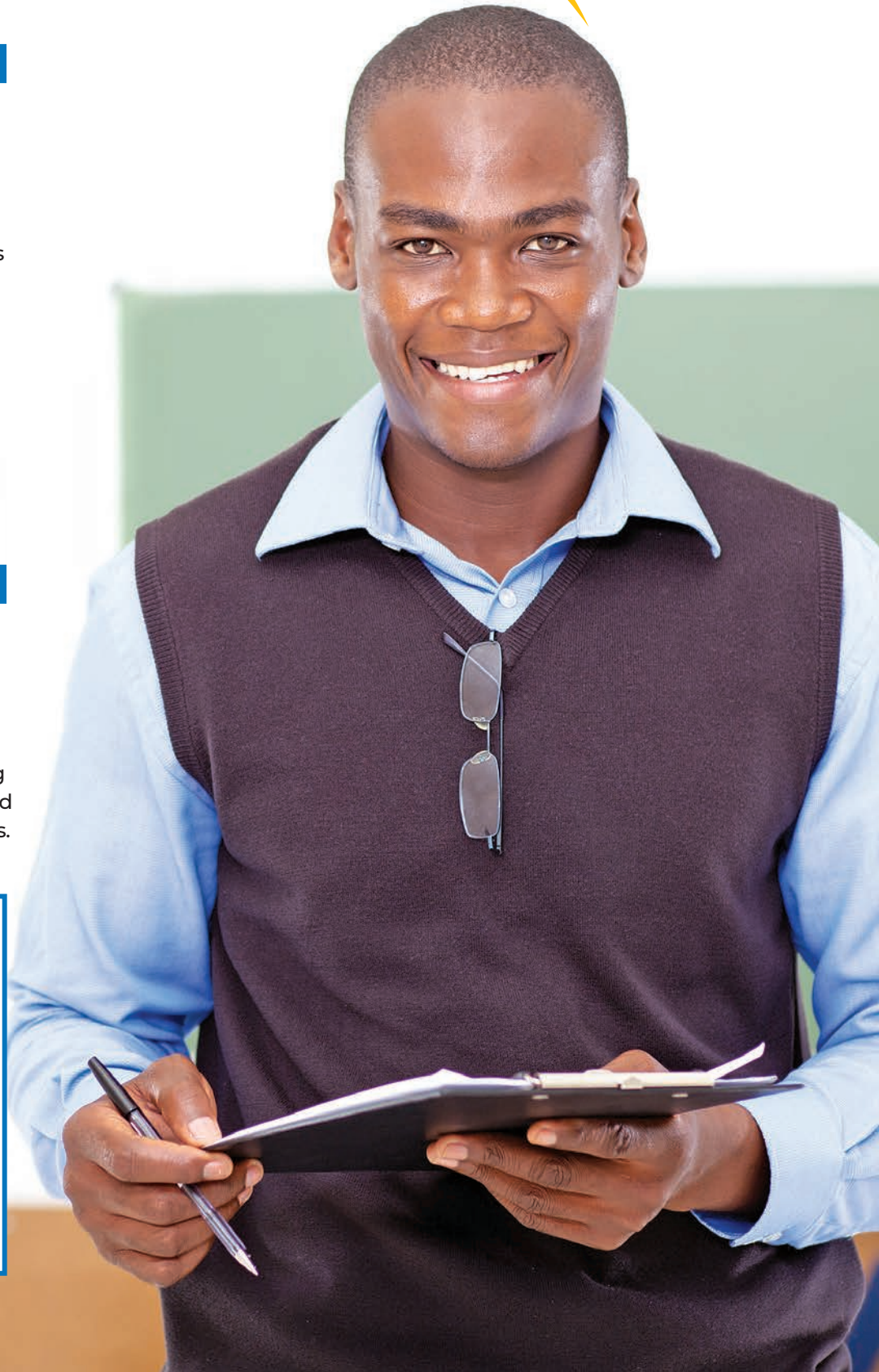
OBJECTIVE 2

Develop and implement a comprehensive professional development process that builds the capacity of all NPS employees.

- **Strategy 1:** Create and implement differentiated professional learning strands specific to instructional and non-instructional employee needs.

MEASURES

1. Increase the retention rate of teachers.
2. Increase the retention rate of staff.
3. Increase the retention rate of administrators.
4. Increase the percentage of teaching positions filled by the first day of school.
5. Increase the percentage of new hires offered contracts on or before July 1.
6. Increase the number of teachers and staff earning higher degrees, certifications, and/or endorsements.
7. Increase the percentage of employees who indicate that professional development activities support them in their current roles.





RESOURCES

Ensure equitable allocation of human, fiscal, and material resources in support of equity and excellence for all.



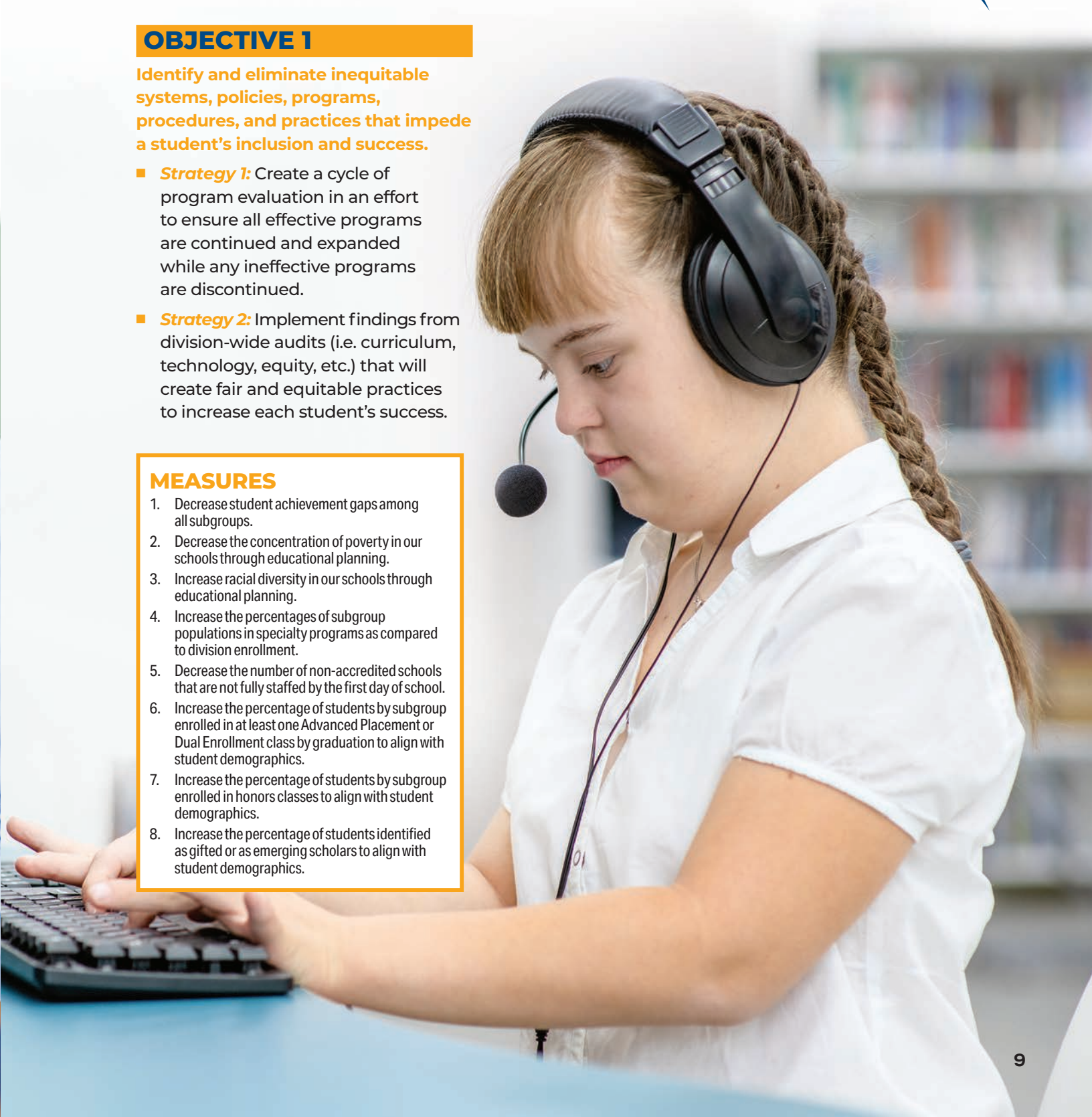
OBJECTIVE 1

Identify and eliminate inequitable systems, policies, programs, procedures, and practices that impede a student's inclusion and success.

- **Strategy 1:** Create a cycle of program evaluation in an effort to ensure all effective programs are continued and expanded while any ineffective programs are discontinued.
- **Strategy 2:** Implement findings from division-wide audits (i.e. curriculum, technology, equity, etc.) that will create fair and equitable practices to increase each student's success.

MEASURES

1. Decrease student achievement gaps among all subgroups.
2. Decrease the concentration of poverty in our schools through educational planning.
3. Increase racial diversity in our schools through educational planning.
4. Increase the percentages of subgroup populations in specialty programs as compared to division enrollment.
5. Decrease the number of non-accredited schools that are not fully staffed by the first day of school.
6. Increase the percentage of students by subgroup enrolled in at least one Advanced Placement or Dual Enrollment class by graduation to align with student demographics.
7. Increase the percentage of students by subgroup enrolled in honors classes to align with student demographics.
8. Increase the percentage of students identified as gifted or as emerging scholars to align with student demographics.





COMMUNITY

Establish, strengthen, and sustain community partnerships to support students' engagement, success, and opportunities.



OBJECTIVE 1

Increase trust amongst NPS stakeholders through timely and transparent communications regarding division-level decisions.

- **Strategy 1:** Increase stakeholder engagement through the development of internal and external advisory groups

to include parents/guardians, business leaders, community leaders, teachers, students, and staff members.

- **Strategy 2:** Ensure all stakeholders have knowledge of key information and decisions and have a clear process to provide input.

OBJECTIVE 2

Review and improve partnerships with external organizations to better meet the needs of each student.

- **Strategy 1:** Develop and implement an on-going, school-specific needs assessment and equitably align partnerships to address those needs.

MEASURES

1. Increase the number of school and community partnerships.
2. Increase the number of volunteer hours.
3. Increase the number of schools with active PTAs.
4. Increase the number of external stakeholders (community, business, higher education, faith-based) on division-level committees.
5. Increase the number of internal stakeholders (teachers, administration and staff) on division-level committees.
6. Increase the methods of outreach to stakeholders.





SAFETY & CLIMATE

Cultivate a safe, caring, and welcoming environment whereby the physical and social emotional needs of each student and member of the NPS workforce are valued.



OBJECTIVE 1

Nurture and sustain learning and work environments whereby different cultures, experiences, and voices are heard, valued, and respected.

- **Strategy 1:** Increase staff input on division-wide decisions that impact workload and responsibilities.

- **Strategy 2:** Expand opportunities for each student to actively participate in improving the climate and culture of the learning environment.

- **Strategy 1:** Expand behavioral services, interventions, and supports for students based on need.

- **Strategy 2:** Increase opportunities for physical activity.

- **Strategy 3:** Ensure safety protocols are consistently implemented across the division.

OBJECTIVE 2

Proactively support the physical, social and emotional needs of students.

MEASURES

1. Decrease the percentage of students chronically absent.
2. Decrease the percentage of students with referrals for disruption.
3. Increase the percentage of students with no disciplinary incidents.
4. Decrease the percentage of students receiving either long-term or short-term suspensions.
5. Decrease the percentage of Black students who are issued out-of-school suspensions as compared to all other racial groups.
6. Increase the number of teachers represented on school-level principal advisory committees.
7. Increase the number of students represented on school-level principal advisory committees.
8. Increase the implementation of Multi-Tiered Systems of Support activities.



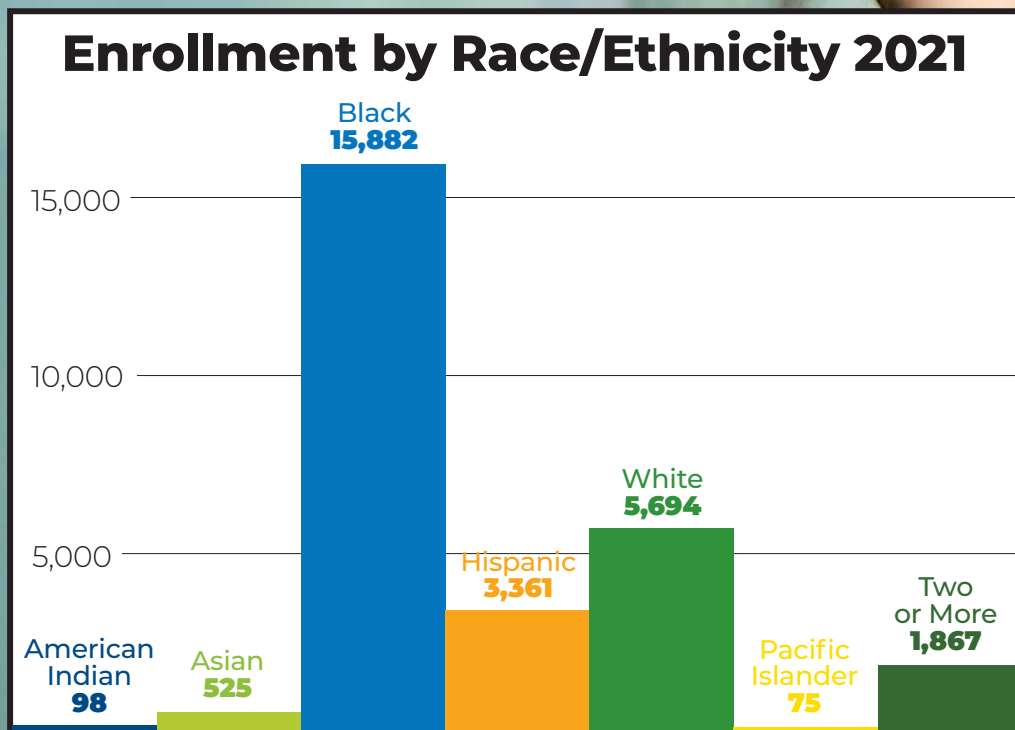
NORFOLK PUBLIC SCHOOLS BY THE NUMBERS



Norfolk Public Schools
The cornerstone of a proudly diverse community

27,478

Adobe Stock:
P.1 @Seventyfour
P.2-3 @Prostock-studio
P.6-7 @karelnoppe
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STUDENTS



(data from 2021-2022)



5,033

**active, full-time
EMPLOYEES**

**249
ADMINISTRATORS**

2,450

**SCHOOLS,
PROGRAMS,
CENTERS**

PK: 3

Elementary: 27

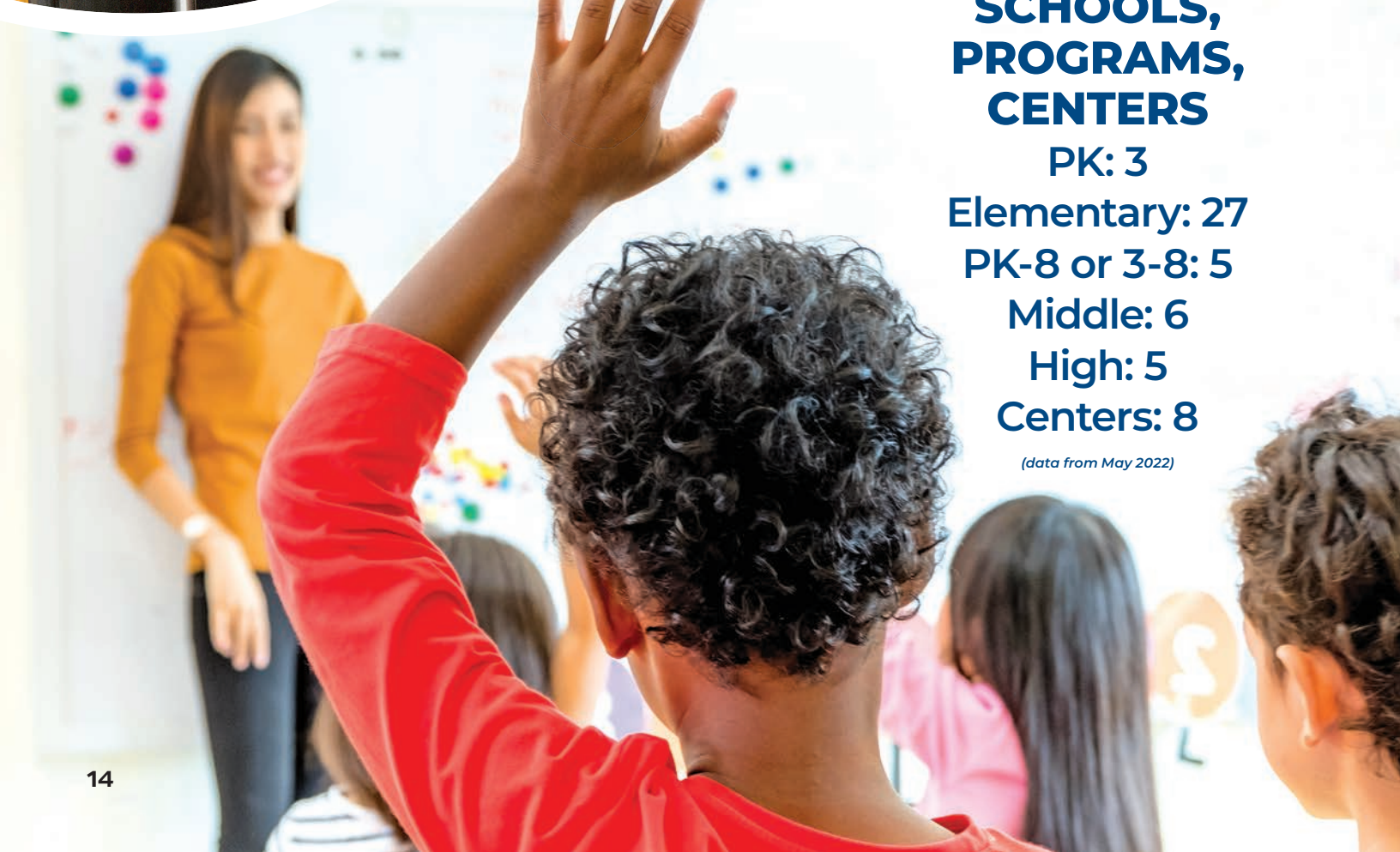
PK-8 or 3-8: 5

Middle: 6

High: 5

Centers: 8

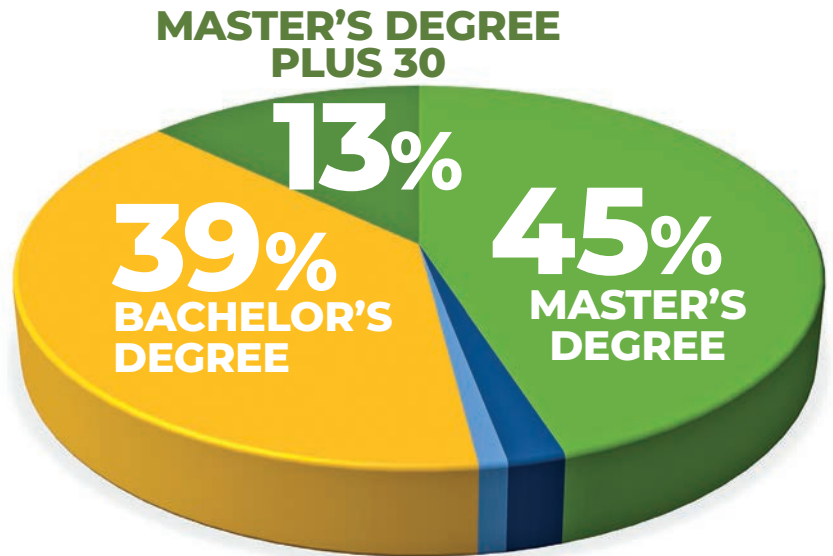
(data from May 2022)



Teacher Educational Attainment 2020-2021

- 45% (1,100) Master's Degree
- 39% (964) Bachelor's Degree
- 13% (309) Master's Degree Plus 30
- 2% (55) Doctoral Degree
- 1% (22) Other

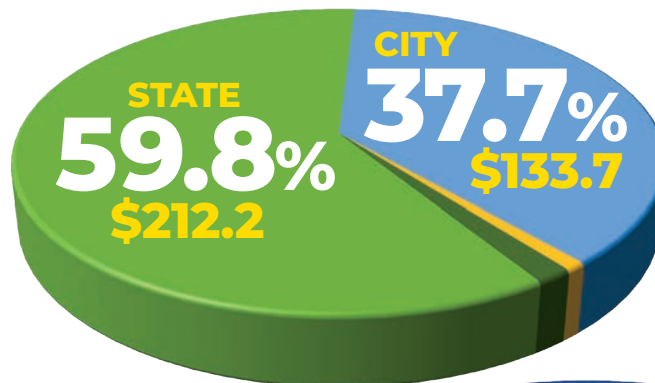
(data from 2021-2022)



TEACHERS

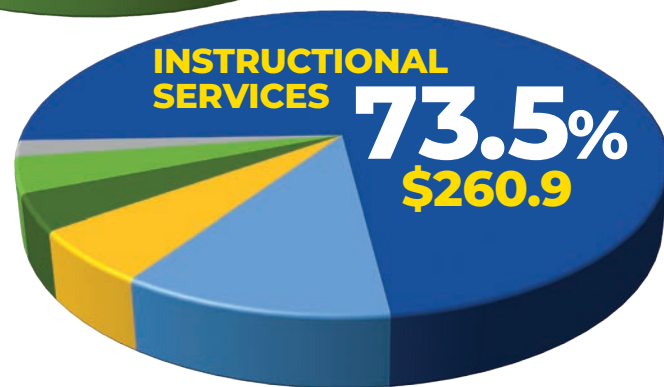
60% WITH AN ADVANCED DEGREE

Fiscal Year 2022 Revenue
\$354.9 MILLION



State \$212.2 (59.8%)
City \$133.7 (37.7%)
Federal \$5.7 (1.6%)
Other Local & Miscellaneous \$3.2 (0.9%)

Fiscal Year 2022 Expenditures by Major Category
\$ IN MILLIONS



Instructional Services \$260.9 (73.5%)
Administration, Attend & Health \$20.4 (5.7%)
Technology \$13.5 (3.8%)
Operations & Maintenance \$40.6 (11.4%)
Pupil Transportation \$13.5 (3.8%)
Facilities \$6.0 (1.7%)



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