

THE ROADMAP



TO STUDENT SUCCESS



#RCPS Proud

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From Our Superintendent



"I believe we must help our students connect the dots between their educational success and the life they envision for themselves. We want our students to graduate with a diploma AND a resume of rich skills and experiences that will benefit them on their college and career paths. This type of robust head-start benefits our community, as a new generation will be ready, willing, and more than capable of entering tomorrow's workforce."

- Dr. Verletta White

In 2022, the School Board adopted our strategic plan, The Roadmap to Student Success, to serve as our north star for ensuring every student meets their full potential in Roanoke City Public Schools (RCPS). Developed with input from our community, this plan outlined our shared vision and priorities to ensure every student graduates ready for the world that awaits them. From the beginning, our team designed a dynamic and evolving plan to align with the needs of our students and the goals of our community.

As we reach the midpoint of our 2022-2028 strategic plan, we have undertaken a comprehensive review, so it continues to meet our students' evolving needs and aligns with our goals. This reflection has led to several important updates. We have consolidated the original seven pathways into five to complement one another and sharpen our focus. We merged Early Literacy, Academics, and Post-Secondary Success into a single, comprehensive pathway, emphasizing a seamless learning experience from early childhood through high school graduation and beyond.

These refinements also strengthen our focus on student well-being by expanding mental health supports so every student feels a sense of community. We continue to prioritize strong community engagement, reinforcing partnerships with families, local businesses, and community organizations to create greater opportunities for students. At the same time, we will maximize our resources in service of student success. Recruiting and retaining the best educators and staff remains a top priority for RCPS. We are committed to attracting, retaining, and developing a highly skilled workforce dedicated to delivering exceptional education.

These updates reflect our commitment to providing all students with a high-quality educational program that empowers them to meet their full potential. RCPS is moving forward with a clear and unified vision, ensuring that every student graduates with both a diploma and a resume that will benefit them for a lifetime. By working together, we will continue to build a strong foundation for the future of our students and our community.

These updates are by the community, for the community. We are grateful to our students, families, staff, and community partners who took the time to share valuable feedback, helping us ensure these updates meet the needs of our students. Thank you for your continued advocacy and support of Roanoke City Public Schools!

Our Context



Roanoke is a city on the rise — and Roanoke City Public Schools (RCPS) is growing, too. With nearly 100,000 residents, Roanoke is a community full of energy, ideas, and opportunities. It's a place where diversity is celebrated and where people come together to support each other.

That spirit of community is at the heart of everything we do in RCPS. We believe every student deserves a learning experience that values who they are and prepares them for where they want to go in life. That means meeting students where they are academically, socially, and psychologically; providing necessary support; teaching them effectively; and opening doors to what's next.

Since the School Board adopted the Roadmap to Student Success in 2022, we have made major changes and realized several accomplishments to support our students and families. We have doubled our seat capacity for Career & Technical Education (CTE) and enhanced our focus on workforce development by opening the new Charles W. Day Technical Education Center. We have established the Community Empowerment Center at Booker T. Washington to provide our families and community with a one-stop-shop welcome and resource center. We have also opened the William B. Robertson Administration Building, which was not only secured to create space for these new programs but also to ensure greater operational and organizational efficiency and performance.

We have also reduced the number of elementary students identified as "high-risk" for potentially developing reading difficulties and decreased the number of out-of-school suspensions and chronic absenteeism. At the same time, we have maintained our high graduation rate and ensured that our students stay safe as they stay connected to their schools through robust before, during, and after-school programming.

This update to our 2022-2028 Strategic Plan builds on our progress. It is focused, student-centered, and ready for what's ahead. Learn more about these revisions on pages 6 and 7.

RCPS Fast Facts*

- Elementary Schools: 17
- Middle Schools: 5
- High Schools: 2
- Programs: 5
- Number of students: 14,272
- Total Staff: 2,302
- Students with disabilities: 2,772
- English Learners: 2,244
- Gifted Students: 723

* As of March 2025

Plan Reorganization & Revisions



As noted in the original Roadmap to Student Success published in 2022, Roanoke City Public Schools monitors our strategic plan progress every two years. The revised plan is intended to be more user-friendly and actionable.

This revised RCPS Strategic Plan (2022–2028) keeps its core focus areas from the original version and introduces an easy-to-understand structure, adding clarity through new framing elements.

Key Revisions and Structural Improvements

1. Pathway Summaries Up Front

What’s new: A succinct, one-paragraph summary of each of the five strategic pathways now appears at the beginning of the plan and again at the start of each pathway section.

Why it matters: These summaries give readers a quick overview of each pathway’s focus and intended impact, which makes it easier to understand.

2. Relevance Statements for Each Goal

What’s new: Each goal within the five pathways now includes a clear, one-sentence relevance statement that explains why the goal matters in the context of K–12 education.

Why it matters: These statements help ground each goal in real-world needs, increasing transparency and

alignment with community expectations.

3. Consistent Formatting of Goals, Objectives, and Strategies

What’s improved: Each pathway now follows a new structure:

- Goal statement
- Objective(s)
- Performance targets
- Strategies

Why it matters: This uniform layout makes the plan easier to follow and implement, allowing RCPS staff and stakeholders to locate information quickly.

4. Simplicity, Alignment, and Accountability

The language throughout the plan has been revised to improve clarity and reduce jargon, strengthening the logical flow of each pathway and sharpening the focus on outcomes.

Why it matters: The Roadmap to Student Success is by RCPS, for RCPS. Clear, accessible language ensures that everyone who reads the plan can easily understand our goals.

How to Read the Revised Plan

1. Start with the Pathway Overview (p. 9)

Get a high-level overview of the five strategic focus areas and a snapshot of where the division is headed.

2. Use the Goal and Relevance Statements at the Start of Each Pathway Section

Each goal is introduced with a brief explanation of why it matters. This is helpful for both internal planning and public understanding.

3. Follow Each Pathway’s Logical Progression

Within each pathway, information flows from:

Goal ⇄ Objective(s) ⇄ Performance Targets ⇄ Strategies.

This structure allows readers to trace each big-picture idea down to the actionable steps being taken to achieve the goals and objectives.

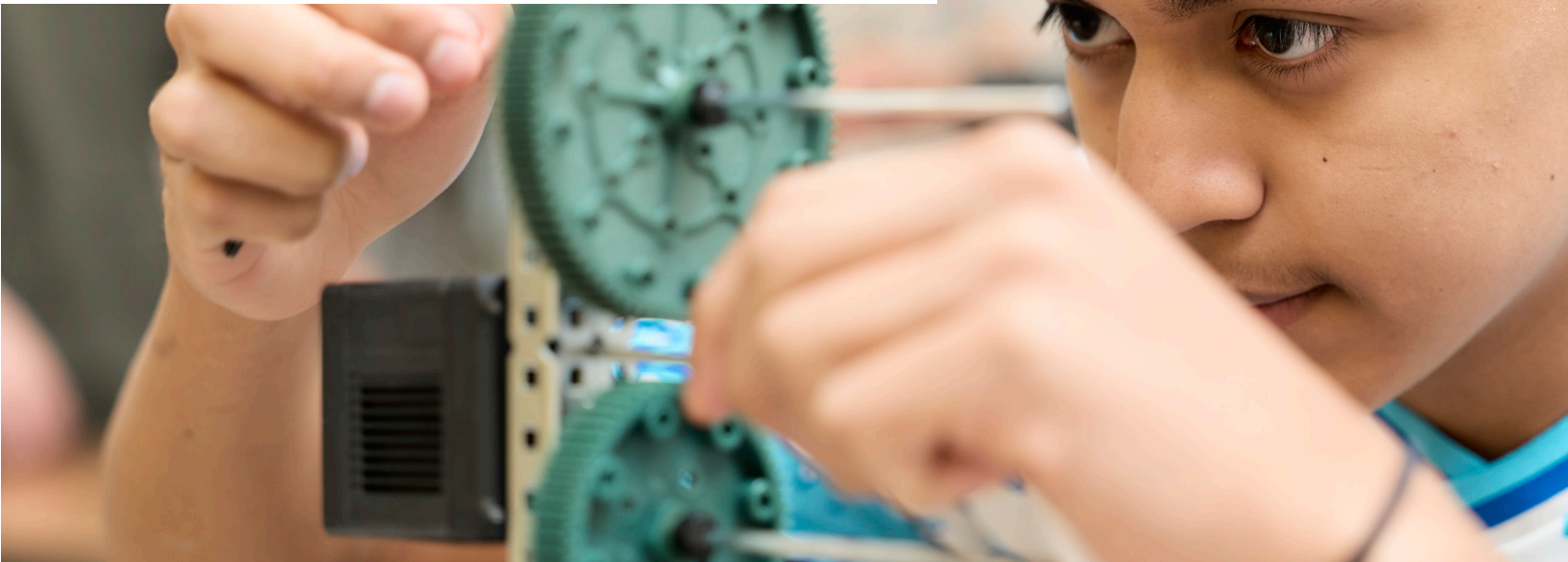
4. Look for Measurable Commitments

The Performance Targets indicate what success looks like by 2028 and allow for accountability over time.

5. Explore the Strategies for Implementation Details

The example strategies highlight some of the specific actions and initiatives the division is using to meet its objectives but are not intended to be an exhaustive list.

Plan Structure



Portrait of a Graduate



In RCPS, we aspire to have graduates who are . . .

Innovative

- Approach challenges with a growth mindset
- Nurture their curiosity and creativity
- Are open-minded and responsive to new and different perspectives

Resilient

- Adapt to evolving job opportunities in a changing world
- Think critically and collaboratively to solve complex problems
- Persevere to reach their maximum potential

Dedicated

- Lead by example and with integrity
- Contribute to their communities and on a global scale in meaningful ways
- Authentically engage with others and always seek to find understanding

Empowered

- Informed and knowledgeable
- Can imagine a life they envision for themselves
- Inspire others to act
- Possess all the tools needed to achieve their dreams

A Portrait of a Graduate represents the skills or traits that Roanoke City Public Schools envisions in every student who graduates from our school division. It includes a combination of the hopes and dreams the community has for graduates along with the skills and mindsets students need for success in this rapidly changing, complex world.

Pathway Overview

Pathway 1: Academics & Post-Secondary Success

Focuses on literacy, academic growth, and mastery to ensure all students graduate with a diploma and a resume of skills and experiences that position them for future success.

Pathway 2: Overall Well-Being and Sense of Community

Focuses on supporting students' overall well-being by fostering environments where every student feels valued, and by encouraging engagement in activities that promote personal growth and a strong sense of community.

Pathway 3: Communication and Community Engagement

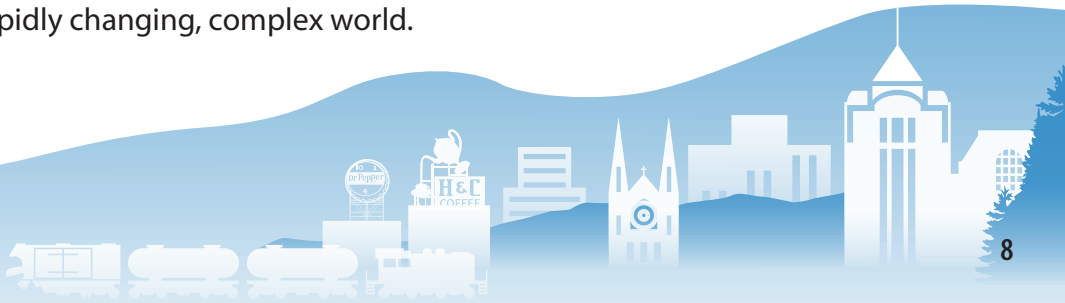
Focuses on maintaining community trust through timely, transparent communication, and strengthening collaboration with families, staff, and community partners to build a united and empowered school community.

Pathway 4: Recruitment, Retention, and Professional Growth

Focuses on attracting and hiring a talented workforce, retaining staff through meaningful recognition and support, and investing in professional learning opportunities aligned with employee needs and division priorities.

Pathway 5: Operations

Focuses on managing fiscal, human, and capital resources responsibly, maintaining safe learning environments, promoting sustainability and innovation, and ensuring transparency and accountability.



Pathway 1:
**Academic & Post-Secondary
Success**

Overview: Academic and Post-Secondary Success focuses on literacy, academic growth, and mastery to ensure all students graduate with a diploma and a resume of skills and experiences that position them for future success.



Goal 1a: Literacy

All students will become successful readers, writers, and critical thinkers.
Literacy is the foundation for all academic success, empowering students to think critically, communicate effectively, and access future opportunities.

Goal 1b: Growth and Mastery

All students will demonstrate high academic growth and achievement.
Prioritizing growth and mastery ensures all students achieve at high levels, regardless of their starting point.

Goal 1c: Graduation

All students will graduate on time with a portfolio of academic and career readiness skills.
Graduating on time with academic and career skills opens doors to postsecondary education, employment, and lifelong success.

Goal 1a: Literacy

All students will become successful readers, writers, and critical thinkers.

Objective 1a.1 Early Literacy

Ensure all students attain essential early literacy skills by the end of third grade.



Performance Targets

- Fewer than 10% of second graders will be identified as being at high risk for developing reading difficulties based on the annual administration of the Virginia Language & Literacy Screening System (VALLSS) assessment.
- At least 80% of third graders will score proficient or above on the spring 2028 Virginia Standards of Learning (SOL) reading assessment.

Strategies

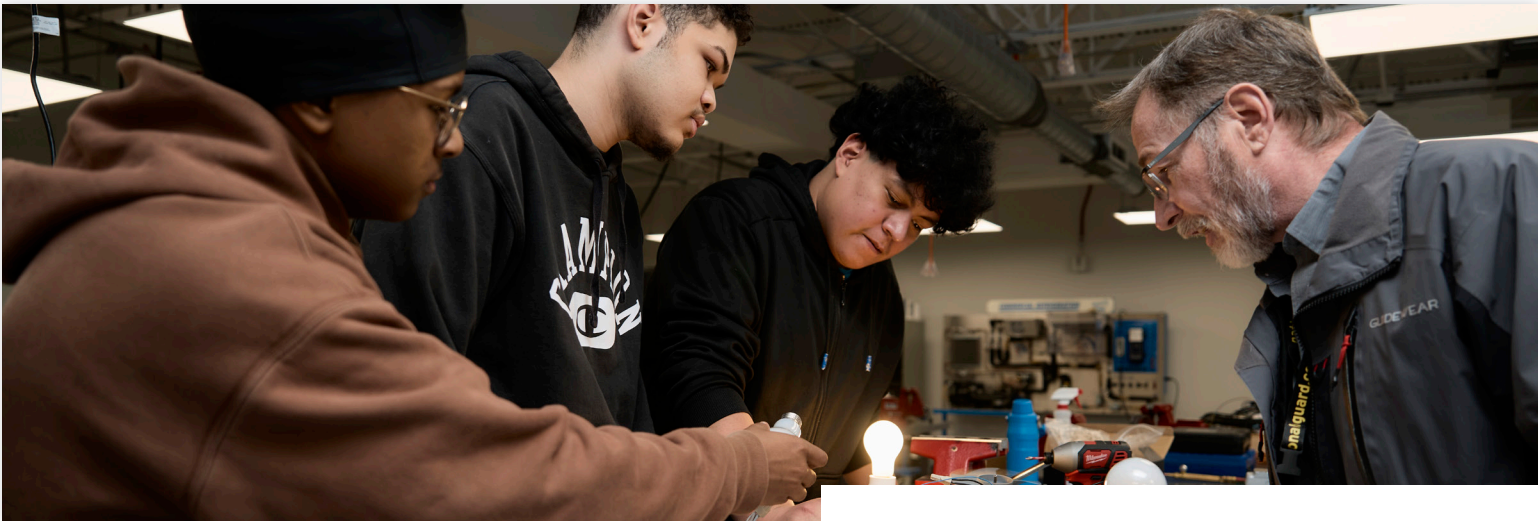
- Train all instructional personnel on the effective implementation of evidence-based literacy instruction using high-quality instructional materials, as required by the Virginia Literacy Act.
- Ensure that all students receive evidence-based Tier 1 instruction using high-quality instructional materials.
- Create an individualized reading plan for providing targeted interventions to address reading deficiencies for all students identified as high-risk based on the VALLSS assessment.

Goal 1b: Growth & Mastery

All students will demonstrate high academic growth and achievement.

Objective 1b.1 Academic Performance

Accelerate growth and elevate academic achievement for every student.



Performance Targets

- At least 80% of students in each grade band (elementary, middle, and high school) will score proficient or above on the spring 2028 Virginia SOL reading and mathematics assessments.
- Meet or exceed expected annual growth in grades 2-8 on the division’s selected reading and mathematics growth assessments.

Strategies

- Implement intentionally designed Tier 1 instruction that aligns the written, taught, and tested curriculum.
- Use formative and summative assessment data to inform instruction and provide timely interventions.
- Evaluate program outcomes through classroom observations, division debriefs, and teacher feedback.
- Provide opportunities for students to set goals, reflect on their progress, and take ownership of their learning.
- Invest in technology and instructional materials that support effective teaching and learning.

Goal 1b: Growth & Mastery

Continued

Objective 1b.2 Closing Achievement Gaps

Eliminate the disparities in academic performance between student groups.



Performance Targets

- Reduce division-level achievement gaps for all student reporting groups by at least 50% on the spring 2028 Virginia SOL reading and mathematics assessments.

Strategies

- Implement differentiated instruction to ensure all students receive the appropriate level of challenge and support.
- Provide targeted support to newly arrived and lower proficiency EL, LTEL, and SLIFE students through explicit language instruction in all content areas.
- Intentionally allocate resources to meet the needs of all students.
- Strengthen partnerships with families and communities to support student learning.

Goal 1c: Graduation

All students will graduate on time with a portfolio of academic and career readiness skills.

Objective 1c.1 On-Time Graduation

Increase the on-time graduation rate overall and for each student group.



Performance Targets

- 🌟 Increase the on-time graduation rate for all students to at least 93% by 2028 and 100% by 2030.
- 🌟 Reduce gaps in on-time graduation rates for all student reporting groups by 50% by spring 2028.

Strategies

- Implement an early identification system that utilizes student data to monitor cohort progress.
- Provide access to credit recovery, alternative programs, and specialized pathways based on individual student needs.

Goal 1c: Graduation

Continued

Objective 1c.2 Readiness

Ensure all students graduate high school ready for enrollment, employment, and/or enlistment.



Performance Targets

- 🌟 Update academic and career plans annually for 100% of students in grades 6-12.

Strategies

- Provide student-centered supports to increase access, enrollment, and achievement in dual enrollment and Advanced Placement courses.
- Provide student-centered supports to increase access, enrollment, and completion of CTE programs in industry-recognized, high-demand fields.
- Grow community partnerships to increase work-based learning opportunities.
- Expand administration of the Armed Services Vocational Aptitude Battery (ASVAB) test.

Pathway 2:

Overall Well-Being & Sense of Community

Overview: Overall Well-Being and Sense of Community focuses on supporting students’ overall well-being by fostering environments where every student feels valued, and by encouraging engagement in activities that promote personal growth and a strong sense of community.



Goal 2: Safe & Nurturing Environment

RCPS will cultivate a nurturing school environment that promotes students’ well-being and sense of community.
A nurturing, inclusive environment helps every student thrive socially, emotionally, and academically.

Goal 2: Safe & Nurturing Environment

RCPS will cultivate a nurturing school environment that promotes students’ well-being and sense of community.

Objective 2.1 Overall Well-Being

Support mental health and promote emotional and physical well-being.



Strategies

- Provide comprehensive services, resources, and support to promote mental health.
- Implement workshops and programs that support growth in emotional resilience and stress management.
- Establish open communication channels for students to discuss mental health concerns.
- Implement well-being programs and increase the use of trauma-informed practices.
- Conduct annual school climate and perception surveys for students.
- Research and establish processes for implementing self-regulation and MTSS practices, and for monitoring their effectiveness.
- Create and maintain spaces for physical activity opportunities as well as organized sports.

Performance Targets

- Increase the sense of safety and support as reported on the Virginia School Survey.

Goal 2: Safe & Nurturing Environment

Continued

Objective 2.2 Sense of Community

Foster a culture of respect and supportive social connections.



Performance Targets

- Reduce out-of-school suspension rates for all students and student reporting groups.
- Reduce the number of chronically absent students.

Strategies

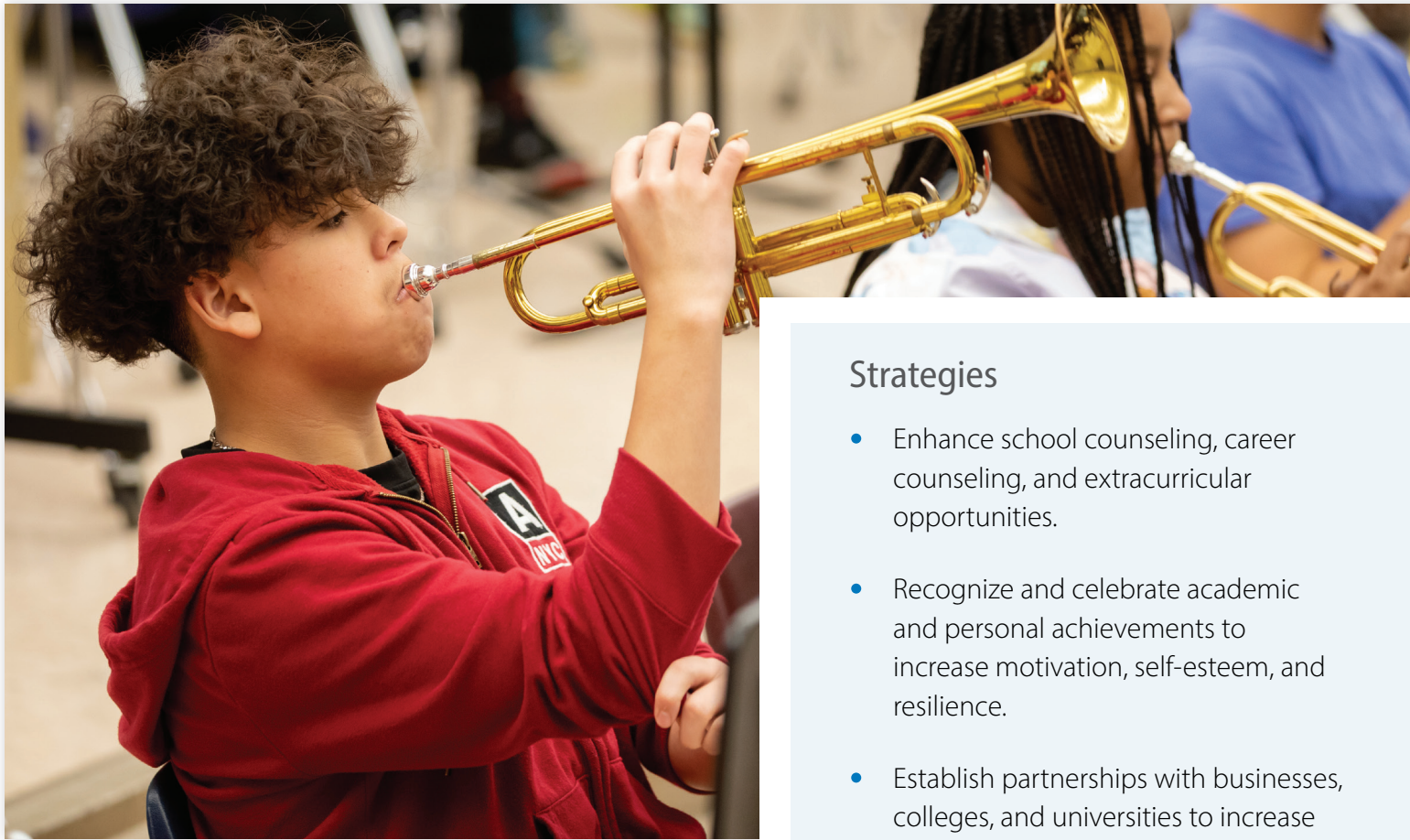
- Actively confront bullying and interpersonal conflict by applying clear, consistent, and developmentally appropriate discipline and consequences to promote accountability, restore relationships, and build safe, respectful school cultures.
- Invest in positive, preventative, and proactive discipline practices (e.g., Multi-Tiered System of Supports (MTSS), Positive Behavioral Interventions and Supports (PBIS), and restorative practices).
- Organize welcoming events, clubs, and activities that encourage social interaction and teamwork.
- Provide avenues for students to share their voices, express their needs, and contribute to decision-making processes that affect their learning environment.

Goal 2: Safe & Nurturing Environment

Continued

Objective 2.3 Well-Rounded Students

Nurture personal and academic development and encourage exploration of interests through involvement in school activities.



Performance Targets

- Increase participation in the arts.
- Increase participation in extracurricular activities.

Strategies

- Enhance school counseling, career counseling, and extracurricular opportunities.
- Recognize and celebrate academic and personal achievements to increase motivation, self-esteem, and resilience.
- Establish partnerships with businesses, colleges, and universities to increase opportunities for students and provide students with information about post-secondary opportunities.
- Continue to integrate responsive practices to create a personalized learning experience for every student.
- Continue to strengthen and sustain elementary and secondary arts programs.

Pathway 3:

Communications & Community Engagement

Overview: Communications and Community Engagement focuses on maintaining community trust through timely, transparent communication, and strengthening collaboration with families, staff, and community partners to build a united and empowered school community.



Goal 3a: Communications

RCPS will communicate openly and effectively with our students, families, and community. *Clear communication builds trust, keeps families informed, and supports collaboration throughout the school community.*

Goal 3b: Community Engagement

RCPS will sustain strong relationships with our community to support student success and increase shared ownership in the work of the school division. *Meaningful engagement with families and community partners improves student outcomes while strengthening our schools and community.*

Goal 3a: Communications

RCPS will communicate transparently and effectively with our students, families, staff, and community.

Objective 3a.1 Outreach and Open Communication

Reach stakeholders effectively with timely, accurate, and transparent communication across all platforms.



Strategies

- Develop and maintain a contact database for community members in addition to existing student, family, and staff databases.
- Use multiple communication platforms to reach stakeholders, including digital, print, and in-person outreach.
- Monitor and evaluate reach metrics through quarterly reports to identify areas for improvement.
- Strengthen language assistance services for families and the community.
- Encourage the use of online tools for the completion of enrollment and back-to-school forms.
- Continue monitoring division and community concerns through the Constituent Services & Government Relations Office (CSGRO), and follow the International Ombuds Association standards.
- Promote CSGRO services to stakeholders and provide quarterly reports to the Board.

Performance Targets

- 🌈 Increase the average number of daily users reached across RCPS social media and website platforms to 20,000 by spring 2028.
- 🌈 Reduce the number of incorrect phone numbers and email addresses in the mass notification system to a maximum of 2% by spring 2028.
- 🌈 Increase the percentage of family accounts with email addresses to 70% by spring 2028.

Goal 3b: Community Engagement

RCPS will sustain strong relationships with our community to support student success and increase shared ownership in the work of the school division.

Objective 3b.1 Community Voice and Partnership

Provide regular opportunities for students, families, staff, and community members to collaborate, provide input, and help guide the work of our schools.



Performance Targets

- Establish and sustain the Community Empowerment Center at Booker T. Washington.
- Increase participation in engagement activities by 10% annually.
- Publish an annual summary highlighting how community input and investment shaped school division priorities and decisions and supported initiatives.

Strategies

- Host annual division-wide membership drives to increase PTA membership.
- Solicit stakeholder feedback through surveys, focus groups, town halls, and structured opportunities for input in all major division initiatives.
- Develop a system for tracking and acknowledging community contributions through newsletters, social media, and events.
- Ensure all major division initiatives include structured opportunities for community input.
- Engage elected officials through annual advocacy efforts, structured events, creation of legislative priorities, and participation during General Assembly sessions.
- Partner with local businesses and organizations and support the Roanoke City Public Schools Education Foundation to secure in-kind and financial support for division initiatives.



Pathway 4: Recruitment, Retention, & Professional Growth

Overview: Recruitment, Retention, and Professional Growth focuses on attracting and hiring a talented workforce, retaining staff through meaningful recognition and support, and investing in professional learning opportunities aligned with employee needs and division priorities.



Goal 4a: Recruitment

RCPS will proactively recruit and hire a highly effective workforce.

Attracting a talented workforce ensures students learn from skilled educators who reflect and understand their community.

Goal 4b: Retention

RCPS will retain employees by fostering a rewarding work environment and providing competitive compensation and benefits.

Retaining great staff through a positive work environment and competitive compensation strengthens our schools and ensures that students benefit from consistent, effective instruction..

Goal 4c: Professional Growth

RCPS will facilitate professional growth opportunities for all employees.

Investing in ongoing professional learning helps employees refine their skills and grow as professionals and leaders.

Goal 4a: Recruitment

RCPS will proactively recruit and hire a highly effective workforce.

Objective 4a.1 Proactive Recruitment

Enhance outreach and engagement efforts to attract high-quality candidates.



Performance Targets

- 🌸 Increase the number of qualified applicants for open positions.

Strategies

- Implement and optimize recruitment software to automate and streamline the hiring process.
- Use software tools to enhance communication with candidates throughout the recruitment process.
- Provide timely updates and personalized interactions.
- Develop a standardized process for giving feedback to candidates during the recruitment process.
- Ensure that the feedback is constructive, timely, and helps candidates understand their strengths as well as areas for improvement.

Goal 4a: Recruitment

Continued

Objective 4a.2 Effective Hiring

Facilitate a timely and positive hiring process.



Performance Targets

- Reduce the average time to fill positions.

Strategies

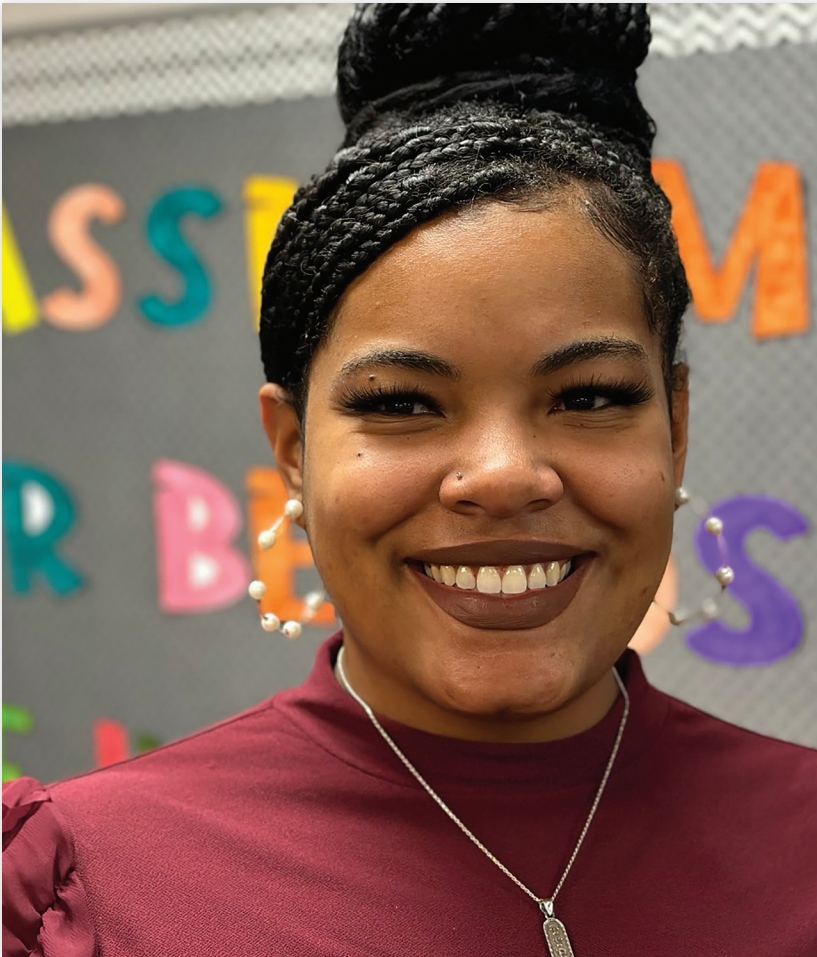
- Streamline the application and hiring process.
- Maintain regular communication with candidates throughout the hiring process.
- Enhance job descriptions.
- Offer competitive compensation packages.

Goal 4b: Retention

RCPS will retain employees by fostering a rewarding work environment and providing competitive compensation and benefits.

Objective 4b.1 Rewarding Environment

Foster a collaborative and supportive work environment where employees feel valued, engaged, and secure.



Performance Targets

- Improve overall retention rates by 15% by spring 2027.

Strategies

- Implement regular channels for open communication between employees and leadership.
- Provide timely updates and transparent information about organizational changes and initiatives.
- Develop a recognition program to celebrate employee achievements and milestones.
- Provide incentives and rewards for outstanding performance and contributions.
- Provide resources and support for employee well-being, such as wellness programs and mental health services.

Goal 4b: Retention

Continued

Objective 4b.2 Compensation and Benefits

Provide competitive compensation and benefit packages.



Performance Targets

- Achieve a 90% satisfaction rate in employee surveys regarding compensation and benefits.

Strategies

- Conduct regular market analyses to ensure compensation and benefits are competitive.
- Offer comprehensive benefits packages tailored to employees' needs.

Goal 4c: Professional Growth

RCPS will facilitate professional growth opportunities for all employees.

Objective 4c.1 Facilitate Growth

Enhance employee knowledge, skills, and success through professional learning opportunities aligned with division priorities and employee needs.



Performance Targets

- At least 75% of professional learning participants will indicate that the experience contributed to their personal or professional growth, as measured by post-session surveys.

Strategies

- Conduct needs assessments to identify specific professional growth needs across different roles.
- Offer in-person sessions, online courses, self-paced courses, mentoring, and on-the-job training to accommodate different learning styles and schedules.
- Evaluate the impact of growth opportunities through program evaluations, student data, and other data sources.
- Foster innovation by aligning with best practices, research-based methods, technologies, and division priorities.
- Support career advancement and growth opportunities.
- Continue to advance mentoring programs and leadership development.
- Integrate the SEL 3 Signature Practices into professional learning offerings to foster a supportive environment and build social and emotional competencies.
- Ensure professional learning sessions and practices are accessible and meet the learning needs of employees.
- Apply adult learning principles to enhance the effectiveness of professional learning experiences.

Pathway 5: Operations

Overview: Focuses on managing fiscal, human, and capital resources responsibly, maintaining safe learning environments, promoting sustainability and innovation, and ensuring transparency and accountability.



Goal 5: Stewardship

RCPS will responsibly manage our fiscal, human, capital, and environmental resources through ethical governance practices.

Responsible resource management ensures safe, sustainable operations and access to high-quality learning environments for all students..

Goal 5: Stewardship

RCPS will responsibly manage our fiscal, human, capital, and environmental resources through ethical governance practices.

Objective 5.1 Fiscal and Environmental Stewardship

Use resources responsibly and efficiently to reduce waste and increase sustainability.



Strategies

- Reduce waste production across all RCPS facilities through comprehensive recycling programs.
- Coordinate the use of funding across state, local, federal, and private sources to maximize efficiency and effectiveness.
- Utilize Virginia Public School Authority (VPSA) and recycle funds to update student devices and old technology infrastructure throughout the division.
- Utilize FCC and State grant awards to implement new cybersecurity technologies and enhance current technologies.
- Integrate input and feedback from all relevant stakeholders to create general operating and grant-funded budgets that align with and address student needs.

Performance Targets

- Reduce energy consumption by spring 2028.
- Increase renewable energy use by spring 2028.
- Maintain recycling programs at 100% of RCPS facilities.

Goal 5: Stewardship

Continued

Objective 5.2 Social Responsibility

Provide access to safe, healthy, and secure facilities and resources while fostering strong community ties.



Strategies

- Maintain reliable infrastructure to support positive learning and working environments for students and staff.
- Enhance accessibility of all school facilities for students, staff, and the community.
- Promote and encourage the safe and ethical use of existing and emerging technologies, such as artificial intelligence (AI), biometrics, and software as a service.
- Provide parents with resources to support student learning, internet safety, and data security.
- Establish mentorship programs for underrepresented groups.
- Present at least three safety (or technology-related) presentations during 21st Century Afterschool program and community engagement events.
- Document participation rates in mentorship programs demonstrating increases annually as appropriate.
- Add information to the main website regarding parent tools.

Performance Targets

- Maintain or enhance Americans with Disabilities Act (ADA) compliance at 100% of RCPS facilities.
- Decrease safety-related incidents in RCPS facilities.
- 100% of staff will successfully complete required annual safety training.
- Implement the division plan for generative artificial intelligence (AI) by spring 2026.

Goal 5: Stewardship

Continued

Objective 5.3 Ethical Governance

Lead with transparency and accountability.



Strategies

- Maintain compliance with ethical governance policies and conduct annual audits.
- Increase stakeholder engagement in decision-making processes.
- Enhance information security and cybersecurity measures to protect student and staff data privacy.
- Enhance training opportunities and availability across the division focused on fraud prevention and financial regulations, policies, and procedures.
- Implement an identity, access, analytics, cybersecurity, and single sign-on software solution for staff and student use.
- Ensure that all audit findings or recommendations are actionable and lead to measurable improvements within six months of the audit report issuance.

Performance Targets

- Complete 100% of planned financial audits within the fiscal year, finalizing and issuing audit reports to meet city and Auditor of Public Accounts (APA) timelines.
- 100% of staff will successfully complete required annual training on fraud prevention, ethics, and financial regulations, policies, and procedures.
- Earn the Trusted Learning Environment Seal (TLE Seal) from the Consortium for School Networking by spring 2027.

Roanoke City School Board



School Board Members

Pictured from Left to Right:

- Christopher T. Link
- Deidre E. Trigg
- Eli C. S. Jamison, Ph.D., Chair
- Franny Apel, Vice Chair
- Michael L. Cherry, II
- Joyce W. Watkins
- Auraliz C. Quintana

School Board Priorities

The priorities of the Roanoke City School Board are reflected in The Roadmap to Student Success Strategic Plan and serve as the governing framework for the school system.

The priorities are:

- Achieve academic excellence for all students.
- Ensure the safest schools for our students and staff.
- Attract, train, and retain the best staff for our urban division.
- Ensure efficient use, maintenance, and improvement of the division’s facilities and infrastructure.
- Enhance arts, athletics, and extracurricular activities.

Strategic Plan Timeline



Glossary of Terms

Academic and Career Plan Portfolio (ACPP): A personalized student plan that outlines academic and career goals, course selections, and milestones starting in middle school.

Achievement Gap: The disparity in academic performance between groups of students, often defined by race, income, language, or disability status.

Advanced Placement (AP): College-level courses and exams offered in high school that can lead to college credit or advanced placement in college coursework.

Armed Services Vocational Aptitude Battery (ASVAB): A career exploration and aptitude test often used to identify suitable job paths in both civilian and military careers.

Average Daily Users: A metric indicating the average number of unique users accessing a specific platform or service each day.

Biometrics: Biological measurements—like fingerprints or facial recognition—used for security or identification in technology systems.

Chronic Absenteeism: When a student misses 10% or more of school days in a year, regardless of whether absences are excused or unexcused.

Constituent Services Officer: A staff member who serves as a confidential and impartial liaison between the school division and the public, helping address questions, concerns, and feedback.

Career and Technical Education (CTE): Programs that provide students with academic and technical skills for specific careers or further education.

Differentiated Instruction: Instruction tailored to meet individual student needs based on readiness, interests, and learning profiles.

Dual Enrollment: A program that allows high school students to take college-level courses and earn both high school and college credit simultaneously.

Early Identification System: A tool or process for detecting students who may need academic, behavioral, or emotional support as early as possible.

Ethical Governance: Leadership and decision-making practices that prioritize transparency, fairness, accountability, and the public good.

Formative Assessment: Ongoing checks for understanding during instruction that help guide teaching and learning adjustments in real time.

Glossary

Continued

Generative AI: Artificial intelligence that can create content such as text, images, or code, often used to enhance productivity and learning.

Growth Assessment: A type of standardized test that measures a student’s academic progress over time rather than just achievement at a single point.

Language Assistance Services: Supports provided to ensure meaningful access to education for English learners, such as interpretation and translation services.

Multi-Tiered System of Supports (MTSS): A framework that provides varying levels of academic, behavioral, and social-emotional support to all students based on their needs.

On-Time Graduation Rate: The percentage of students who graduate high school within four years of starting ninth grade.

Restorative Programming: Disciplinary practices that focus on repairing harm and restoring relationships rather than simply punishing behavior.

Social and Emotional Learning (SEL): An educational approach that fosters skills in self-awareness, self-management, social awareness, relationship building, and decision-making.

Standards of Learning (SOL): Virginia’s statewide assessments that measure student achievement in core academic areas like reading, math, and science.

Summative Assessment: An evaluation at the end of an instructional period to measure student mastery of specific content or skills.

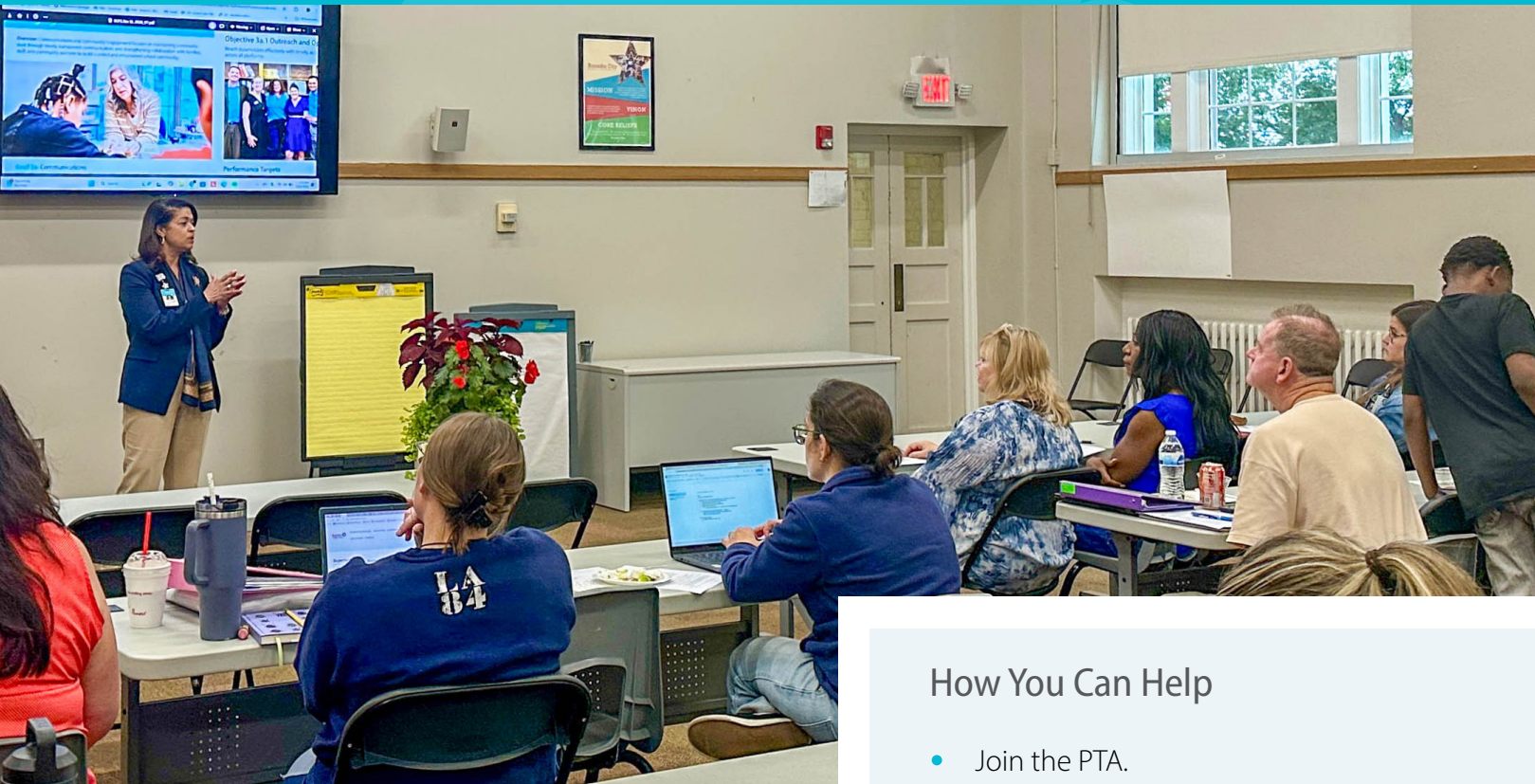
Tier I Instruction: High-quality, evidence-based core instruction provided to all students in the general education setting.

Trusted Learning Environment Seal: A national certification that recognizes school systems for implementing strong student data privacy and security practices.

Virginia Language and Literacy Screening System (VALLSS): An early literacy assessment that identifies students at risk for reading difficulties.

Work-Based Learning: Educational experiences, such as internships or apprenticeships, that connect classroom learning to real-world work environments.

It Takes a Community



This strategic plan, *The Roadmap to Student Success*, would not be possible without the support of so many in our RCPS family and our community. Whether you:

- played a part in the creation of this Strategic Plan;
- are a teacher, principal, administrator, or Central Office staff member;
- are a student or family member;
- or a community member who gives generously of your time and talents;

we cannot thank you enough for your support of Roanoke City Public Schools and for investing in the lives of all our students.

How You Can Help

- Join the PTA.
- Volunteer at your child's school.
- Facilitate a partnership between local community organizations/businesses and RCPS.
- Serve on a committee.
- Donate to the Help the Homeless Fund.
- Donate to the Roanoke City Public Schools Education Foundation.
- Stay informed and engaged with your child's school and the division.
 - Keep contact information up to date.
 - Follow school and division social media.
 - Download the RCPS Notify App.

Thank You

Roanoke City Public Schools would like to express our appreciation to the following individuals and groups for their efforts throughout the 2024-2025 strategic plan revision process

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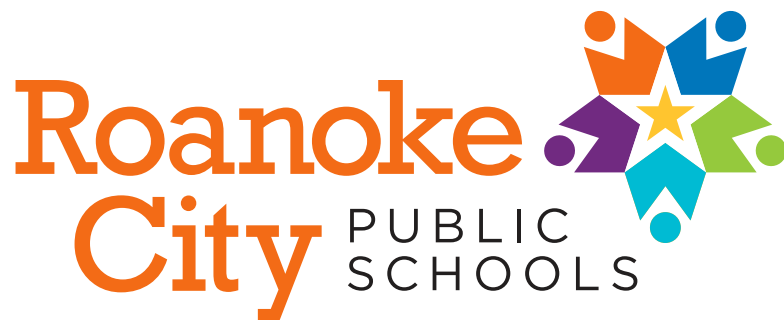
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