



Charlottesville City Schools

Strategic Plan KPIs & School Performance Framework

A High-Level Summary of Strategic Progress and VDOE Framework Indicators for SY 2026-2027

Superintendent: Dr. Royal A. Gurley, Jr. | School Board Presentation | November 5, 2026

2023-2028 Better Together Strategic Plan Drives Four Priorities

Moving Beyond Good Intentions to Positive Impact

DIVISION VISION & MISSION

"Charlottesville City Schools will be a community of hope, growth, and learning where barriers are eliminated and possibilities are limitless."

Priority 1: Increase Academic Achievement

Mastery in reading and math, eliminating achievement gaps, 75% reading & 70% math proficiency targets, post-secondary plans for 100% of graduates.

Priority 2: Safety, Wellness & Belonging

Multi-tiered system of supports (MTSS), positive school culture, mental health resources, decreasing chronic absenteeism to 15% or less.

Priority 3: Support Our Staff

Recruiting and retaining expert licensed staff, increasing teacher retention to 90%+, hiring teachers of color matching area demographics, equity-focused professional development.

Priority 4: Effective & Efficient Operations

Modernizing facilities (Middle School, Preschool, elementary neighborhood integrations), bus waitlist elimination, 100% budget alignment to priorities.

Priority 1: Increase Academic Achievement

Key Performance Indicators

70%

Math Proficiency Target: **Target Met**

Achieved 70% overall in SY 25-26 (+15% 5-yr surge from 55% in 2021). Outpaced state math growth by 3x.

75%

Reading Target & Early Literacy: **Making Progress**

Aiming for 75% proficiency overall and across all student groups & 75%+ reading at/above grade level by Grade 3.

3E
Readiness

College, Career & Civic Readiness: **Making Progress**

Target for graduating seniors meeting College, Career, and Readiness standards (3E Readiness: Employment, Enrollment, & Enlistment - CHS 19.03 out of 25 pts.)

93.5%
State Avg.

VA On-Time Graduation Rate: **Making Progress**

Maintain a graduation rate that is at or above the state average across all student groups. (CHS 2026 Cohort 90%)

Key Academic Success Drivers

- **3-Year Math Growth (+6.69 pts):** CCS surged from 63% (SY23-24) to 67% (SY24-25) to 70% (SY25-26), triple Virginia's state growth (+1.91 pts).
- **Narrowing State Deficit:** Cut the math performance gap vs. Virginia state average from 8.16 pts down to 3.38 pts.
- **Reading Stability Amid Test Rigor:** Reading pass rates held steady at 67% despite increased rigor of tested standards, reflecting baseline gains as Science of Reading implementation deepens.
- **Virginia Literacy Act (VLA) Alignment:** Full PK-12 alignment, teacher training, and targeted literacy support for students.
- **Graduating Students with a Post-Secondary Plan:** 99.4% of the 2026 cohort reported a post-secondary plan (plans include 4-year and 2-year higher education, military enlistment, direct workforce entry, or other accredited educational pathways).

Supporting Students, Staff & School Communities

Key Performance Indicators

Priority 2: Provide a Culture of Safety, Wellness & Belonging

- **Making Progress: Chronic Absenteeism Target: <15%**
Division-wide goal to reduce chronic absenteeism to 15% or less for all student membership groups through attendance intervention plans (Division shift to 10% or less).
- ✓ **Target Met! Social Emotional Learning (SEL):**
Demonstrating annual improvements in student SEL data using the DESSA assessment framework. (83% to 86%)
- **On Track: Tiered Supports (MTSS):** Refining Multi-Tiered System of Supports across all schools to ensure academic and behavior interventions are data-driven.
- ✓ **Target Met! Mental Health & Safety Investment:** Invested in dedicated school mental health professionals, counselors, and Care & Safety Assistants across campuses.
- **On Track: Physical Security & Campus Safety:** 100% completion of annually designated safety upgrades, including access control, visitor management, and security enhancements.

Priority 3: Support Our Staff

- ✓ **Target Met! 100% Staffed by September 1:** Annual operational target to have all school positions fully staffed with properly licensed personnel by start of school.
- ✓ **Target Met! Teacher Retention Goal: 90%+** Increase annual teacher retention rate by 2%+ annually toward the long-term benchmark of 90%+ retention. (92%)
- **Making Progress: Licensed Staff Diversity:** Annually progress toward hiring licensed staff of color and match or exceed local Charlottesville census demographics.
- **On Track: Leadership Certification Pathways:** Provide leadership certification & degree pathways for 10+ licensed staff and licensure pathways for 5+ unlicensed staff annually.
- **On Track: Equity & Co-Teaching Practice:** Full staff engagement in culturally competent teaching practices, SIOP training for EL support, and expanded co-teaching models. (90% trained in at least one)

Priority 4: Ensure Effective and Efficient Operations

Key Performance Indicators

Facility Modernizations and Operational Alignment Support Strategic Goals

Major Facility Modernizations

Completion of landmark infrastructure projects:

- ✓ **Target Met!** Charlottesville Middle School modernization project
- ✓ **Target Met!** 5th grade reintegration into neighborhood elementary schools
- ✓ **Target Met!** Completion of necessary improvements for Prek students to come together on existing Walker campus

Transportation & Sustainability

Advancing division operational efficiencies:

- ✓ **Target Met!** Goal of eliminating bus waitlists for all eligible students
 - **On Track:** Partnership with City for Safe Routes to School and CAT bus usage
 - **Making Progress:** Meeting ENERGY STAR, EUI, and water efficiency targets

Fiscal Stewardship & Alignment

Optimizing resources for student impact:

- ✓ **Target Met!** 100% of budget allocations aligned to strategic plan priorities
- ✓ **Target Met!** Successful CATEC leadership transition and IT integration
- ✓ **Target Met!** Obtaining ASBO Meritorious Budget Award for financial reporting



Charlottesville City Schools

Strategic Plan Data Dashboard

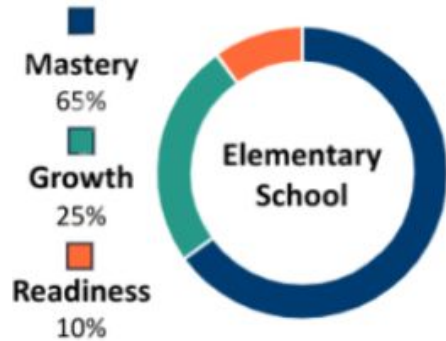
An Interactive Look at Our Progress Toward Strategic Priorities

[View Dashboard](#)

School Performance & Support Framework Accountability System

Beyond Pass/Fail Metrics to a Comprehensive Measurement System

Virginia's **School Performance & Support Framework (SPSF)** is a weighted index. All total scores will be out of 100, but component scores vary based on grade span. The **Framework** prioritizes three key areas for elementary, middle, and high school, with each component weighted differently to align with the school's goals. In the upper grades, greater emphasis is placed on Readiness to ensure students are well-prepared to be **"Ready for Life."**



Mastery Component: 65%

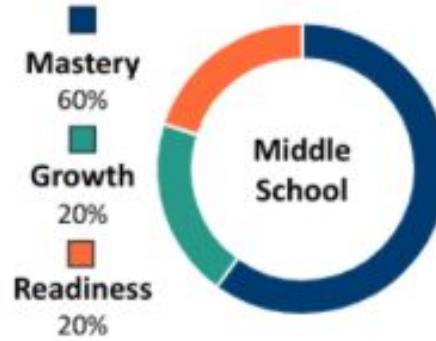
Reading 22.5%, Math 22.5%, Science 10%, EL Progress 10%

Growth Component: 25%

Reading Growth 12.5%, Math Growth 12.5%

Readiness Component: 10%

Chronic Absenteeism 10%



Mastery Component: 60%

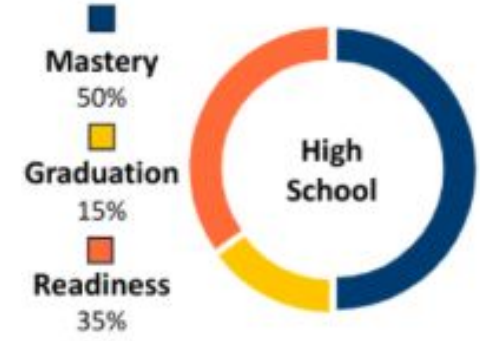
Reading 20%, Math 20%, Science 10%, EL Progress 10%

Growth Component: 20%

Reading Growth 10%, Math Growth 10%

Readiness Component: 20%

Chronic Absenteeism 10%, Advanced Math Coursework 10%



Mastery Component: 50%

Reading 15%, Math 15%, Science 10%, EL Progress 10%

Readiness Component: 35%

3E Framework 25%, Chronic Absenteeism 5%, 6-YR Graduation 5%

Graduation Component: 15%

4-Year Federal Graduation Rate 15%

PART II: PERFORMANCE & SUPPORT FRAMEWORK

Virginia's Performance Framework Measures More Than Proficiency

Beyond Pass/Fail Metrics to a Comprehensive View of Student Success

Virginia's School Performance & Support Framework (SPSF) evaluates schools across multiple indicators—**Mastery, Growth, Readiness, and Graduation**. Schools receive a 100-point index score, with the Growth and Mastery indices providing opportunities to earn additional points and recognizing progress beyond proficiency alone.

Distinguished

90+ Points

Schools are exceeding the state's expectation for growth, achievement, and readiness.

Meeting Expectations

80 - 89 Points

Schools are meeting the state's expectations for growth, achievement, and readiness.

Approaching Expectations

65 - 79 Points

Schools are not meeting the state's expectation for growth, achievement, and readiness. Schools will receive additional support from VDOE.

Needs Support

< 65 Points

Schools are significantly not meeting the state's expectation for growth, achievement, and readiness. Schools will receive intensive support from VDOE.

Performance categories are based on overall framework scores and may be adjusted through federal identification for support.

Division Framework Scores Before Federal Identification

100% of Charlottesville City Schools Earned 80+ Points Overall | 100% Fully Accredited | 7 of 8 Schools Improved Their Overall Framework Scores

School Name	2026 SPSF Score <small>Pts earned / 100</small>	Change in Overall SPSF Score from 2025 to 2026	Accreditation	Performance Category Before TSI
Sunrise Elementary	97.6 <i>91.4 (2025)</i>	+6.2	Fully Accredited	Distinguished
Trailblazer Elementary	89.1 <i>83.6 (2025)</i>	+5.5	Fully Accredited	Meets Expectations
Greenbrier Elementary	87.7 <i>82.9 (2025)</i>	+4.8	Fully Accredited	Meets Expectations
Tall Oaks Elementary	83.9 <i>77.2 (2025)</i>	+6.7	Fully Accredited	Meets Expectations
Summit Elementary	83.3 <i>79.2 (2025)</i>	+4.1	Fully Accredited	Meets Expectations
Jackson-Via Elementary	81.2 <i>79.4 (2025)</i>	+1.8	Fully Accredited	Meets Expectations
Charlottesville Middle	84.2 <i>79.9 (2025)</i>	+4.3	Fully Accredited	Meets Expectations
Charlottesville High	83.4 <i>84 (2025)</i>	-0.6	Fully Accredited	Meets Expectations

Federal Accountability & Identification for Support

Understanding Targeted Support and Improvement (TSI)

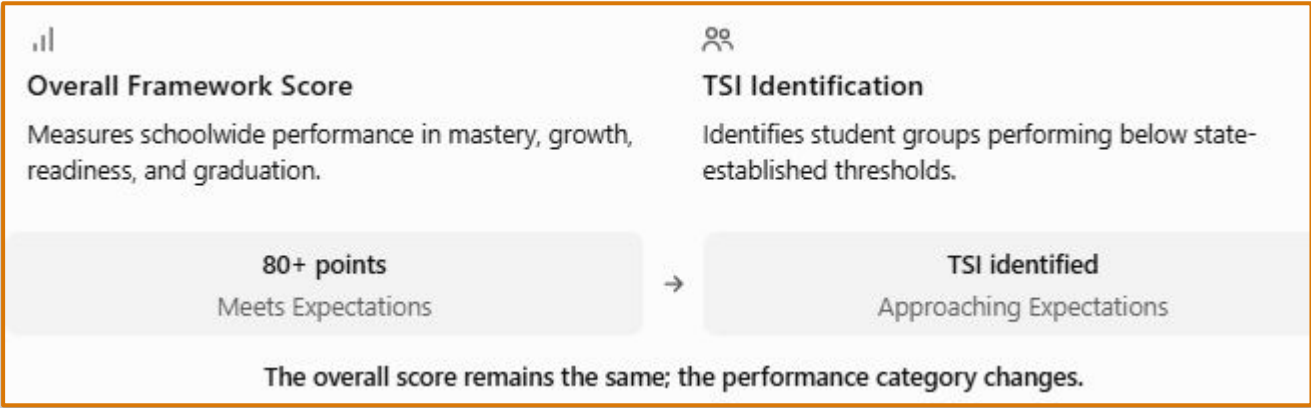
Targeted Support & Improvement Identification

Why is a school identified for TSI?

One or more student groups perform below the state's established threshold.

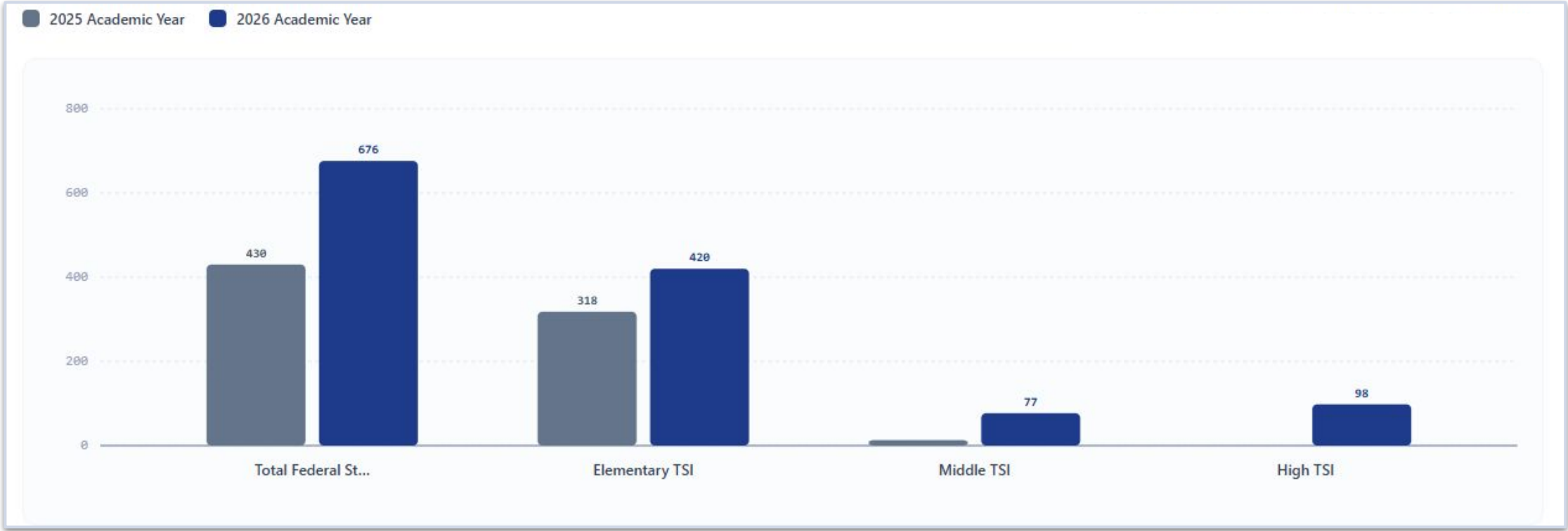
What happens to the school's designation?

The school moves down one performance category, even when its overall score is 80 or higher.



Federal Identifications Increased Across Virginia

TSI identification thresholds are determined using statewide school performance. As performance changes across Virginia, the threshold for identification can also change.



PART II: PERFORMANCE & SUPPORT FRAMEWORK

All Schools Earned 80+ Points | Six Identified for Targeted Support

8 of 8 Schools 80+ Points and Fully Accredited | 6 of 8 Schools TSI Identified for Student-Group Support

School Name	2026 SPSF Score <small>Pts earned / 100</small>	Change in score	Accreditation	Final Performance Category (After TSI)*	Student Groups Identified for Support
Sunrise Elementary	97.6 91.4	+6.2	Fully Accredited	Distinguished	None
Trailblazer Elementary	89.1 83.6	+5.5	Fully Accredited	Approaching Expectations	Black Students & Economically Disadvantaged Students
Greenbrier Elementary	87.7 82.9	+4.8	Fully Accredited	Approaching Expectations	Economically Disadvantaged Students
Tall Oaks Elementary	83.9 77.2	+6.7	Fully Accredited	Approaching Expectations	Economically Disadvantaged Students & English Learners
Summit Elementary	83.3 79.2	+4.1	Fully Accredited	Meets Expectations	None
Jackson-Via Elementary	81.2 79.4	+1.8	Fully Accredited	Approaching Expectations	Economically Disadvantaged Students
Charlottesville Middle	84.2 79.9	+4.3	Fully Accredited	Approaching Expectations	Black Students & Students with Disabilities
Charlottesville High	83.4 84	-0.6	Fully Accredited	Approaching Expectations	Black Students, English Learners, & Students with Disabilities

*Note: TSI identification moves a school down one performance category without changing its overall framework score.

Elementary Indicators: Mastery, Growth, & Readiness

School Performance & Support Framework Scores

Sunrise Elementary

Score: 97.6 | Distinguished

- **Performance Category:** Distinguished

- **Framework Score Breakdown:**

Mastery: 62.58 (+0.6) / 65 pts

Growth: 25.42 (+5.59) / 25 pts

Readiness: 9.61 (+0.53) / 10 pts

- **Student Group Comparison:**

Student groups with scores exceeded the threshold

- **Key Strength:** Leading the division with exceptional growth (13.28/12.5 pts math growth) and 3.83% chronic absenteeism.

Summit Elementary

Score: 83.3 | Meets Expectations

- **Performance Category:** Meets Expectations

- **Framework Score Breakdown:**

Mastery: 52.49 (-0.97) / 65 pts

Growth: 22.14 (+4.96) / 25 pts

Readiness: 8.71 (+0.16) / 10 pts

- **Student Group Comparison:**

Student groups with scores exceeded the threshold

- **Key Strength:** Balanced achievement across reading & math growth, less than 10% chronic absenteeism, and no identified groups.

Greenbrier Elementary

Score: 87.7 | Approaching Exp.*

- **Performance Category:** Approaching Expectations (*Lowered from Meets due to TSI)

- **Framework Score Breakdown:**

Mastery: 56.96 (+0.75) / 65 pts

Growth: 21.24 (+3.87) / 25 pts

Readiness: 9.54 (+0.22) / 10 pts

- **Identified Student Group:**

Economically Disadvantaged (72.5) < 74.62 Threshold

- **Key Strength:** Strong overall student mastery and low chronic absenteeism (4.56%).

Elementary Indicators: Mastery, Growth, & Readiness

School Performance & Support Framework Scores

Trailblazer Elementary

Score: 89.1 | Approaching Exp.*

- **Performance Category:** Approaching Expectations (*Lowered from Meets due to TSI)
- **Framework Score Breakdown:**
 - Mastery: 56.78 (+0.52) / 65 pts
 - Growth: 23.57 (+4.78) / 25 pts
 - Readiness: 8.82 (+0.24) / 10 pts
- **Identified Student Groups:**
Black (67.1) and Economically Disadvantaged (71.2) < 74.62 Threshold
- **Key Strength:** Extremely strong math growth (12.18/12.5 pts) and solid core mastery.

Tall Oaks Elementary

Score: 83.9 | Approaching Exp.*

- **Performance Category:** Approaching Expectations (*Lowered from Meets due to TSI)
- **Framework Score Breakdown:**
 - Mastery: 52.40 (+2.68) / 65 pts
 - Growth: 22.67 (+3.63) / 25 pts
 - Readiness: 8.92 (+0.46) / 10 pts
- **Identified Student Groups:**
Economically Disadvantaged (73.3) and English Learners (73.4) < 74.62 Threshold
- **Key Strength:** Outstanding English Learner progress (8.14/10 pts) and robust student growth.

Jackson-Via Elementary

Score: 81.2 | Approaching Exp.*

- **Performance Category:** Approaching Expectations (*Lowered from Meets due to TSI)
- **Framework Score Breakdown:**
 - Mastery: 51.74 (-0.92) / 65 pts
 - Growth: 20.90 (+2.21) / 25 pts
 - Readiness: 8.61 (+0.57) / 10 pts
- **Identified Student Group:**
Economically Disadvantaged (72.5) < 74.62 Threshold
- **Key Strength:** Consistent foundational performance and balanced math growth (10.7/12.5 pts).

Secondary Indicators: Mastery, Growth, Readiness, & Graduation

School Performance & Support Framework Scores

Charlottesville Middle

Score: 84.2 | Approaching Exp.*

- **Performance Category:** Approaching Expectations
(*Lowered from Meets due to TSI)
- **Framework Score Breakdown:**
 - Mastery: 50.15 (+2.54) / 60 pts
 - Growth: 16.18 (+1.36) / 20 pts
 - Readiness: 17.95 (+0.41) / 20 pts
- **Identified Student Groups:**
Black (63.9) and Students with Disabilities (58.6) < 67.26 Threshold
- **Key Strength:** Earning 98.8 out of 100 pts in Advanced Math Coursework.

Charlottesville High

Score: 83.4 | Approaching Exp.*

- **Performance Category:** Approaching Expectations
(*Lowered from Meets due to TSI)
- **Framework Score Breakdown:**
 - Mastery: 43.99 (+1.09) / 50 pts
 - Readiness: 26.95 (-2.26) / 35 pts
 - Graduation: 12.48 (+0.59) / 15 pts
- **Identified Student Groups:**
Black (71.5), EL (66.3), and SWD (64.1) < 73.16 Threshold
- **Key Strength:** Strong 3E Readiness (19.03 / 25 pts) and 83.2% Fed Graduation Rate (+4.2 pts from 2025).

Sustaining Success Through Alignment, Growth, and Equitable Support

Strategic Priorities for Continued Progress

1. Deepen PK-12 Virginia Literacy & VLA Alignment

Continue building a comprehensive PK–12 approach to disciplinary literacy that develops reading, writing, speaking, listening, and academic vocabulary across all content areas, while aligning instruction to the depth and rigor of the standards and maintaining high expectations for all learners.

2. Replicate & Scale Targeted Math Supports

Build on the division’s five-year math growth by fully implementing our newly adopted math curriculum and expanding a comprehensive instructional approach that includes rigorous curriculum enhancements, dedicated co-teaching models, mathematical fluency and number sense development, and focused, targeted interventions to support student learning across elementary and middle school.

3. Refine Multi-Tiered System of Supports (MTSS)

Continue refining our MTSS framework across all domains—including academics, behavior, social-emotional development, mental wellness, and attendance—using data to identify individual student needs and strengthen Tier 1 core instruction while delivering targeted Tier 2 and Tier 3 interventions specifically designed to accelerate progress for identified student groups.

4. Maximize Infrastructure Investments and Advance Early Learning

With the middle school modernization, K–5 and 6–8 reconfiguration, and the successful transition of Pre-K programs to the existing Walker campus, our focus is on maximizing these investments to support high-quality learning environments, strengthen student opportunities, and improve overall student outcomes.

VDOE Assessment & Accountability Changes Starting this School Year

Key SB200 / HB 299 Provisions

Four-Year Phase-In Proficiency Implementation Plan

- Starting this school year, VDOE is phasing in **new cut scores** for reading and math SOL tests as the bar for student proficiency is raised. Phase in continues through 2029-2030. All reading and math SOLs are affected in 2026-27, except for the EOC Reading test and VAAP assessments.
- Each assessment will have a **new threshold for passing** (rather than 400 currently used).
- SOL tests will be calculated using the 0-600 scale and **reported on the 100-point scale** beginning in 2026-2027 (percentile-based, not percentage correct).

Two-week SOL Testing Window

- In **Grades 7-12**, SOLs will be administered in the last two weeks of the school year. This includes scheduling makeup testing as well as remediation and expedited retakes all within the two-week window.
- **New cut scores** could impact who is eligible for expedited retakes (less students may qualify).

State Accountability Changes

- Transitioning from a **cohort-based measure to an annual measure of mastery** in high schools will make SPSF results more actionable and timely. High schools will receive immediate feedback about their students' academic performance, rather than waiting until their senior year of high school.
- Maintain focus on teaching and learning, rather than testing, for recently arrived **EL students by continuing to permit them to forgo Reading testing** in their first year in U.S. schools in the 2026-2027 school year.