

## Prince William County Public Schools Strategic Plan FY 2011-15

### GOAL 1: STUDENT ACHIEVEMENT

All students meet high standards of performance.

*Objective 1.1: Increase the percent of students who meet or exceed achievement performance levels.*

- 1.1.1 Each year, all schools will be fully accredited.
- 1.1.2a Each year, all schools will meet or exceed all ESEA Annual Measurable Objectives (AMO) in reading and mathematics, as defined by the Virginia Department of Education (VDOE).
- 1.1.2b Each year, all schools will demonstrate growth and improvement in student achievement by increasing their pass rates on state assessments for all students and groups of students.
- 1.1.3 Each year, all schools will increase the percent of students scoring at the pass advanced level on the SOL tests, with a goal of 50% in each subject area.
- 1.1.4 Each year, 95% of all students in English 11 will pass the English research paper.
- 1.1.5 Each year, at least 40% of graduates will have received a qualifying score on one or more advanced exams, including Advanced Placement (AP) exams, International Baccalaureate (IB) exams, or Cambridge AICE exams.
- 1.1.6 Each year, SAT and ACT scores will meet or exceed state and national average scores.

*Objective 1.2: Provide equitable access for students to challenging opportunities that will prepare them for the future.*

#### Elementary School

- 1.2.1 Each year, the achievement gaps among student groups will be reduced.
- 1.2.2 Each year, the percent of third-grade students who pass the grade 3 SOL test in reading will increase over the prior year.
- 1.2.3 Each year, the percent of 5<sup>th</sup> grade students who score at the advanced level on the grade 5 SOL test in mathematics will increase over the prior year.
- 1.2.4 Each year, the percent of economically disadvantaged, minority, special education, and limited English proficient students participating in gifted programs will increase Divisionwide.
- 1.2.5 Each year, the disproportional representation of economically disadvantaged students, limited English proficient students and students from each racial/ethnic category in special education will decrease Divisionwide.
- 1.2.6 Each year, students in all elementary schools will be provided with equal access to and opportunities in the fine and performing arts.

#### Middle School

- 1.2.7 Each year, the achievement gaps among student groups will be reduced.
- 1.2.8 Each year, the percent of 6<sup>th</sup> grade students enrolled in 6<sup>th</sup> grade extended mathematics or higher and 6<sup>th</sup> grade extended language arts will increase.
- 1.2.9 By 2015, 40% of 8<sup>th</sup> grade students will have taken Algebra 1 and received a verified credit by the end of their 8<sup>th</sup> grade year.
- 1.2.10 By 2015, 40% of 8<sup>th</sup> grade students will have received High School credit for completing a world language course by the end of their 8<sup>th</sup> grade year.
- 1.2.11 Each year, the percent of eighth-grade students who have passed the grade 8 SOL tests in reading and mathematics by the end of their eighth grade year will increase over the prior year.

- 1.2.12 Each year, the percent of economically disadvantaged, minority, special education, and limited English proficient students participating in specialty and gifted programs will increase Divisionwide.
- 1.2.13 Each year, the disproportional representation of economically disadvantaged students, limited English proficient students and students from each racial/ethnic category in special education will decrease Divisionwide.
- 1.2.14 Each year, students in all middle schools will be provided with equal access to and opportunities in the fine and performing arts.

### High School

- 1.2.15 Each year, the achievement gaps among student groups will be reduced.
- 1.2.16 Each year, the percent of economically disadvantaged, minority, special education, and limited English proficient students participating in specialty and gifted programs and/or taking AP, IB, or AICE courses will increase Divisionwide.
- 1.2.17 Each year, the disproportional representation of economically disadvantaged students, limited English proficient students and students from each racial/ethnic category in special education will decrease Divisionwide.
- 1.2.18 Each year, students in all high schools will be provided with equal access to and opportunities in the fine and performing arts.
- 1.2.19 Each year, the percent of 9<sup>th</sup> grade students passing courses in all four core areas will increase.
- 1.2.20 By 2015, 60% of graduates will have taken at least one AP, IB, or AICE course, or a course with certification or licensing in a recognized industry, trade, or profession.
- 1.2.21 Each year, at least 90% of all graduates will pursue continuing education (e.g., two- or four-year college, training programs, military service).
- 1.2.22 Each year, the percent of graduates from all subgroups who earn an Advanced Studies Diploma will increase over the prior year, with a goal of at least 60% overall.
- 1.2.23 By 2015, 65% of graduates will earn a Governor's Seal, a Career & Technical Education Seal, an Advanced Mathematics and Technology Seal, or a Civics Seal.

### ***Objective 1.3: Increase the percent of students who attend school regularly and graduate from high school in a timely manner.***

- 1.3.1 Each year, the Average Daily Attendance (ADA) for individual schools and the Division will be at least 95%.
- 1.3.2 By 2015, 90% of 12<sup>th</sup> grade students will graduate within four years of beginning 9<sup>th</sup> grade, according to Virginia Department of Education rules for graduates.

### ***Objective 1.4: Increase the percent of students and stakeholders who have a high degree of satisfaction with the quality of instructional programs, services, and opportunities provided by the Division.***

- 1.4.1 Each year, at least 85% of stakeholders from each group will report being satisfied with the quality of instructional programs, services, and opportunities.

## **GOAL 2: CLIMATE**

**The teaching, learning, and working environment is caring, safe and healthy, and values human diversity.**

***Objective 2.1: Promote a climate that supports equity, diversity, and collaborative behaviors among students and stakeholders.***

2.1.1 All employees will complete professional development in culturally competent and non-discriminatory practices within two years of employment.

***Objective 2.2: Increase safe, responsible, and healthy student and staff behavior.***

2.2.1 Each year, at least 98% of students will have fewer than 10 Code of Behavior violations.

2.2.2 Each year, the disproportional discipline referrals for economically disadvantaged students, limited English proficient students, special education students and students from each racial/ethnic category will decrease Divisionwide.

2.2.3 Each year, at least 85% of students will meet the physical education requirements in all four categories, as measured by the Virginia Wellness Tests.

2.2.4 Each year, all schools will provide multiple opportunities for students to participate in school or community service.

2.2.5 Each year, all schools will maintain Wellness Committees consisting of representative groups of staff that are responsible for implementing the Wellness regulation.

***Objective 2.3: Enhance the appearance, condition, and capacity of physical plants, facilities, and equipment.***

2.3.1 All Division facilities will pass compliance audits and meet building code regulations.

2.3.2 Each year, the number of trailers will be reduced so that students are housed in permanent facilities.

***Objective 2.4: Increase the percent of students and stakeholders who have a high degree of satisfaction with the quality of the teaching, learning, and working environment provided by the Division.***

2.4.1 By 2015, at least 80% of students will report being satisfied with the teaching, learning, and working environment, as measured by the following constructs: 1) caring environment, 2) effective communication, 3) orderly environment, conducive to learning, and 4) safe and healthy environment.

2.4.2 In each survey cycle, at least 85% of teachers/teacher assistants and parents will report being satisfied with the teaching, learning, and working environment, as measured by the following constructs: 1) caring environment, 2) effective communication, 3) orderly environment, conducive to learning, and 4) safe and healthy environment.

### **GOAL 3: FAMILY AND COMMUNITY ENGAGEMENT**

**Family and community engagement create an environment focused on improved student learning and work readiness.**

***Objective 3.1: Forge partnerships with families and the community to collaboratively promote student learning.***

- 3.1.1 All schools will have or maintain at least one formal school-home partnership and one formal school-community partnership targeted to the specific needs of the school.
- 3.1.2 Each year, the number of volunteers involved will meet or exceed the previous year's number.
- 3.1.3 Surveys of business partners will evaluate progress and reveal opportunities for improvement in the quality of school-community partnerships.
- 3.1.4 The membership of Division and school advisory councils will reflect equity and diversity.
- 3.1.5 In each survey cycle, at least 85% of parents will report being satisfied with family involvement in decision-making.

## **GOAL 4: QUALIFIED WORK FORCE**

**Faculty, staff, and leaders are qualified, high performing, diverse, and motivated.**

### ***Objective 4.1: Recruit and hire highly qualified instructional personnel.***

- 4.1.1 Each year, all students will be taught by highly qualified teachers.
- 4.1.2 By 2015, the number of National Board Certified Teachers will be 1 per 500 students.
- 4.1.3 Each survey cycle, 85% of parents will report being satisfied with the quality of instructional staff.

### ***Objective 4.2: Maintain high performing employees through an employee supervision and evaluation system that provides targeted and ongoing professional development support for employees.***

- 4.2.1 Each year, all employees will complete and implement an individualized professional development and growth plan.
- 4.2.2 Each year, all first-year teachers will be provided with mentors who are matched to their endorsement area.
- 4.2.3 Each year, the PWCS will increase the percentage of employees evaluated through a standards-based performance evaluation system focused on high levels of performance such that by 2015 all employees will be included in the standards-based system.

### ***Objective 4.3: Promote diversity and equal opportunity for all Prince William County Schools employees.***

- 4.3.1 The School Division shall continue to use non-preferential programs and strategies to provide equal opportunity and promote workforce diversity which is reflective of the Prince William County community.

### ***Objective 4.4: Reward and retain employees.***

- 4.4.1 Employee salary and benefits packages will be competitive within Northern Virginia.
- 4.4.2 Each year, the teacher turnover rate will be no more than 12%.

### ***Objective 4.5: Increase the percent of employees who have a high degree of satisfaction with the quality of recruitment, training, recognition and reward opportunities, and benefits provided by the Division.***

- 4.5.1 Each year, exit surveys will show that 90% of employees report satisfaction with their work experience.
- 4.5.2 Each year, at least 85% of employees will report being satisfied with the quality of recruitment, training, recognition and reward opportunities, and work systems.

## **GOAL 5: ORGANIZATIONAL ALIGNMENT**

**The organizational system is aligned, integrated, and equitable.**

***Objective 5.1: Align school and department work systems and plans with Division goals and school needs.***

- 5.1.1 Each year, 100% of school and department plans will be aligned with the goals and objectives in the Strategic Plan and with school needs.
- 5.1.2 Each year, responses to stakeholder questions and concerns will be tracked and analyzed to ensure that the School Division is responsive in addressing these questions and concerns.
- 5.1.3 Internal and external performance reviews will be conducted on a regular schedule.

***Objective 5.2: Maintain an equitable and effective use of available funds.***

- 5.2.1 Each year, schools and departments will meet or exceed State and School Board staffing ratios.
- 5.2.2 Each year, funding for renovations/renewals will average 3% of replacement value of all facilities.
- 5.2.3 Each year, funding ratios for schools and departments will be reviewed to ensure current needs are met within budgetary constraints.

***Objective 5.3: Maintain the fiscal integrity of the School Division.***

- 5.3.1 Each year, the Division will receive an unqualified opinion on the Appropriated Fund Audit.
- 5.3.2 Each year, the Division will maintain an end-of-year positive fund balance.

***Objective 5.4: Increase the percent of students and stakeholders who have a high degree of satisfaction with the overall quality of the School Division.***

- 5.4.1 Each year, at least 85% of customers will report being satisfied with the quality of department (supplier) services.
- 5.4.2 Each year, at least 85% of all stakeholders will report being satisfied with the overall quality of the School Division.