

Strategic Plan Goals FY 2005-10

GOAL 1:

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.
- 1.1.2 By 2010, students will pass Virginia Standards of Learning (SOL) tests at the following levels: 85% in reading and 83% in math.
- 1.1.3 By 2010, 25% of the students taking the Virginia SOL tests will score at the advanced level.
- 1.1.4 By 2010, 90% of all 11th grade students will pass the English research paper on the first submission.
- 1.1.5 By 2010, the percent of tests receiving a three or higher on an Advanced Placement (AP) exam, a four or higher on an International Baccalaureate (IB) exam, or a D or higher on a Cambridge AICE exam will meet or exceed world averages.
- 1.1.6 By 2010, SAT and ACT scores will meet or exceed national, state, and Region IV average scores.

Objective 1.2: Reduce the achievement gap for students from all backgrounds.

- 1.2.1 Students who are economically disadvantaged, minority, special education, or limited English proficient will attain proficiency or better on the Virginia SOL tests as all students and all groups in math and reading according to the following targets:

	<i>SOL Math</i>	<i>SOL Reading</i>
2004	59	61
2005	63	65
2006	67	69
2007	71	73
2008	75	77
2009	79	81
2010	83	85

- 1.2.2 The percent of economically disadvantaged, minority, special education, or limited English proficient students participating in AP, specialty, and gifted programs will be greater than the previous year.

Objective 1.3: Increase the percent of graduates who are prepared to continue their education after high school.

- 1.3.1 By 2010, 90% of graduates will pursue continuing education (e.g. two- or four-year college, training programs, military service).
- 1.3.2 By 2010, 60% of graduates will earn an Advanced Studies Diploma.
- 1.3.3 By 2010, 35% of graduates will earn a Governor's Seal, a Career & Technical Education Seal, or an Advanced Mathematics and Technology Seal.
- 1.3.4 By 2010, 40% of 11th and 12th grade students will be enrolled in AP, IB, or Cambridge courses.
- 1.3.5 By 2010, 100% of students enrolled in AP, IB, Cambridge, and courses with certification or licensing in a recognized industry, trade, or profession will take the corresponding externally moderated examinations.

Objective 1.4: Increase the percent of students who attend school regularly and graduate from high school in a timely manner.

- 1.4.1 By 2010, the Average Daily Attendance (ADA) for schools and the Division will be 95%.

1.4.2 By 2010, the graduation rate will be 85%.

Objective 1.5: 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.

1.5.1 A survey will evaluate the quality of instructional programs, services, and opportunities with an 80% satisfaction rate or an increase of 5 percentage points.

GOAL 2:

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 By 2010, all faculty and staff will have completed the Division's Diversity Training Program.

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

2.2.1 By 2010, the percent of students who repeatedly violate the Code of Behavior will not exceed 1.5%.

2.2.2 No school will be identified as persistently dangerous as calculated by the Virginia Department of Education.

2.2.3 By 2010, 85% of students will meet the physical education requirements as measured by the Virginia Wellness Tests.

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 At least 95% of students will be 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 A survey will evaluate the quality of the teaching, learning, and working environments with an 80% satisfaction rate or an increase of 5 percentage points.

GOAL 3:

Family and community engagement are focused upon improved student achievement and work readiness.

Objective 3.1: Develop and maintain strong school-community partnerships.

3.1.1 All schools will have or will maintain at least one formal school-home partnership and one formal school-community partnership.

3.1.2 The membership of school advisory councils will reflect equity and diversity.

3.1.3 Every two years, a survey of stakeholders (e.g., parents, community members, business partners) will evaluate progress and identify opportunities for (a) improvement in the quality of school-home and school-community partnerships and (b) involvement in decision-making, with an 80% satisfaction rate or an increase of 5 percentage points.

Objective 3.2: Increase the involvement of volunteers.

3.2.1 The number of volunteer hours will meet a service level equal to one hour per student enrolled.

- 3.2.2 Every two years, school volunteers will be surveyed to evaluate the quality of the volunteer activities with an 80% satisfaction rate or an increase of 5 percentage points.

GOAL 4:

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

Objective 4.1: Recruit and hire highly qualified instructional personnel.

- 4.1.1 By September 2007, all students will be taught by fully certified and endorsed teachers.
- 4.1.2 By 2010, the number of National Board Certified Teachers will be 1 per 1000 students.
- 4.1.3 A parent survey will evaluate the quality of instructional staff with an 80% satisfaction rate or an increase of 5 percentage points.

Objective 4.2: Provide ongoing professional development support for employees.

- 4.2.1 All employees will complete and implement a professional development and growth plan.
- 4.2.2 The Division will provide mentors for all new teachers.

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 By 2010, the Division will maintain a 93% retention rate for employees who have the option to remain.

Objective 4.5: Provide effective work systems that meet the needs of faculty, staff, and employees.

- 4.5.1 By 2007, a process to gather and analyze student and stakeholder concerns will be defined and deployed.

Objective 4.6: 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.

- 4.6.1 By 2010, 90% of exiting employees will indicate satisfaction with their work experience in an exit survey or interview.
- 4.6.2 A survey of employees will evaluate the quality of recruitment, training, recognition and reward opportunities, and work systems with an 80% satisfaction rate or an increase of 5 percentage points.

GOAL 5:

The organizational system is aligned, integrated, and equitable.

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

- 5.1.1 100% of school and department plans will be aligned with the goals and objectives in the Strategic Plan and with school needs.
- 5.1.2 Internal and external performance reviews and evaluations (e.g., School Academic Review, SACS, departments) will be conducted on a regular schedule.

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

- 5.2.1 Schools and departments will meet or exceed State and School Board staffing ratios.
- 5.2.2 Funding for renovations/renewals will be 3% of replacement value of all facilities.
- 5.2.3 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 Division.

- 5.3.1 The Division will receive an unqualified opinion on the Appropriated Fund Audit.
- 5.3.2 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 educational system.

- 5.4.1 A survey of customers will evaluate the quality of department (supplier) services with an 80% satisfaction rate or an increase of 5 percentage points.
- 5.4.2 A survey of all stakeholders will evaluate the overall quality of the Division with an 80% satisfaction rate or an increase of 5 percentage points.

When completion dates are not given, the performance indicators are expected to be met annually.

Providing a World-Class Education Means...

- 1 The focus is on teaching and learning
- 2 All students achieve high standards
- 3 Instruction is engaging and rigorous
- 4 Reading and writing are taught in all content areas
- 5 There is a sense of belonging
- 6 Schools and offices are inviting, welcoming, and customer oriented
- 7 We will accomplish our Strategic Plan by working together

Key Strategies for Providing a World-Class Education Are...

- 1 Making decisions based on what is best for our students
- 2 Teaching and learning to high standards
- 3 Providing proactive two-way communication
- 4 Developing and maintaining professional learning communities
- 5 Using data to drive decision-making
- 6 Recruiting, developing, and retaining highly qualified employees
- 7 Providing highly effective professional development
- 8 Providing a safe and orderly environment for students and employees
- 9 Involving the community

- 10 Using technology effectively
- 11 Being fiscally responsible and aligning resources to needs
- 12 Engaging in effective management practices to include clear direction, quality methods, and an integrated system for coordinating all efforts

Guiding Principles for Providing a World-Class Educational System

Our guiding principles are based on the Baldrige in Education Criteria for Performance Excellence. They are recognized as the best international standards for excellence that exist today. Thousands of organizations use the Baldrige criteria as their measure of excellence. Our guiding principles are:

- 1 **VISIONARY LEADERSHIP** – Leaders create and balance value for students and stakeholders
- 2 **LEARNING-CENTERED EDUCATION** – Learning is focused on student needs
- 3 **ORGANIZATIONAL AND PERSONAL**
- 4 **LEARNING** – Focus is on continuous improvement, flexibility, and adaptation to change at all levels – organization, department, school, and personal
- 5 **VALUES FACULTY, STAFF, AND PARTNERS** – Loyalty results from policies and practices that demonstrate commitment to the workforce and partnerships
- 6 **ORGANIZATIONAL AGILITY** – Focus is on timely and flexible responses to the needs of students and stakeholders
- 7 **FOCUS ON THE FUTURE** – Planning takes into account short-term and long-term needs and opportunities
- 8 **MANAGING FOR INNOVATION** – The work environment fosters innovation to improve the organization and create value for students and stakeholders
- 9 **MANAGEMENT BY FACT** – Decisions are data driven and based on performance measures
- 10 **SOCIAL RESPONSIBILITY** – Public responsibility and citizenship go beyond mere compliance
- 11 **FOCUS ON RESULTS** – Performance measures are focused on key student and organizational results
- 12 **SYSTEMS PERSPECTIVE** – School, office, and department goals are aligned with those of the overall organization
- 13 **QUALITY MANAGEMENT TECHNIQUES** – Best practices, focus, alignment, integration, benchmarking, benchmarks, and the plan-do-study-act process for improvement are emphasized