





## VISION

Every student will graduate on time with the knowledge, skills, and habits of mind necessary to create a thriving future for themselves and their community.



## MISSION

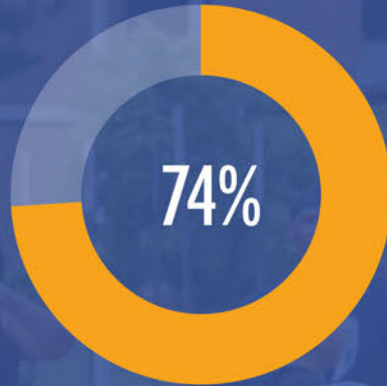
- We serve as trusted partners in education with our students, families, and community.
- We prepare our students to be critical thinkers, responsible digital citizens, innovators and visionaries, resilient individuals, and global collaborators.
- We commit to inclusive practices and equity with an expectation of excellence from every student and employee every day.

# Fast Facts

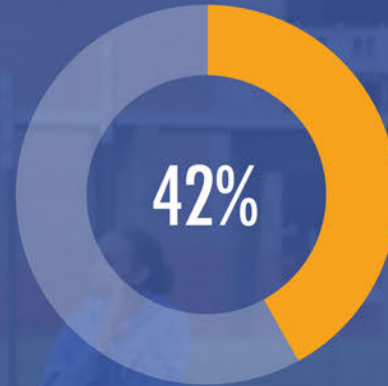


DIVISION SIZE **2<sup>ND</sup>**

MOST DIVERSE **1<sup>ST</sup>**



MINORITY POPULATION

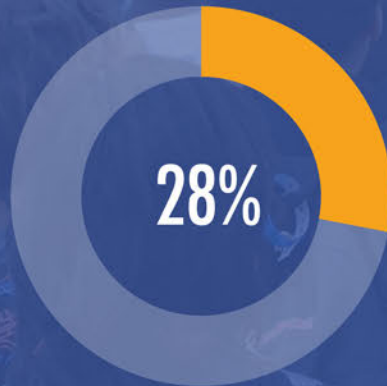


ECONOMICALLY DISADVANTAGED

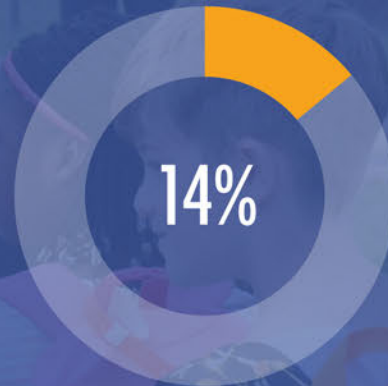


DIVISION SIZE **34<sup>TH</sup>**

MOST DIVERSE **10<sup>TH</sup>**



ENGLISH LEARNERS



STUDENTS WITH DISABILITIES

## EMPLOYEES

7,255 TEACHERS

5,420 STAFF

4,033 OTHER

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16,708 TOTAL

## STUDENT ENROLLMENT

91,760 TOTAL

Source: Data Analysis and Reporting Tool, PWCS research as of April 8, 2024



# Core Values



Equity



Inclusivity



Innovation



Integrity



Resiliency



Well-being

# PWCS PROFILE OF A GRADUATE



# KEY COMMITMENTS



**LEARNING AND  
ACHIEVEMENT  
FOR ALL**



**POSITIVE  
CLIMATE AND  
CULTURE**



**FAMILY AND  
COMMUNITY  
ENGAGEMENT**



**ORGANIZATIONAL  
COHERENCE**



# LEARNING AND ACHIEVEMENT FOR ALL

PWCS will provide equitable opportunities for all students to achieve at high levels.

PWCS will prepare all students for postsecondary education and the workforce.

PWCS will prepare all staff members to support and challenge all students.

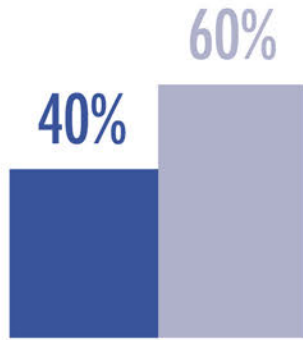


# LEARNING AND ACHIEVEMENT FOR ALL

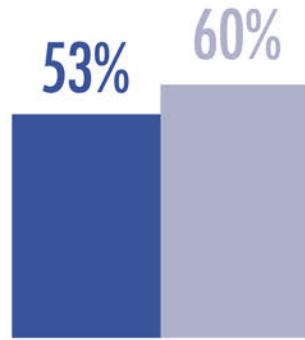
Status\* ■ ■ Goal



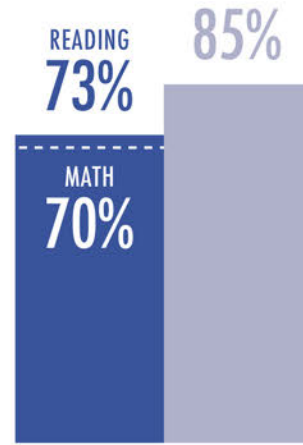
High school students will graduate on time within four years



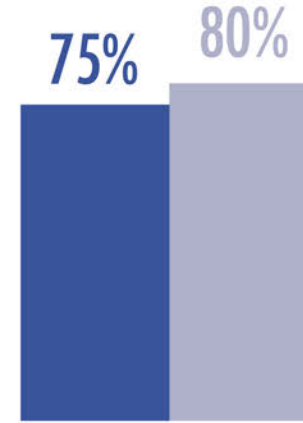
Graduates will earn at least one early college or career credential



Graduates will meet SAT college readiness benchmarks in reading and mathematics



Students in grades 3-8 will pass reading and math SOL tests



Elementary students will be reading on grade level by grade three

**28.7%** CURRENT STATUS  
**10.0%** DECREASE

Decrease in dropout rates for targeted student populations – English Learners



CURRENT STATUS **1,065**  
GOAL **3,500**

Summer employment opportunities for high school rising juniors and seniors over the next four years

CURRENT STATUS **135**  
GOAL **500**

Current formal business apprenticeships and internships

\*As of April 8, 2024





# LEARNING AND ACHIEVEMENT FOR ALL **KEY HIGHLIGHTS**

Focus on the integrity of the instructional core

Combined two-year increase:

**17%** In math performance

**9%** In science performance

**2.2%** In reading SOL performance

**19%** In early literacy performance on the Phonological Awareness Literacy Screening Assessment – PALS

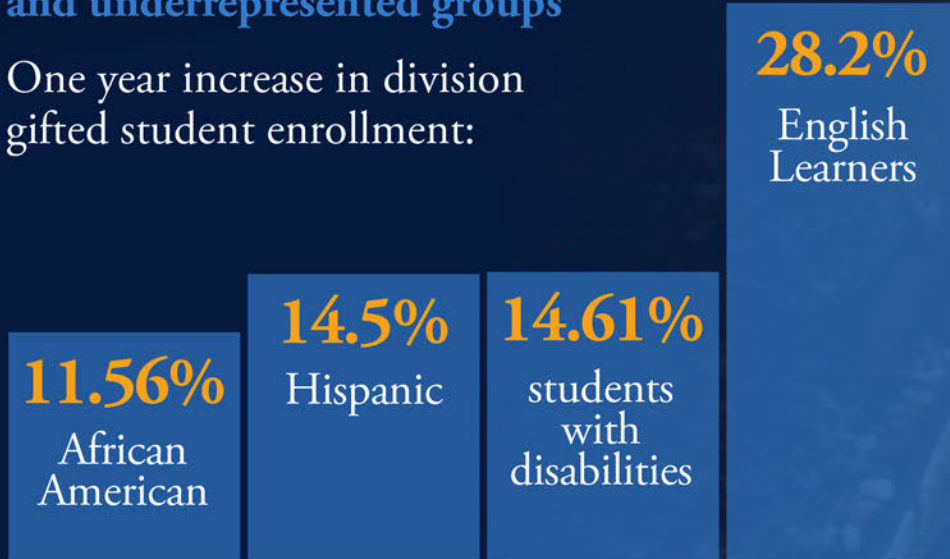
Recognize, value, and respond to the assets and needs of **Diverse Learners**

- Centrally funded a teacher assistant in every kindergarten classroom.
- Expanded early childhood education-PreK programs serving more than 1,300 students.

# LEARNING AND ACHIEVEMENT FOR ALL KEY HIGHLIGHTS

Increase advanced learning opportunities for English Learners, students with disabilities, and underrepresented groups

One year increase in division gifted student enrollment:



Expand access to gifted, AP, IB, Cambridge coursework, dual enrollment classes

**9%** In students from underrepresented groups accessing advanced coursework (AP/IB/Cambridge) for early college credentials.

Postsecondary planning, advising, and counseling

**100%**

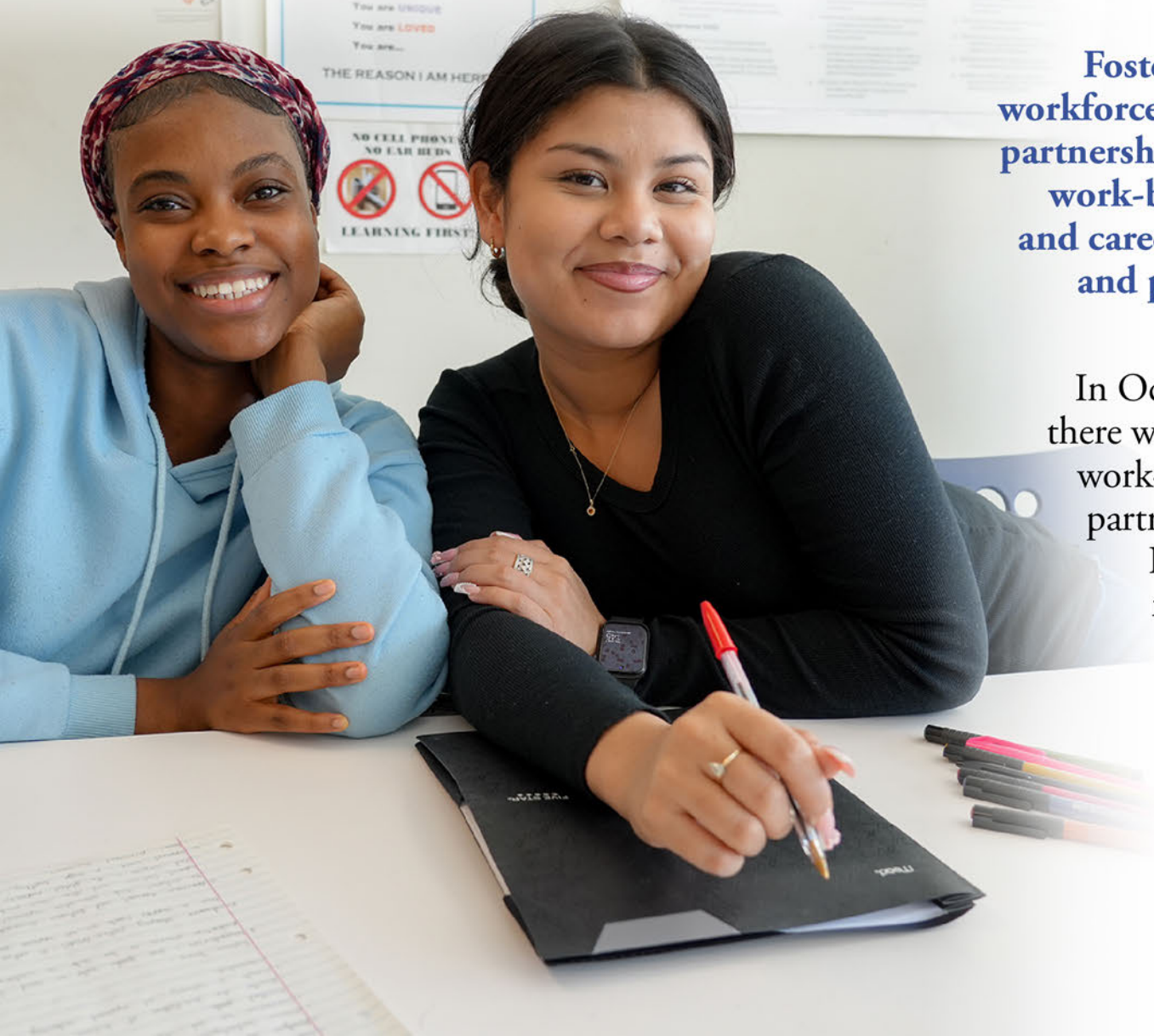
of graduates have a postsecondary plan for entering college, technical school, the military, the workforce, or access community transition services.

**\$119<sup>M</sup>**

in scholarships was earned, which represents a 31% increase in one year.



# LEARNING AND ACHIEVEMENT FOR ALL **KEY HIGHLIGHTS**



Foster community workforce development partnerships to provide work-based learning and career experiences and postsecondary opportunities

In October of 2021, there were zero formal work-based learning partners. Currently, PWCS has 297 registered CTE partners and continues to expand these partnerships.

Our students are thriving in our business partnerships:

**17** youth registered apprenticeships

**49** internships placement

**118** youth registered internships

**1,065** summer jobs, 64 hired at the employment fair

**1,700** career fair participants this school year

# LEARNING AND ACHIEVEMENT FOR ALL **KEY HIGHLIGHTS**



Over two years:

**39** state licensures earned

**4,726** Workplace Readiness Skills assessments passed

**7,469** industry certifications achieved

**10,459** students earning one or more credentials

**12,235** total credentials achieved

Currently, there are **758** active enrollments in **19** CTE dual enrollment courses

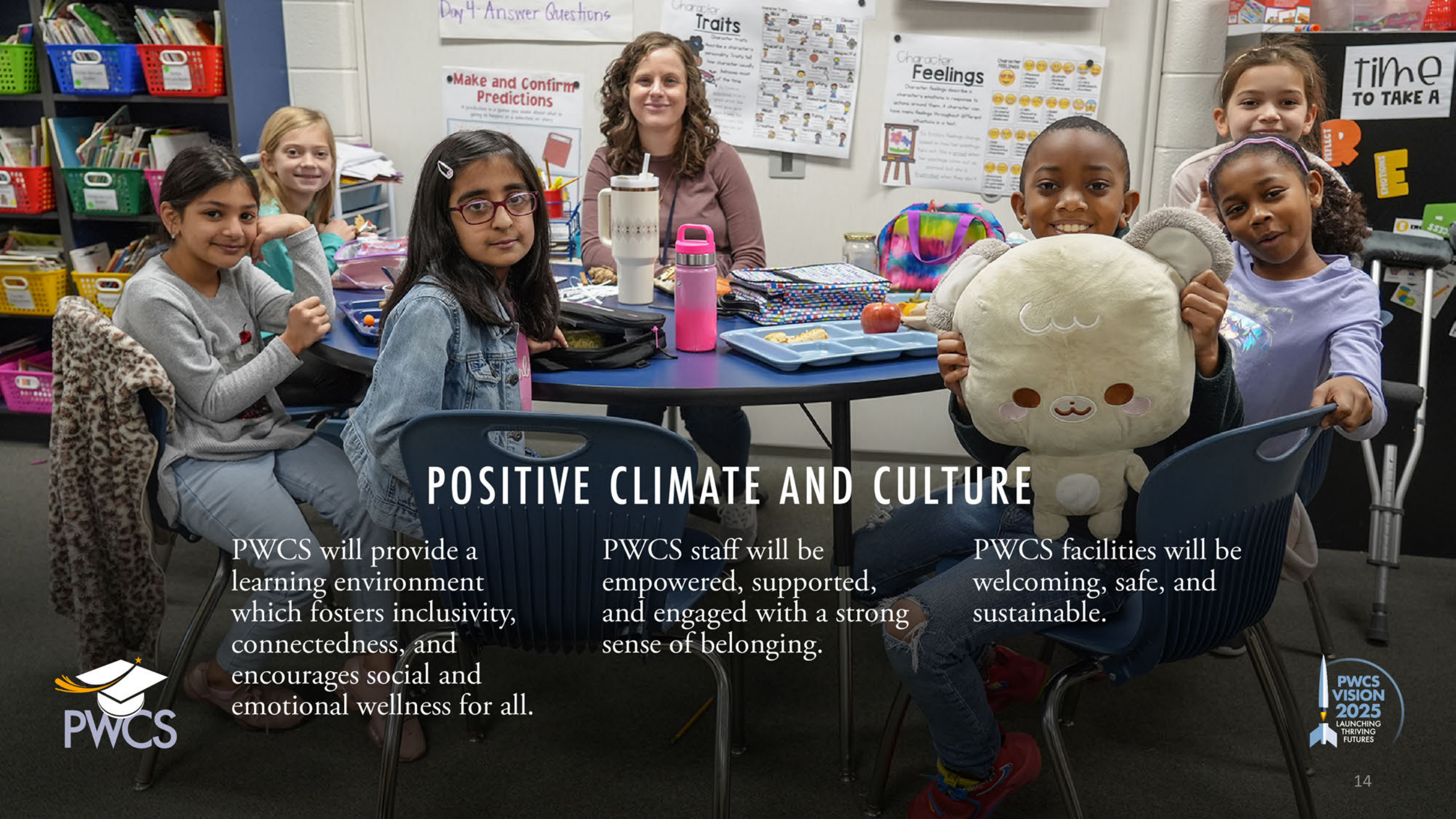
# LEARNING AND ACHIEVEMENT FOR ALL **PROGRESS ON KEY STRATEGIES**

- ✔ Train and implement instructional rounds in all schools
- ✔ High quality, culturally relevant curriculum
- ✔ Multi-Tiered System of Supports (MTSS)
- ✔ Additional preschool expansion
- ✔ Establish student voice committees in secondary schools
- ✔ Engage implementation of instructional best practices to promote English Language development and proficiency
- ✔ Provide academic advising and outreach to increase the participation and performance of underrepresented students in gifted, advanced, and specialty programs

- ✔ At least one full-time, highly qualified gifted resource teacher at every school
- ✔ Implement Unfinished Learning Plan
- ✔ High schools have a dedicated postsecondary advisor
- ✔ Increase graduates earning early college credentials
- ✔ Increase participation in the Seal of Biliteracy
- ✔ EMPLOY, EXPLORE, Work-based partnerships
- ✔ Postsecondary transition planning
- ✔ Student vision report for postsecondary plans and goals
- ✔ Professional learning on continuous improvement process

- ✔ Student Senate and Student Representatives create Student Bill of Rights
- ✔ Addition of Dual Language immersion programs
- ✔ Universal Design for Learning
- ✔ \$260 million in self-reported and verified scholarships
- ✔ STEM Center development
- ✔ Reading and writing SOL scores
- ✔ Dropout rate for English Learners





## POSITIVE CLIMATE AND CULTURE

PWCS will provide a learning environment which fosters inclusivity, connectedness, and encourages social and emotional wellness for all.

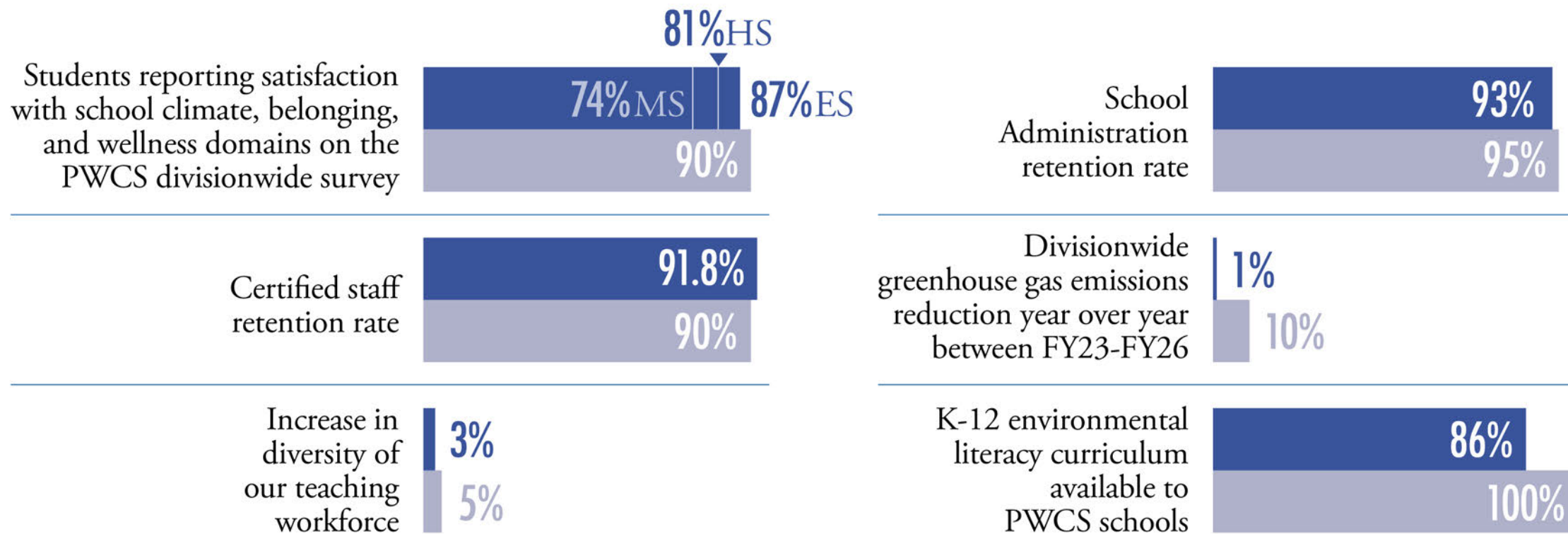
PWCS staff will be empowered, supported, and engaged with a strong sense of belonging.

PWCS facilities will be welcoming, safe, and sustainable.



# POSITIVE CLIMATE AND CULTURE

Current\* ■ ■ Goal



**PWCS** will have its first net-zero school **20%** 1 of 5 schools earning Green Ribbon school designation **229** new international teachers **125** individuals hired into special education teaching roles since program's inception

\*As of April 8, 2024



# POSITIVE CLIMATE AND CULTURE KEY HIGHLIGHTS

Develop and implement the PWCS Heals Initiative as a comprehensive plan to provide social and emotional learning, restorative practices, trauma informed and healing centered practices to support staff and students

**4,500**

Heals initiative staff members trained in trauma-informed, healing practices, and continually working toward the social and emotional needs of all students.

Recruit highly qualified and diverse workforce reflective of the student population

**28%** of our educator workforce are diverse

**229** of which are international teachers, which mirrors the

**159** and **174** represented in Prince William County Public Schools.  
**countries** **languages**





## POSITIVE CLIMATE AND CULTURE KEY HIGHLIGHTS

Drive strategic recruitment, development, and selection of highly effective leaders through “PWCS Leads” and increase the number of highly qualified teacher candidates through “Teach PWCS”

\$350,000

grant secured to launch first of its kind **Teacher Residency and Apprenticeship** program in collaboration with VDOE and Virginia Commonwealth University (VCU).

**PWCS Grow Your Own Registered Teacher Apprenticeship** program offers a unique blend of academic learning and practical experience, enabling aspiring teachers to earn a salary while they learn, thereby removing financial barriers to entering the teaching profession.

200 active **Educators Rising** members participate in the program hosted by 12 of our 13 high schools.

# POSITIVE CLIMATE AND CULTURE **KEY HIGHLIGHTS**

**Launch “You Belong Here” a comprehensive diversity, inclusion, and equity organizational development initiative**

Implementation of “**You Belong Here**” ensures leaders are creating inclusive cultures within their school buildings that will positively impact climate and employee morale while aligning behaviors with beliefs.

**Develop and embed high performing maintenance strategies and construction standards**

**Capital Improvements Program** provides a blueprint for new construction, renovations, and specific projects for sustainable facilities aligned with sustainability goals in response to PWCS’ growing student population.

PRINCE WILLIAM  
COUNTY PUBLIC  
SCHOOLS

**YOU  
BELONG  
HERE**



So far, PWCS reduced our carbon footprint by

**231,934**

metric tons of CO<sup>2</sup> and avoided over

**\$75.1<sup>M</sup>**

in would be energy costs.

# POSITIVE CLIMATE AND CULTURE PROGRESS ON KEY STRATEGIES

- ✔ Develop and implement PWCS Heals Initiative
- ✔ Expansion on divisionwide social and emotional learning
- ✔ Implement comprehensive plan to address students with chronic absences
- ✔ Implement “Support Corps” counselors
- ✔ Develop and implement a division-wide plan for Restorative practices
- ✔ Developed and implemented “PWCS LEADS”
- ✔ Launching Leadership Capacity (LLC)
- ✔ “You Belong Here”
- ✔ “Teach PWCS,” Grow Our Own Teachers, Educators Rising
- ✔ Teaching assistant to Teacher program and certification
- ✔ 350 international educators employed
- ✔ Implement “Say Something” initiative
- ✔ Provide safe online learning and work environment
- ✔ Enhanced school security through site assessments
- ✔ Enhance school security officer (SSO) program
- ✔ Increase crisis management readiness
- ✔ Promoted environmental literacy across all content areas
- ✔ Develop annual divisionwide maintenance and facility plan
- ✔ Complete first Net-Zero school replacement
- ✔ Launching Thriving Careers
- ✔ PWCS will have five schools earn Green Ribbon School designation
- ✔ Middle School student satisfaction rates





# FAMILY AND COMMUNITY ENGAGEMENT

PWCS will engage families and communities as authentic partners in education to support academic progress.

PWCS will work collaboratively with community agencies and business partners to support strategic initiatives.

PWCS will ensure honest, transparent, and two-way communication with families, schools, and the community to foster trusting relationships.



# FAMILY AND COMMUNITY ENGAGEMENT

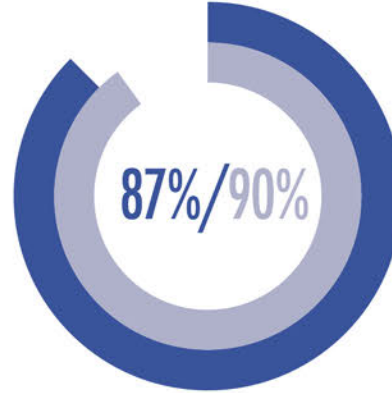
Current\* ■ Goal



Schools will have a parent liaison to support engaging families in the educational process



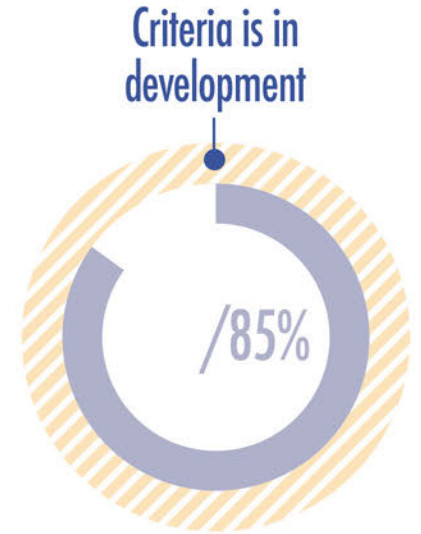
Increase parent/guardian participation in family engagement series events for targeted populations



Families will report being engaged with their school



Schools will have at least one formal business partnership or community agency partnership to support school improvement plans and postsecondary success



By 2025, schools will have a high-functioning school advisory council



\*As of April 8, 2024



# FAMILY AND COMMUNITY ENGAGEMENT KEY HIGHLIGHTS



## Expand division **Global Welcome Center** support to families



To bridge the information gap between schools, families, and students, a social worker and parent liaison have been added to the **Global Welcome Center** in Manassas.

While not part of the operating budget, major renovations of the Global Welcome Center are included in the Capital Improvements Program (CIP).

## Enhance ongoing two-way communication with families at the school and division level

**100%** of family home languages are supported and available through two-way communication and auto translation.

Tools like **SchoolStatus** and the **Early Warning System** have improved communication with families and enabled us to monitor critical indicators of student success.

**8.5<sup>M</sup>** messages sent, in their preferred home language, to families in the first half of the School Year 2023-24, a **92% engagement rate** divisionwide.

# FAMILY AND COMMUNITY ENGAGEMENT KEY HIGHLIGHTS



Establish centralized supports and coordination for family engagement efforts

**28,000**

Views, to date, on our Family Engagement Series.

**96%** of attendants at family engagement events reporting feeling better equipped to meet the needs of their students.

**87%** of parents reported positively to family engagement and trust.

# FAMILY AND COMMUNITY ENGAGEMENT KEY HIGHLIGHTS

## Develop a strategically driven SPARK funding agenda

We launched a SPARK Funding Agenda based on division strategic initiatives for the equitable distribution of resources.

**\$13.52<sup>M</sup>** raised through philanthropic support from the SPARK funding agenda.

## Ensure that each school has a strategic partnership with a business or community organization

**100%**

of schools have at least one formal business or community agency partnership aligned with identified priorities in the school's continuous improvement plan.





# FAMILY AND COMMUNITY ENGAGEMENT PROGRESS ON KEY STRATEGIES

- ✔ 100% of schools with a parent liaison
- ✔ Expanded outreach and participation in Parent Resource Center events
- ✔ Family Engagement Series
- ✔ Support military connected students and families
- ✔ Dedicated military family connection support in the Student Services Department
- ✔ 39 Purple Star designated schools
- ✔ Every school with a strategic business or community partnership
- ✔ Develop strategically specific SPARK funding agenda
- ✔ Enhance ongoing and two-way communication with families

- ✔ Expand family support through the Global Welcome Centers
- ✔ Implement a systematic approach to ensure consistency in communication between families and schools, including tools to monitor student progress, provide specific feedback, and share opportunities for parent engagement through SchoolStatus
- ✔ Expand role in each school's high-functioning advisory councils

- ✔ On track/goal met
- ✔ Approaching
- ✔ Off track/not started



# ORGANIZATIONAL COHERENCE

PWCS will create systemic structures for strong continuous improvement.

PWCS will remove barriers to communication to facilitate collaboration across offices, schools, and families in the spirit of customer service.

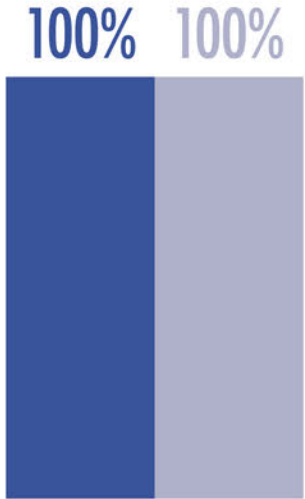
PWCS will ensure that our strategic priorities are driving our investments.

PWCS will work toward convergence, operating as a unified school system with shared accountability for school and Division goals.



# ORGANIZATIONAL COHERENCE

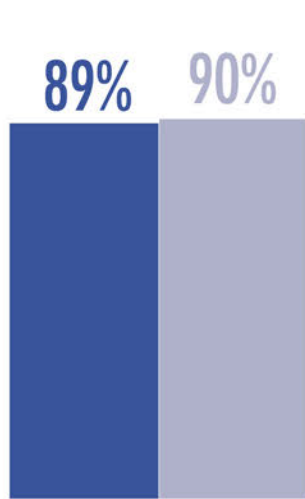
Current\*   Goal



Office and school strategic plans will align to division goals and strategies



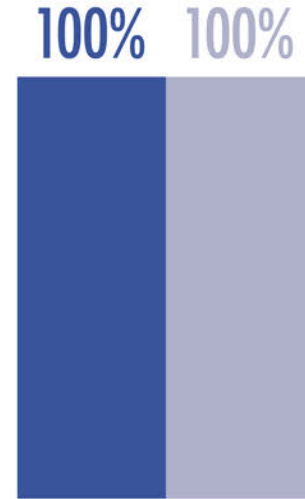
Family home languages will be supported and available to remove communication barriers



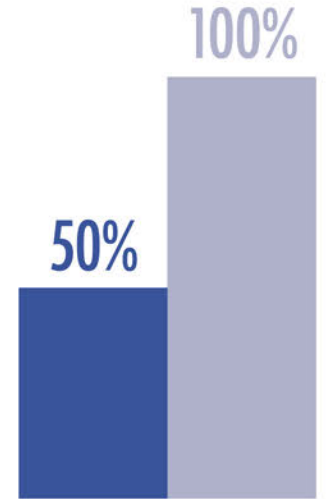
Customer satisfaction rate for families and staff (Zendesk)



Schools will be funded equitably and for adequacy



Up-to-date digital learning tools and one-to-one technology for all teachers and students



PWCS will complete eight school renovations between FY23 and FY26



\*As of April 8, 2024



# ORGANIZATIONAL COHERENCE KEY HIGHLIGHTS

IT spending on digital equity

**\$20<sup>M</sup>**

is spent annually to ensure equitable access to high quality technology for all students and staff

Fiscal Year 2025 compensation highlights

**3.0%**

Step movement

**2.2%**

Scale improvement with additional scale enhancements for teachers and classified staff

**\$477,000**

Bus driver sign on bonus

Average teacher salary increase over four years

**28.2%**



# ORGANIZATIONAL COHERENCE **PROGRESS ON KEY STRATEGIES**

- ✔ Align strategic and continuous improvement planning efforts for offices and schools
  - ✔ Provide school leadership teams with continuous improvement coaching support and partnerships
  - ✔ Quarterly public reporting structure that monitors progress toward meeting strategic plan commitments and goals
  - ✔ Implement teacher initiated two-way communication, school, and divisionwide messaging platform with auto translation
  - ✔ Implement divisionwide customer relationship management platform
  - ✔ Establish budget taskforce
- ✔ Implement budget changes which will align strategic priorities for central offices and schools
  - ✔ Digital equity investment plan
  - ✔ Base CIP investments on facility condition index
  - ✔ Develop a long-term financial plan and forecast model
  - ✔ Regionally competitive pay plans based on compensation and benefits study
  - ✔ Implement an enhanced divisionwide customer service model survey and training.
  - ✔ Curriculum investment plan to coincide with the textbook/instructional materials.
- ✔ Define and document site-based standards and operational requirements.
  - ✔ Apply Six Sigma Define, Measure, Analyze, Improve, Control process to manage quality across the division.
  - ❌ Develop and implement plan to ensure adequate staffing levels and a leadership succession plan based on the results of a comprehensive staffing study

- ✔ On track/goal met
- ✔ Approaching
- ❌ Off track/not started

## SCHOOL DIVISION RECOGNITIONS OF ACHIEVEMENT

- REGION IV SUPERINTENDENT OF THE YEAR
- ACT AMERICAN COLLEGE APPLICATION CAMPAIGN SCHOOL OF EXCELLENCE AWARD, 2022-23
- ADVANCED PLACEMENT COMPUTER SCIENCE FEMALE DIVERSITY AWARD, 2021
- ADVANCED PLACEMENT SCHOOL HONOR ROLL, 2023
- ALLIANCE FOR A HEALTHIER GENERATION AMERICA'S HEALTHIEST SCHOOLS AWARD, 2022, 2023
- AMERICAN SCHOOL COUNSELOR ASSOCIATION RECOGNIZED ASCA MODEL PROGRAM DESIGNATION, 2021-22
- ASSOCIATION OF SCHOOL BUSINESS OFFICIALS, CERTIFICATE OF EXCELLENCE IN FINANCIAL REPORTING, 2023
- CAMBRIDGE ASSESSMENT INTERNATIONAL EDUCATION SCHOLAR AWARD WITH MERIT AND SCHOLAR AWARD, 2022-2023
- COMPUTERWORLD BEST PLACE TO WORK IN IT, 2024
- DISTINGUISHED PURPLE STAR SCHOOLS, 2018-23
- FAMILY, CAREER AND COMMUNITY LEADERS OF AMERICA NATIONAL HIGH SCHOOL AWARD, 2022-23
- FAMILY, CAREER AND COMMUNITY LEADERS OF AMERICA NATIONAL "STAND UP" ADVOCACY PROGRAM AWARD, 2022, 2023
- FIRST EVER ALL FEMALE GROUNDS CREW IN SPORTS FIELD MANAGEMENT AT THE SOFTBALL LITTLE LEAGUE WORLD SERIES, 2022
- FOUNDATION FOR KOREAN LANGUAGE AND CULTURE AILEE MOON AWARD, 2021
- GEORGE MASON UNIVERSITY SCHAR SCHOOL OF POLICY AND GOVERNMENT'S REGIONAL ELECTED LEADERS INITIATIVE NORTHERN VIRGINIA LEADERSHIP AWARD, 2021
- GOVERNMENT FINANCE OFFICERS ASSOCIATION CERTIFICATE OF ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING, FISCAL YEARS 2022-23
- LEADERSHIP IN GREENER PURCHASING AWARD, 2022
- MERITORIOUS BUDGET AWARD, ASSOCIATION OF SCHOOL BUSINESS OFFICIALS, FISCAL YEAR 2022
- NATIONAL ALTERNATIVE EDUCATION ASSOCIATION, EXEMPLARY PRACTICES MODEL SCHOOL, 2022
- NATIONAL ASSOCIATION OF ESEA STATE PROGRAM ADMINISTRATORS 2022 NATIONAL ESEA DISTINGUISHED SCHOOL
- NATIONAL ASSOCIATION OF MUSIC MERCHANTS BEST COMMUNITIES FOR MUSIC EDUCATION, 2023-24
- NATIONAL NEUROSCIENCE RESEARCH AWARD, 2023
- PROJECT LEAD THE WAY DISTINGUISHED PROGRAM RECOGNITION, 2022-23
- PROJECT LEAD THE WAY, INC. OUTSTANDING ENGINEERING TEACHER OF THE YEAR, 2022, 2023
- SPORTS TURF MANAGERS ASSOCIATION AWARD FOR FIELD OF THE YEAR, 2021
- U.S. DEPARTMENT OF EDUCATION NATIONAL BLUE-RIBBON SCHOOL AWARD, 2021-22
- U.S. DEPARTMENT OF EDUCATION'S GREEN RIBBON SCHOOL DISTRICT SUSTAINABILITY AWARD, 2021, 2022
- U.S. DEPARTMENT OF ENERGY, ALBERT EINSTEIN EDUCATOR FELLOW, 2023
- U.S. DEPARTMENT OF STATE AND FULBRIGHT FOREIGN SCHOLARSHIP BOARD, FULBRIGHT TEACHERS FOR GLOBAL CLASSROOMS PROGRAM AWARD, 2023
- U.S. MARINE CORPS PETE TAYLOR PARTNERSHIP OF EXCELLENCE AWARD, 2022
- VIRGINIA ASSOCIATION OF SCHOOL SOCIAL WORKERS 2023 SCHOOL SOCIAL WORKER OF THE YEAR FOR THE NORTHERN REGION OF VIRGINIA AND SCHOOL SOCIAL WORKER OF THE YEAR FOR THE STATE OF VIRGINIA
- VIRGINIA BOARD OF EDUCATION EXEMPLAR PERFORMANCE AWARDS, 2022-23
- VIRGINIA DEPARTMENT OF WILDLIFE RESOURCES NAMED EIGHT SCHOOLS VIRGINIA NATURALLY SCHOOLS, 2022
- NINE SCHOOLS AWARDED VIRGINIA MUSIC EDUCATORS ASSOCIATION BLUE RIBBON AWARD 2023
- VIRGINIA NATURALLY SCHOOLS, 2023
- VIRGINIA TECH COLLEGE OF AGRICULTURE AND LIFE SCIENCES OUTSTANDING UNDERGRADUATE ALUMNI AWARD, 2023
- VIRGINIA TECH SCHOOL OF PLANT AND ENVIRONMENTAL SCIENCE OUTSTANDING UNDERGRADUATE ALUMNI RECIPIENT, 2022
- WASHINGTON POST PRINCIPAL OF THE YEAR, 2022