

# Strategic Plan Report

## *“Providing A World-Class Education”*

Mr. Tim Healey, Associate Superintendent, Student Learning and Accountability

Dr. Jennifer Coyne Cassata, Director, Accountability

October 2013



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# Strategic Plan Goals

- GOAL 1:** All students meet high standards of performance.
- GOAL 2:** The teaching, learning, and working environment is caring, safe and healthy, and values human diversity.
- GOAL 3:** Family and community engagement create an environment focused upon improved student learning and work readiness.
- GOAL 4:** Faculty, staff, and leaders are qualified, high performing, diverse, and motivated.
- GOAL 5:** The organizational system is aligned, integrated, and equitable.

# Strategic Goal 1

*All students meet high standards of performance.*

## *Objective 1.1*

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



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# Strategic Measure 1.1.1

Each year, all schools will be fully accredited.

Year of Award	# of Schools	Accredited*					Accredited with Warning			All Schools	
		ES	MS	HS	Total	%	ES	MS	HS	Total	%
2007-08	79	53	13	10	76	96%	0	3	0	79	100%
2008-09	80	53	15	10	78	98%	0	2	0	80	100%
2009-10	82	55	16	10	81	99%	0	1	0	82	100%
2010-11	82	55	17	10	82	100%	0	0	0	82	100%
2011-12	82	55	17	10	82	100%	0	0	0	82	100%
2012-13	85	57	16	11	84	99%	0	1	0	85	100%
2013-14	86	57	17	9	83	97%	0	1	2	86	100%

\* Beginning with 2011-12, accreditation for high schools includes a requirement related to graduation (Graduation and Completion Index) that is phased in until 2015. In 2013-14, all PWCS high schools are on track to meet this requirement, with all but one meeting the 2015 requirement now and the other meeting the provisional standard.

# Strategic Measure 1.1.2

Each year, schools and the Division will meet or exceed all Federal Annual Measurable Objectives (AMOs) in reading and mathematics.

## Northern Virginia Districts and Federal AMOs

Division	Reading AMOs Met	Math AMOs Met	Graduation AMOs Met	Total AMOs Met
STATE	18/18	18/18	3/9	39/45
Prince William	18/18	18/18	6/9	42/45
Alexandria	18/18	17/18	6/9	41/45
Arlington	18/18	18/18*	4/9	40/45*
Fairfax	18/18	18/18	4/9	40/45
Fauquier	18/18	18/18	8/9	44/45
Loudoun	18/18	18/18	8/9	44/45
Manassas City	18/18	18/18*	9/9	45/45*
Manassas Park	18/18	18/18*	9/9	45/45*
Stafford	18/18	18/18	8/9	44/45

\* For each of these divisions, one of the AMOs was met, but the division failed to meet higher expectations (meaning the performance was lower in 2013 than in 2012).

# Strategic Measure 1.1.2

Each year, schools and the Division will meet or exceed all Federal Annual Measurable Objectives (AMOs) in reading and mathematics.

<b>SOL Data</b>	<b>Accountability Year</b>	<b>SOL Reading</b>	<b>SOL Math</b>
2006-07	2007-08	73%	71%
2007-08	2008-09	77%	75%
2008-09	2009-10	81%	79%
2009-10	2010-11	81%	79%
2010-11	2011-12	86%	85%
2011-12	2012-13	85%*	61%*
2012-13	2013-14	66%*	64%*

\* Starting in 2012-13, differentiated targets are set for different groups of students. These numbers represent the Annual Measurable Objectives for the "all" students group.

# Strategic Measure 1.1.2

Each year, schools and the Division will meet or exceed all Federal Annual Measurable Objectives (AMOs) in reading and mathematics.

## Federal AMOs for 2013-14

(Based on 2012-13 SOL Assessments)

Student Group	Reading Target	Math Target
All Students	66	64
Gap Group 1 (Combined*)	52	52
Gap Group 2 (Black)	49	51
Gap Group 3 (Hispanic)	53	56
Students with Disabilities	30	41
Limited English Proficient	44	46
Economically Disadvantaged	52	52
White	74	69
Asian	80	≥82

# Strategic Measure 1.1.2

Each year, schools and the Division will meet or exceed all Federal Annual Measurable Objectives (AMOs) in reading and mathematics.

## Schools Meeting All Federal AMO Targets

Year of Award	# of Schools	Division	ES	MS*	HS	Total
2008-09	80	Yes	52	5	9	66
2009-10	82	Yes	43	8	8	59
2010-11	82	No	44	5	5	54
2011-12	82	No	18	2	2	22
2012-13	85	No	44	13	5	62
2013-14	86	No	53	12	3	68

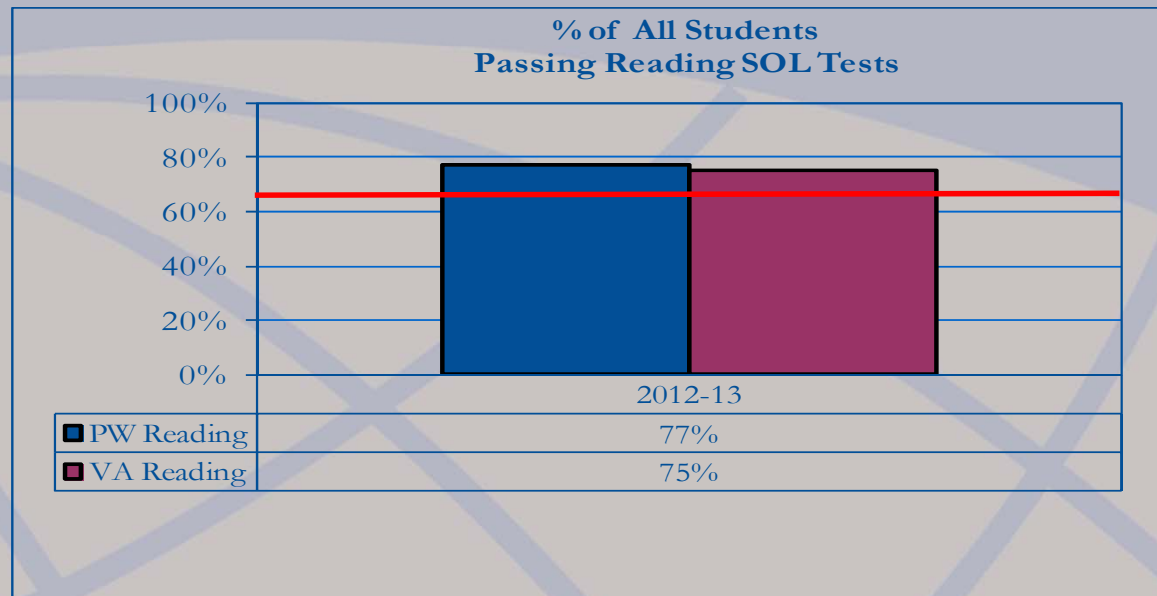
\* MS includes traditional schools

Note: The 68 represents all schools that met the published AMO targets. Of these, 35 met the published target but did not meet the higher expectation of continuous improvement.



# Strategic Measure 1.1.2

Each year, schools and the Division will meet or exceed all Federal Annual Measurable Objectives (AMOs) in reading and mathematics.

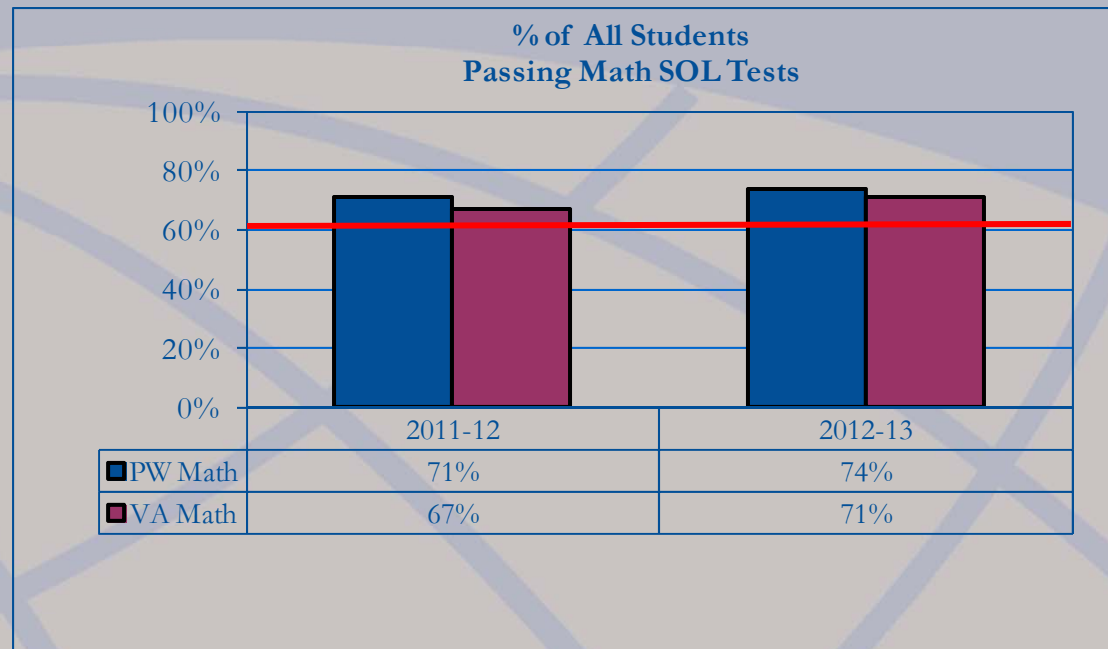


*(Red bar indicates target for 2013)*

- *New assessments introduced in 2013. Therefore, no trend data are available.*
- *Target has been met for reading (66%).*

# Strategic Measure 1.1.2

Each year, schools and the Division will meet or exceed all Federal Annual Measurable Objectives (AMOs) in reading and mathematics.

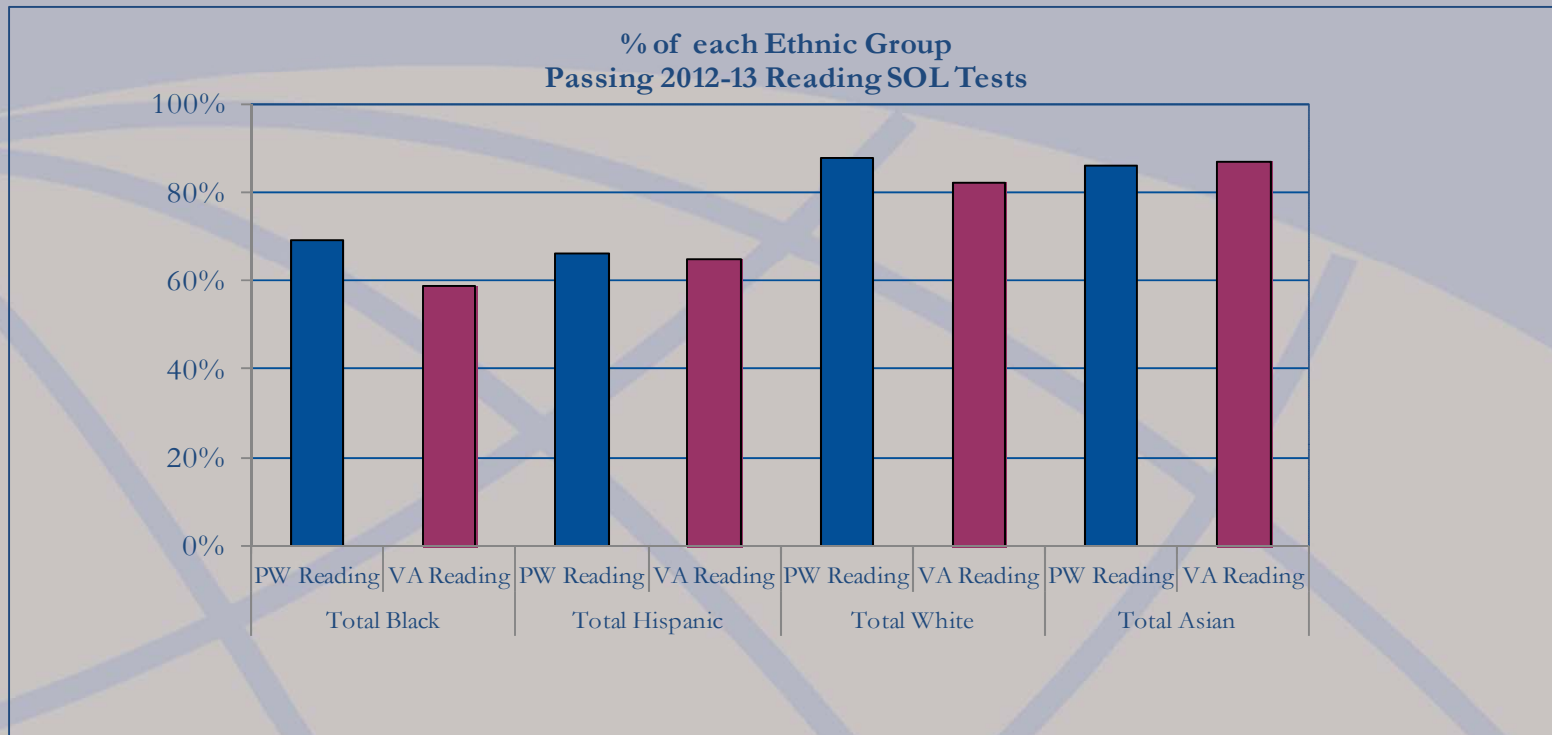


*(Red bar indicates target for 2013)*

- *Performance improved from 2011-12 to 2012-13.*
- *PWCS outperformed state averages.*

# Strategic Measure 1.1.2

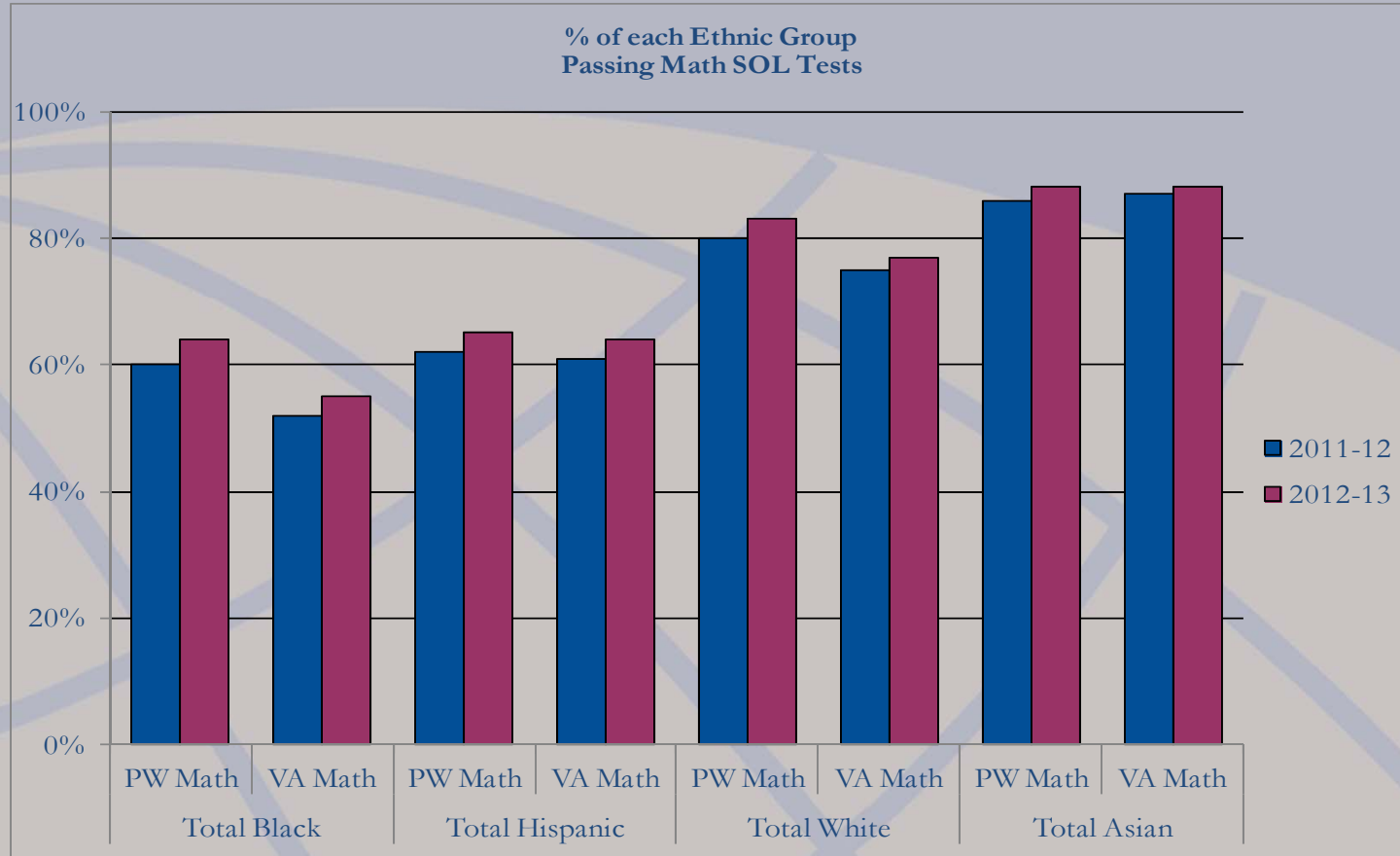
Each year, all schools will demonstrate growth and improvement in student achievement by increasing their pass rates on state assessments for all students and all groups of students.



- *For most student groups, PWCS outperformed the state in reading.*

# Strategic Measure 1.1.2

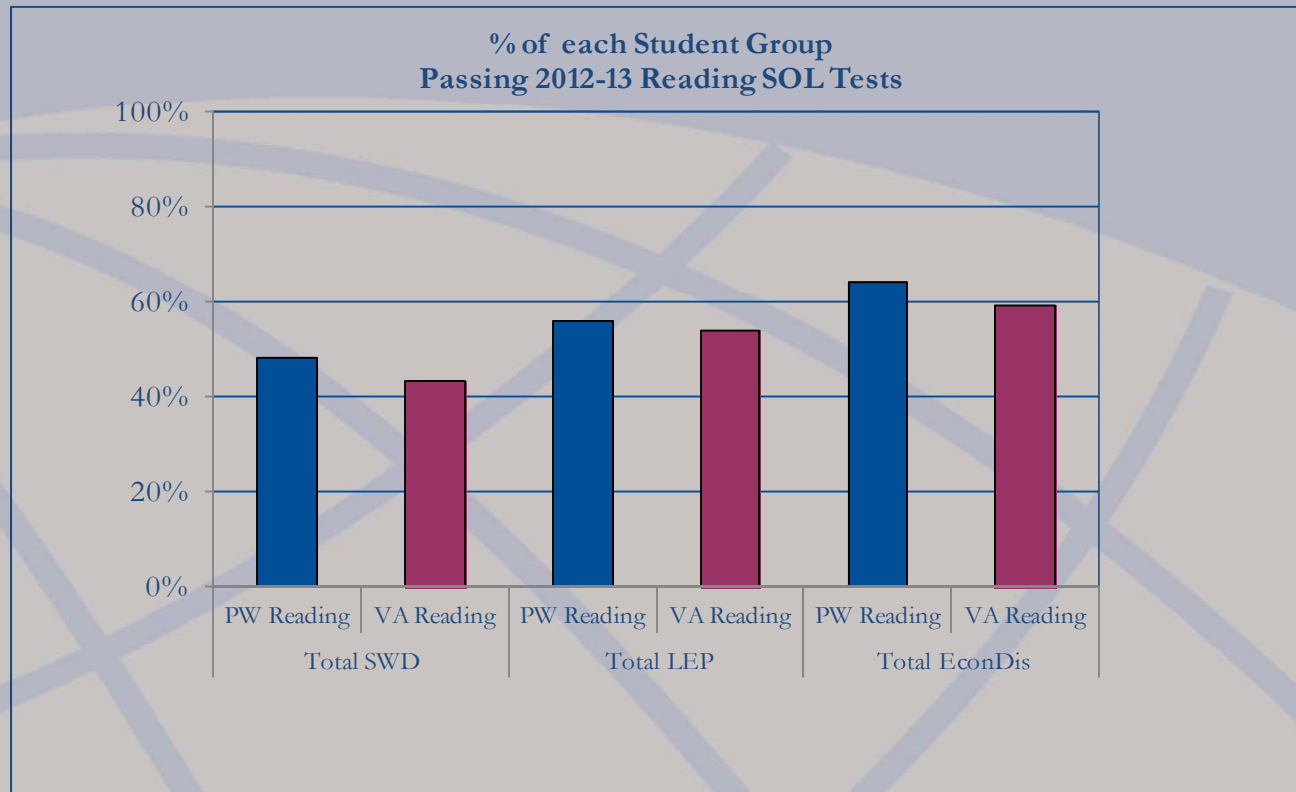
Each year, all schools will demonstrate growth and improvement in student achievement by increasing their pass rates on state assessments for all students and all groups of students.



- *PWCS matches or outperformed the state in math for all ethnic groups.*

# Strategic Measure 1.1.2

Each year, all schools will demonstrate growth and improvement in student achievement by increasing their pass rates on state assessments for all students and all groups of students.

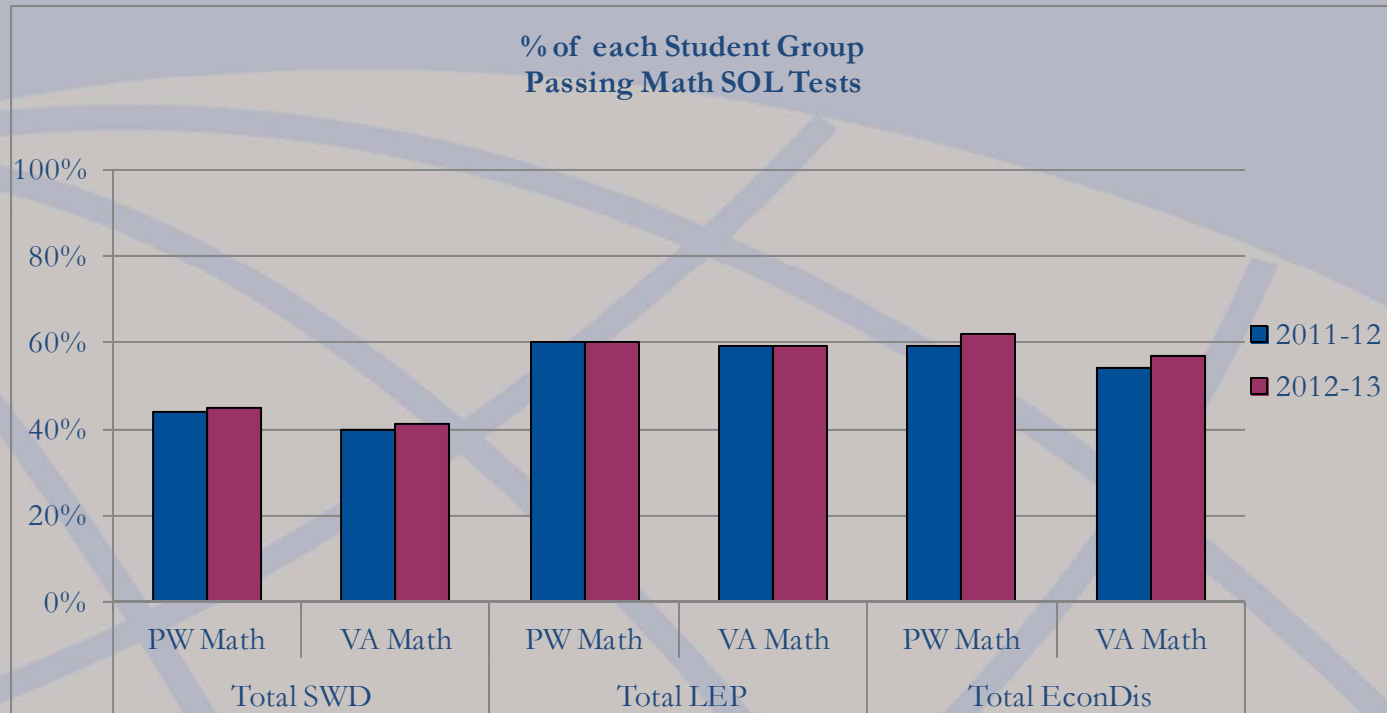


Key: EconDis=Economically Disadvantaged, LEP=Limited English Proficient, SWD=Students with Disabilities

- *PWCS outperformed the state averages in reading for these groups of students.*

# Strategic Measure 1.1.2

Each year, all schools will demonstrate growth and improvement in student achievement by increasing their pass rates on state assessments for all students and all groups of students.

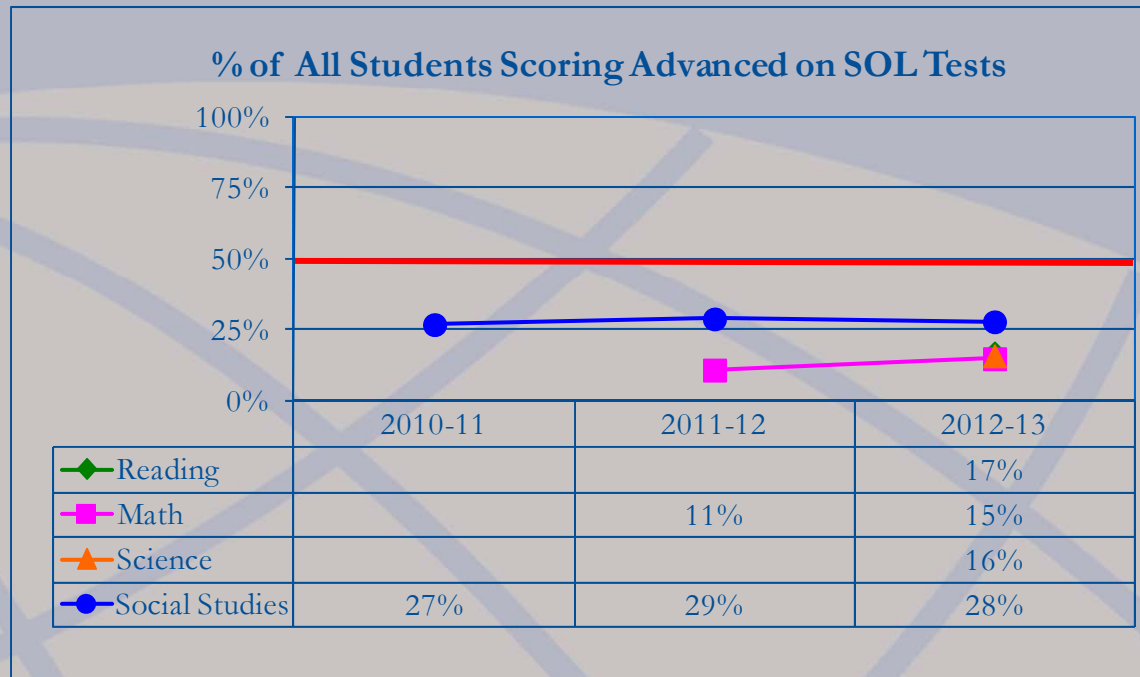


Key: EconDis=Economically Disadvantaged, LEP=Limited English Proficient, SWD=Students with Disabilities

- *PWCS outperformed the state for these groups of students.*

# Strategic Measure 1.1.3

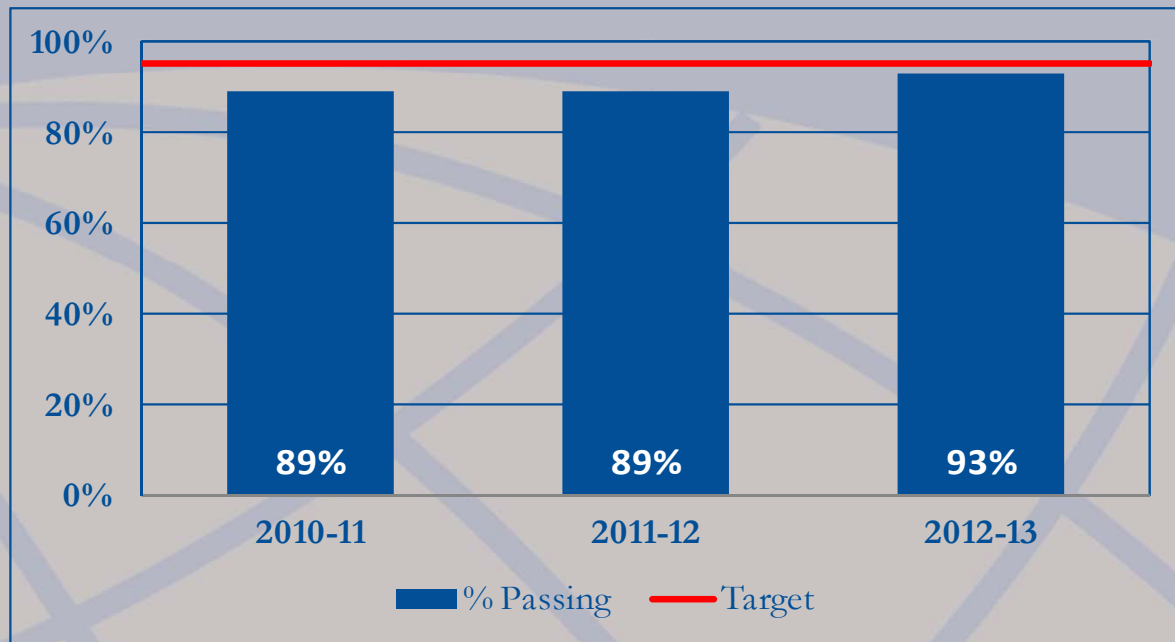
Each year, all schools will increase the percent of students scoring at the pass advanced level on the SOL tests, with a goal of 50% in each subject area.



- *Targets have recently changed for reading and science, therefore no trend data are available.*

# Strategic Measure 1.1.4

Each year, 95% of students in English 11 will pass the English research paper.

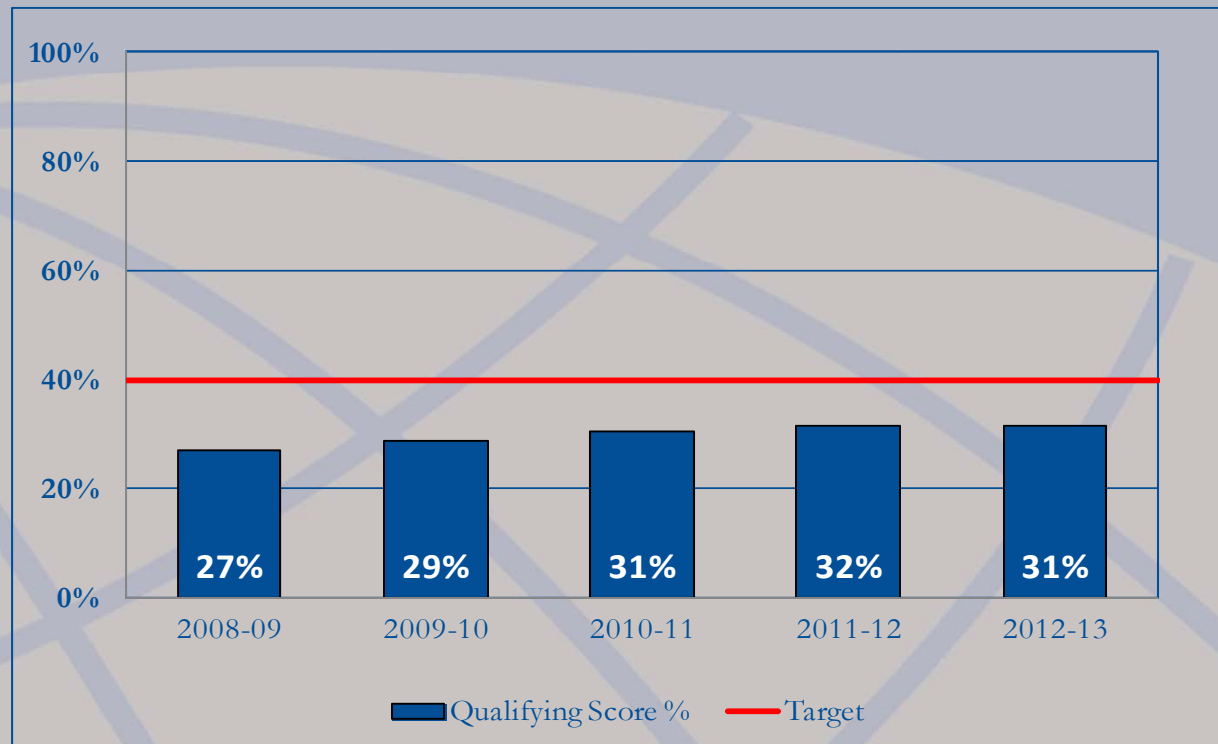


- *Performance has improved on this measure over time. In 2012-13, scoring changed from external scoring to scoring by PWCS teachers.*



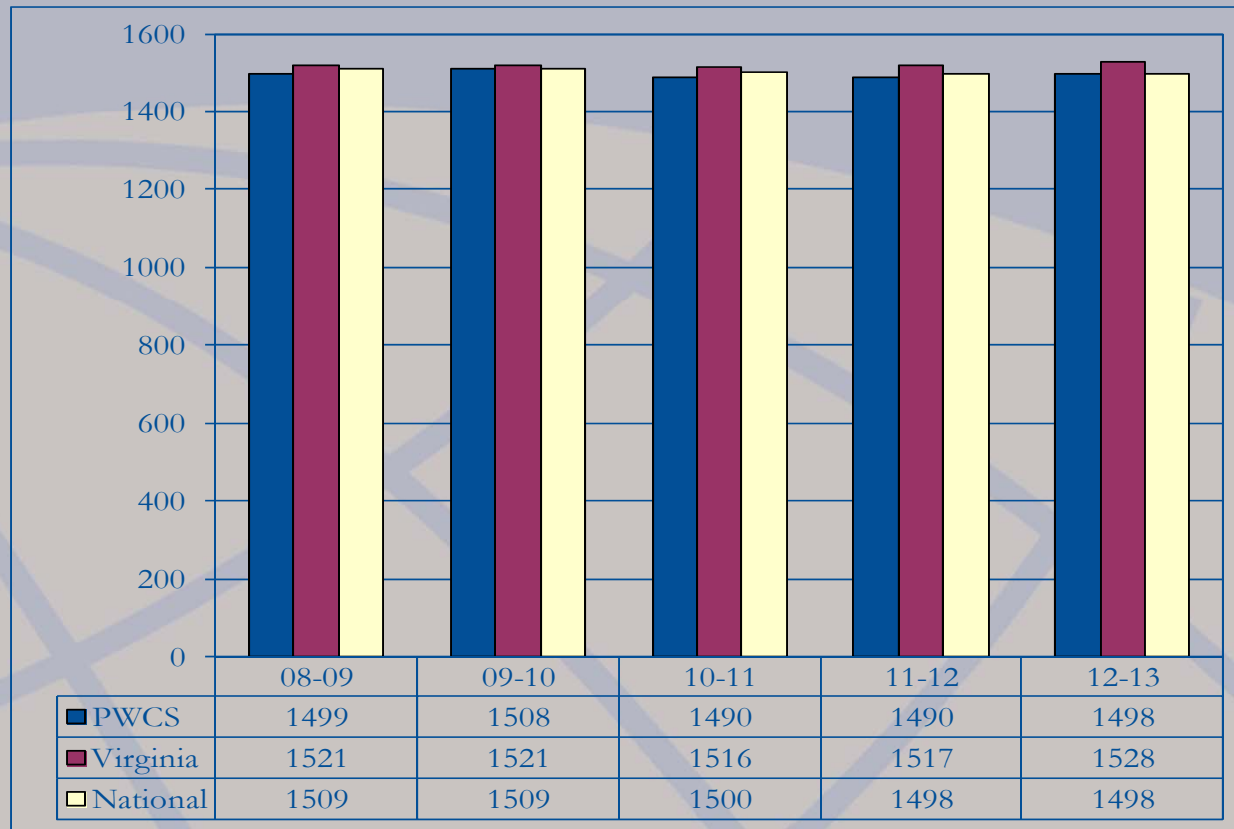
# Strategic Measure 1.1.5

Each year, 40% of graduates will have received a qualifying score on one or more advanced exams (AP, IB, Cambridge).



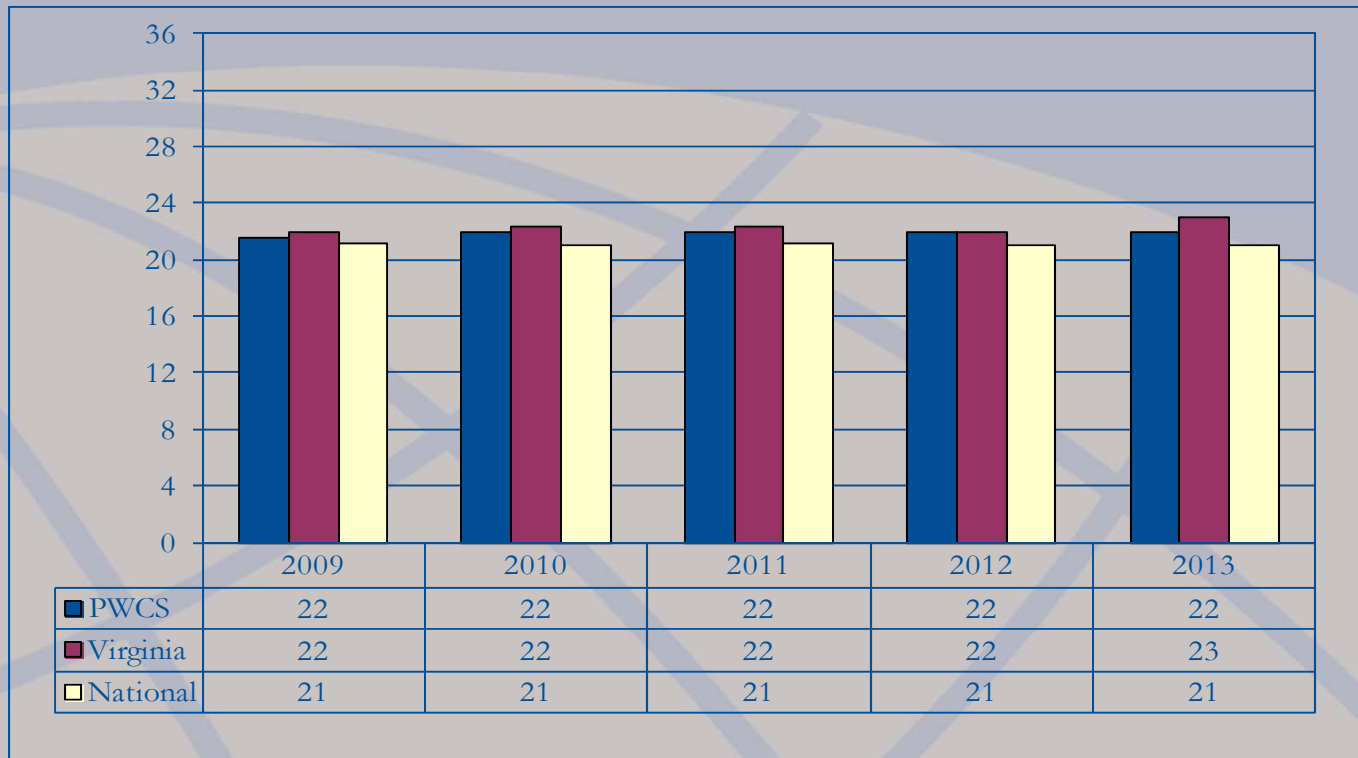
# Strategic Measure 1.1.6

Each year, SAT scores will meet or exceed state and national average scores.



# Strategic Measure 1.1.6

Each year, ACT scores will meet or exceed state and national average scores.



# Strategic Goal 1

*All students meet high standards of performance.*

## *Objective 1.2*

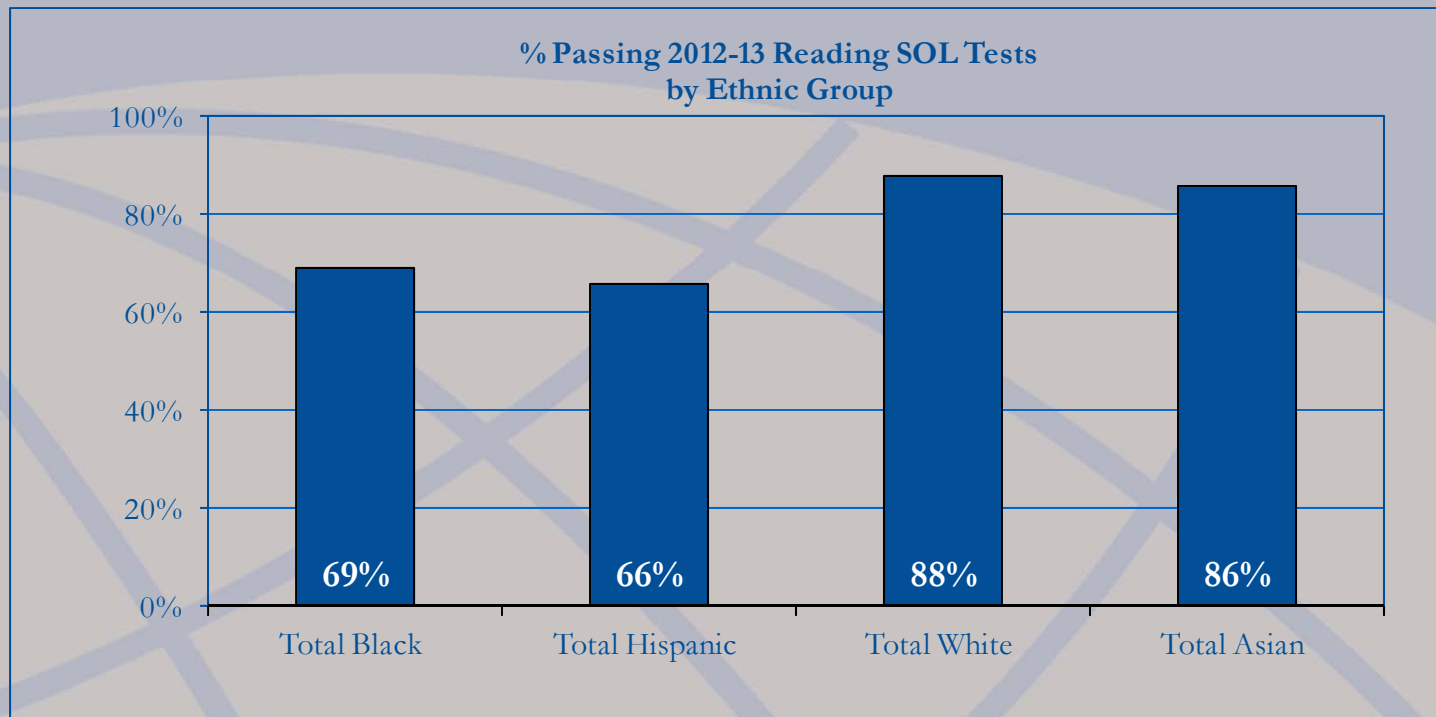
*Provide equitable access for students to challenging opportunities that will prepare them for the future.*



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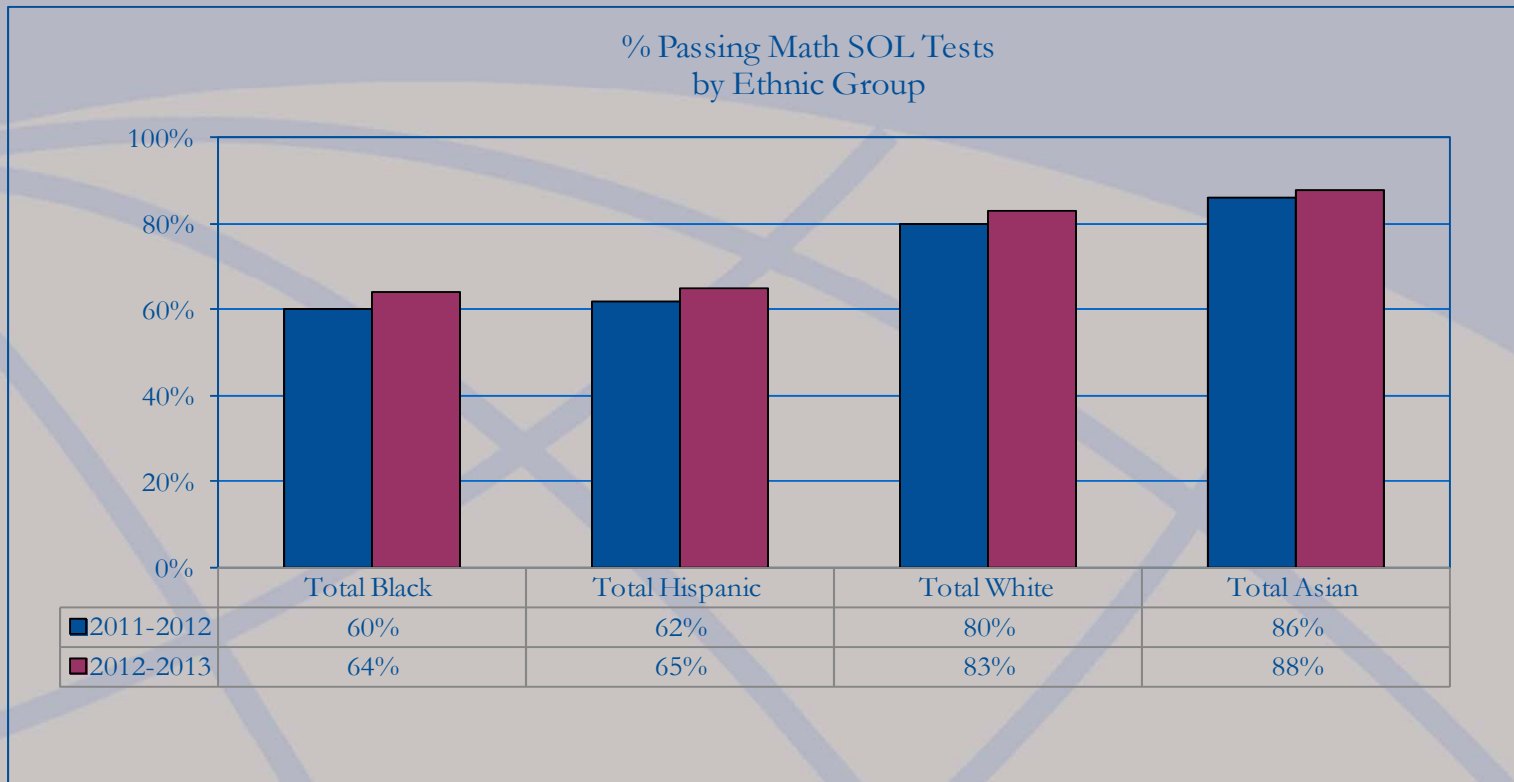
# Strategic Measure 1.2

Each year, the achievement gaps among students will be reduced.



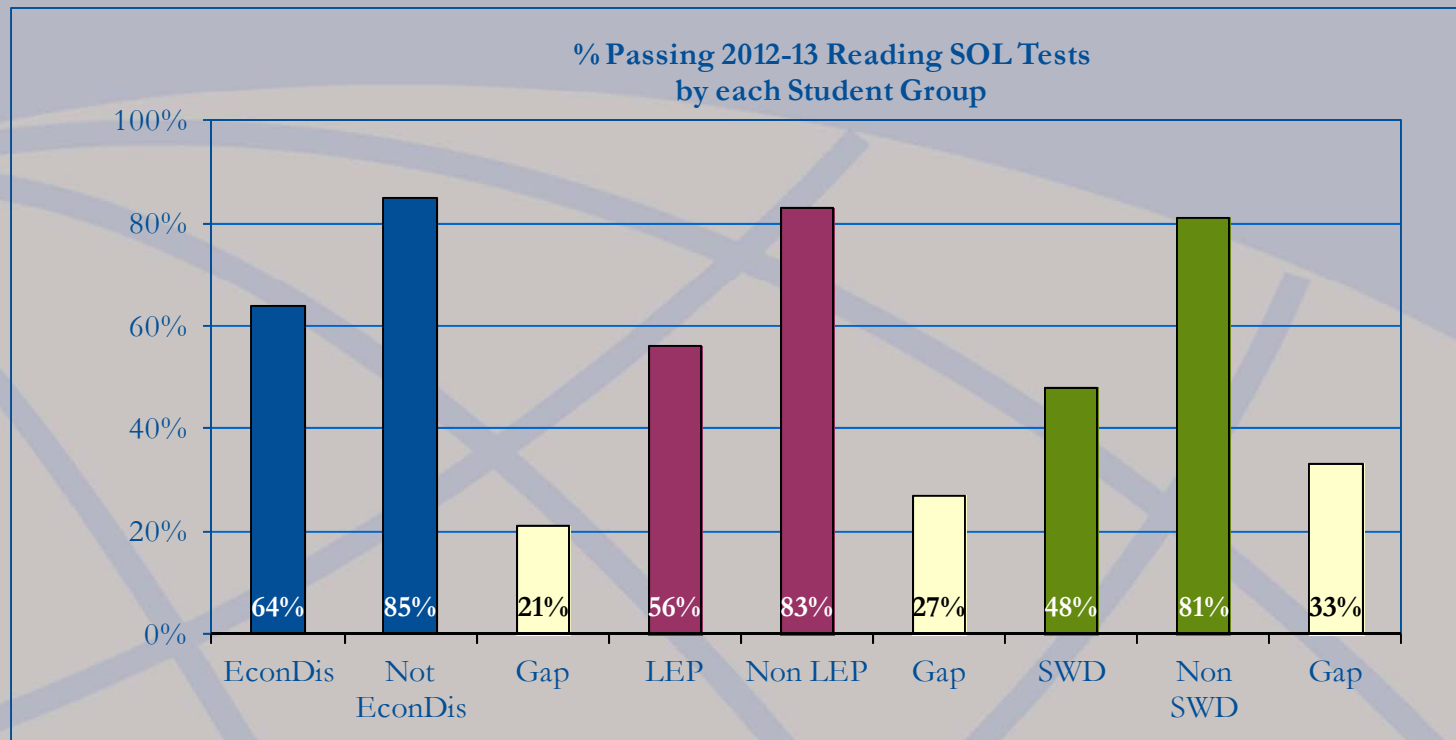
# Strategic Measure 1.2

Each year, the achievement gaps among students will be reduced.



# Strategic Measure 1.2

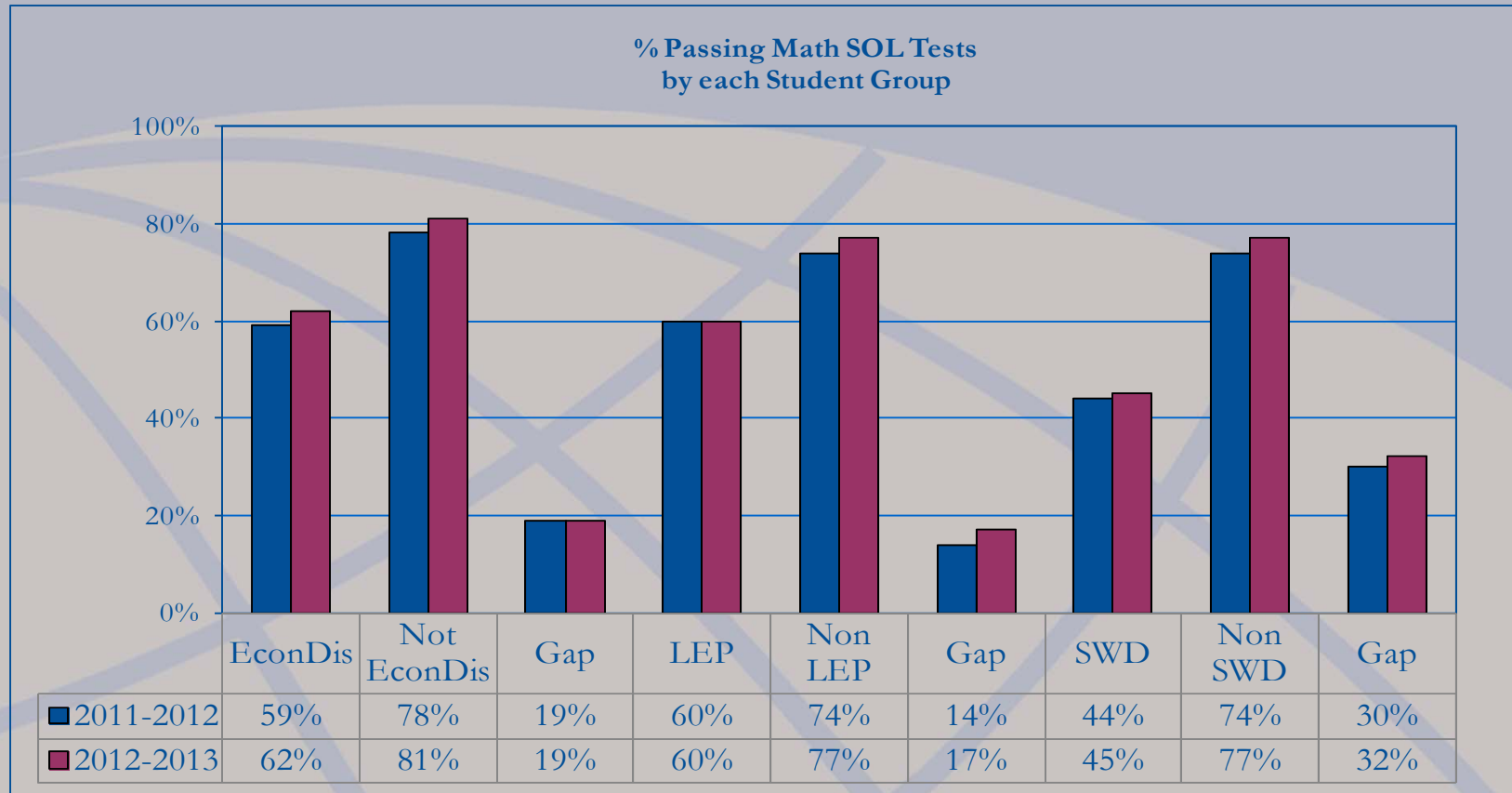
Each year, the achievement gaps among students will be reduced.



Key: EconDis=Economically Disadvantaged, LEP=Limited English Proficient, SWD=Students with Disabilities

# Strategic Measure 1.2

Each year, the achievement gaps among students will be reduced.

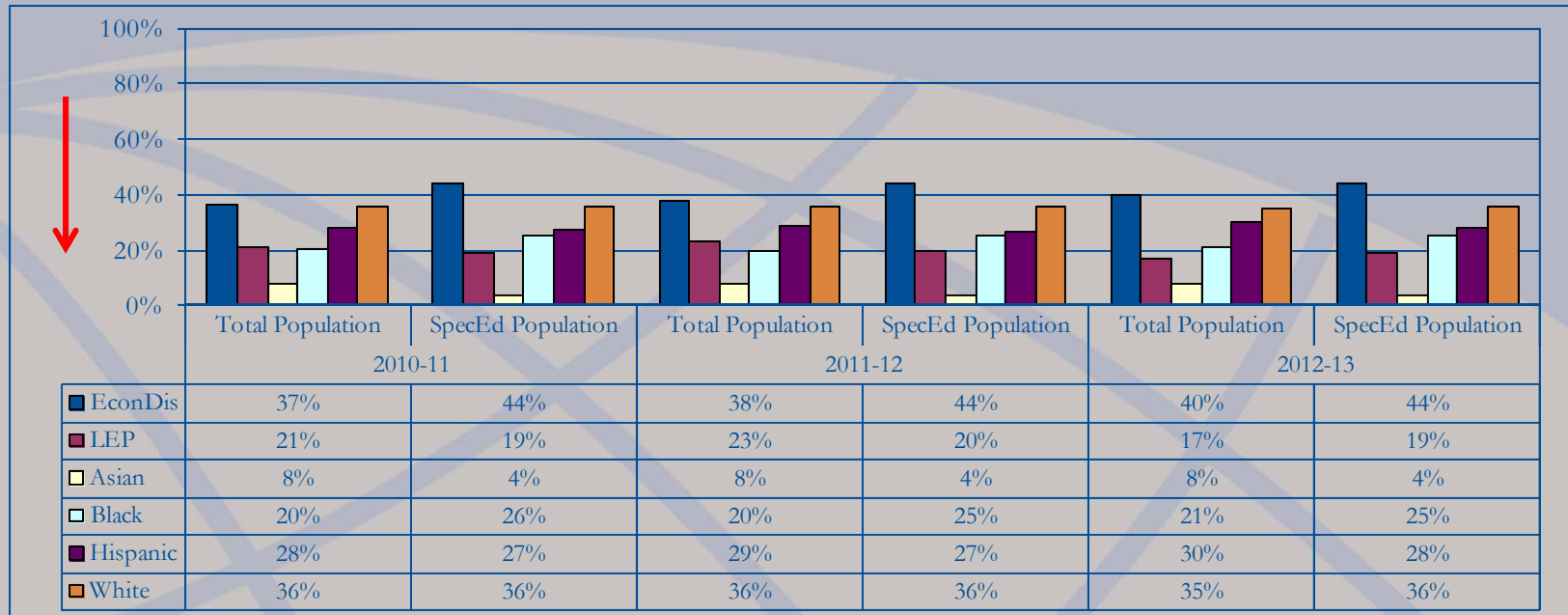


Key: EconDis=Economically Disadvantaged, LEP=Limited English Proficient, SWD=Students with Disabilities



# Strategic Measure 1.2

Each year, the disproportionate representation of students in special education will decrease Divisionwide.



## Strategic Measure 1.2

Each year, students will be provided with equal access to and opportunities in the fine and performing arts.

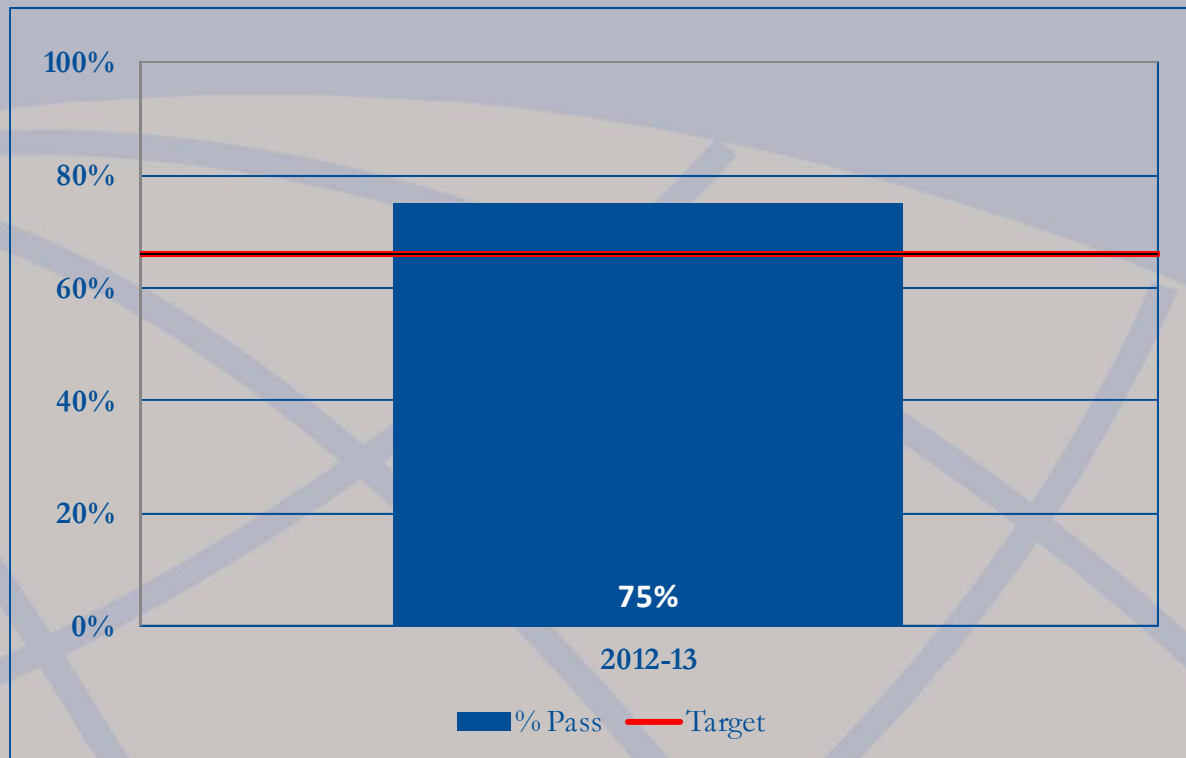
- 90 percent of parents indicated satisfaction with the elementary strings program in spring 2013
- PWCS continues to focus on the scheduling of arts classes at all levels

# Objective 1.2

## *Elementary School Measures*

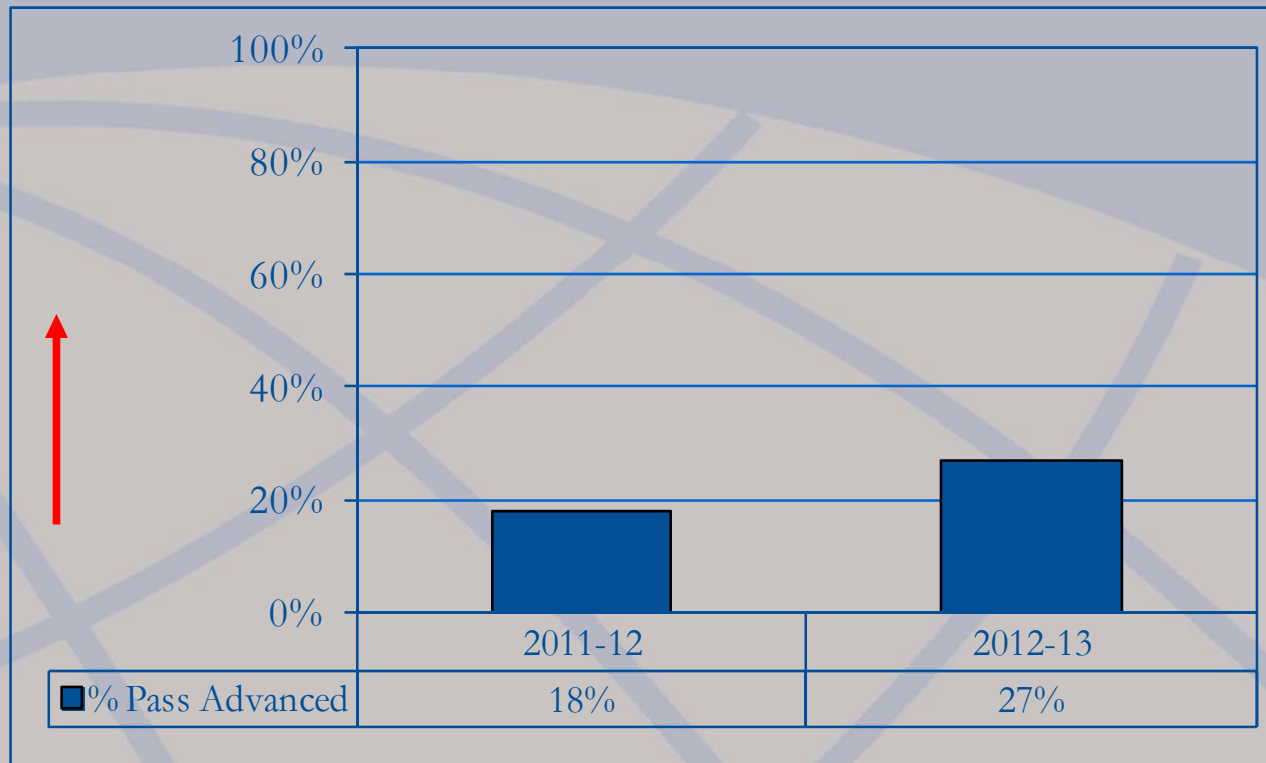
# Strategic Measure 1.2.2

Each year, the percent of third-grade students who pass the grade 3 SOL test in reading will increase over the prior year.



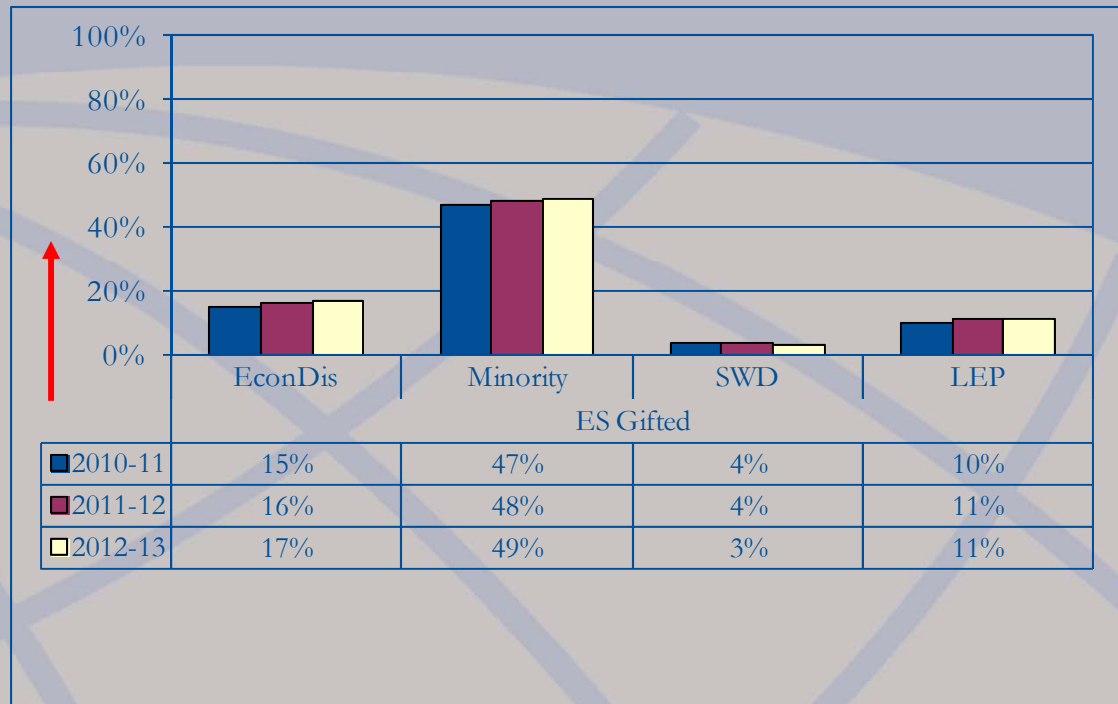
## Strategic Measure 1.2.3

Each year, the percent of fifth-grade students scoring at the advanced level on the grade 5 SOL test in mathematics will increase over the prior year.



# Strategic Measure 1.2.4

Each year, the percent of disadvantaged, minority, LEP, and special education students participating in gifted programs in elementary school will increase.



Key: EconDis=Economically Disadvantaged, LEP=Limited English Proficient, SWD=Students with Disabilities

# Objective 1.2

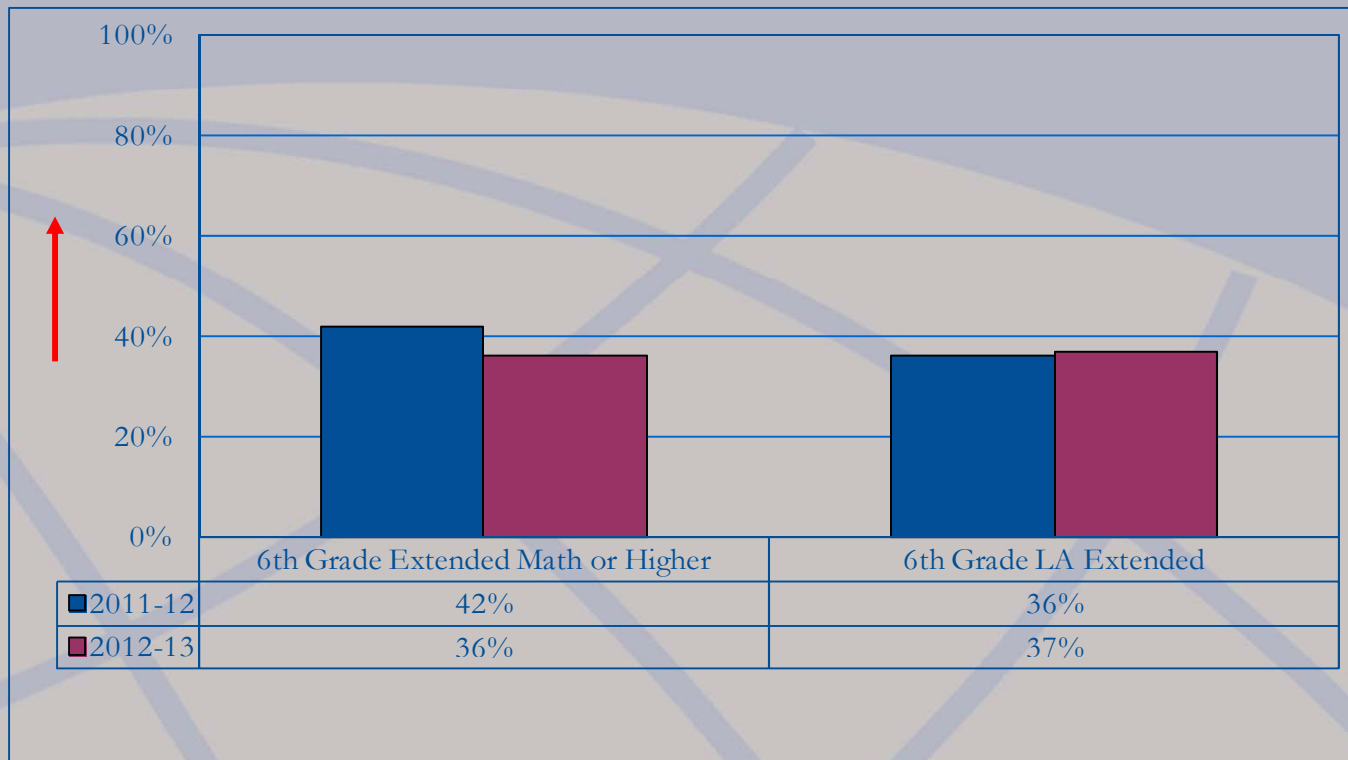
## *Middle School Measures*



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# Strategic Measure 1.2.8

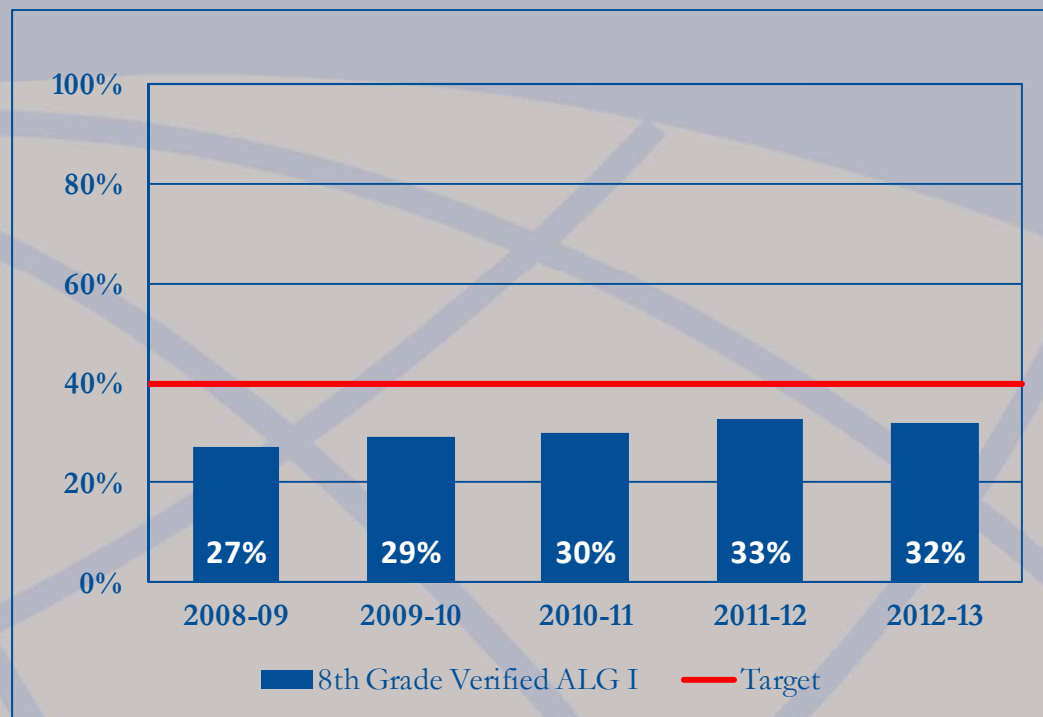
Each year, the percent of 6<sup>th</sup> grade students enrolled in extended math or higher and 6<sup>th</sup> grade extended language arts will increase.





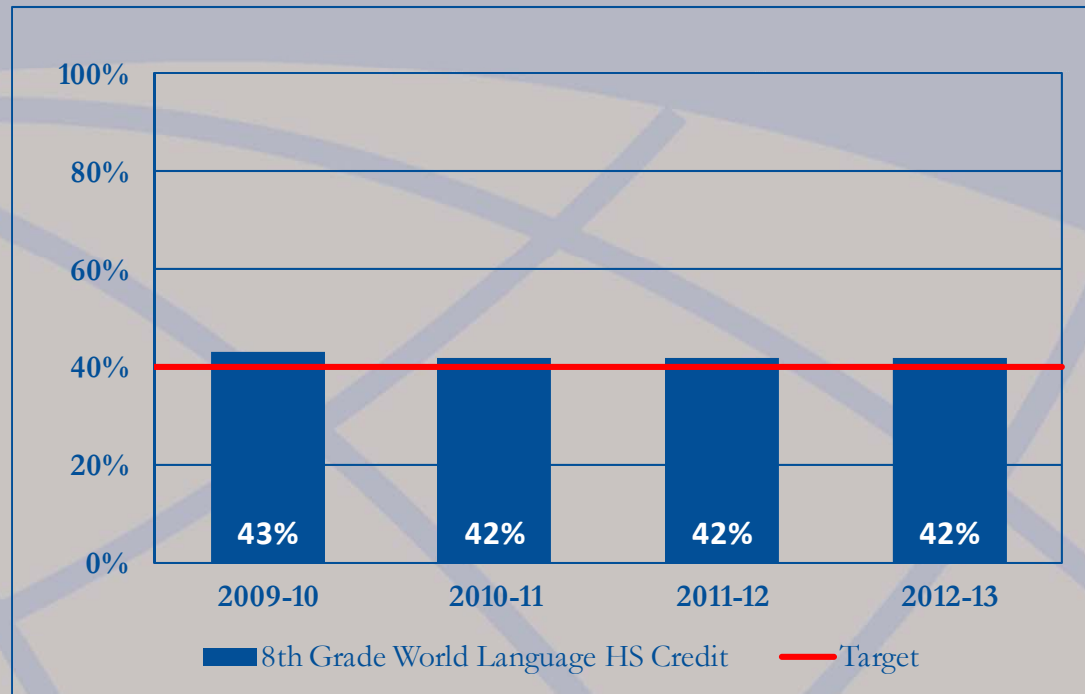
# Strategic Measure 1.2.9

By 2015, 40% of 8<sup>th</sup> grade students will have taken and received a verified credit in Algebra I by the end of their 8<sup>th</sup> grade year.



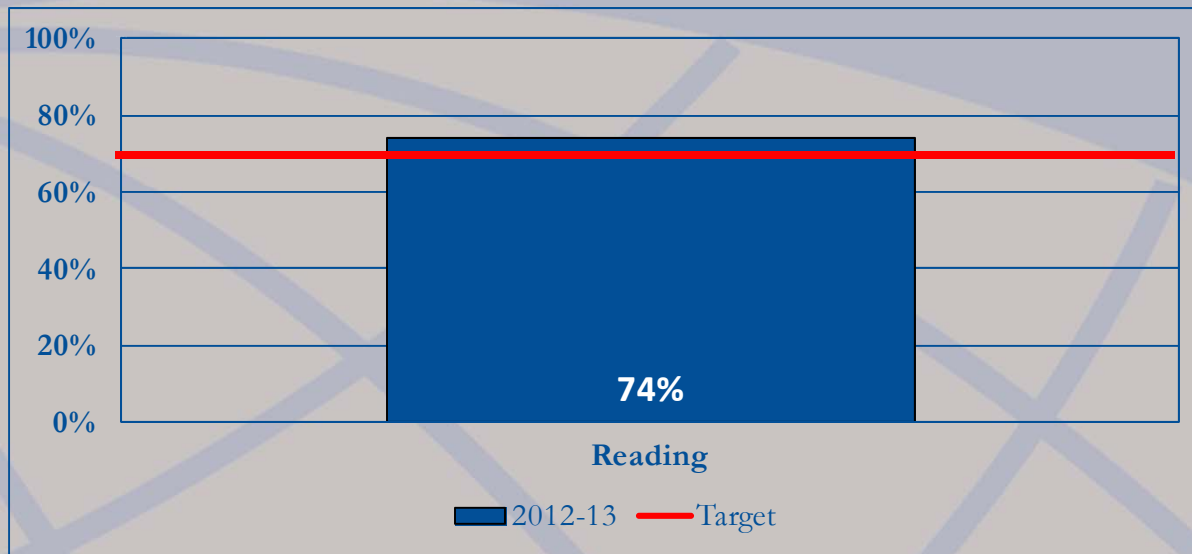
# Strategic Measure 1.2.10

By 2015, 40% of 8<sup>th</sup> grade students will have received high school credit in a world language by the end of their 8<sup>th</sup> grade year.



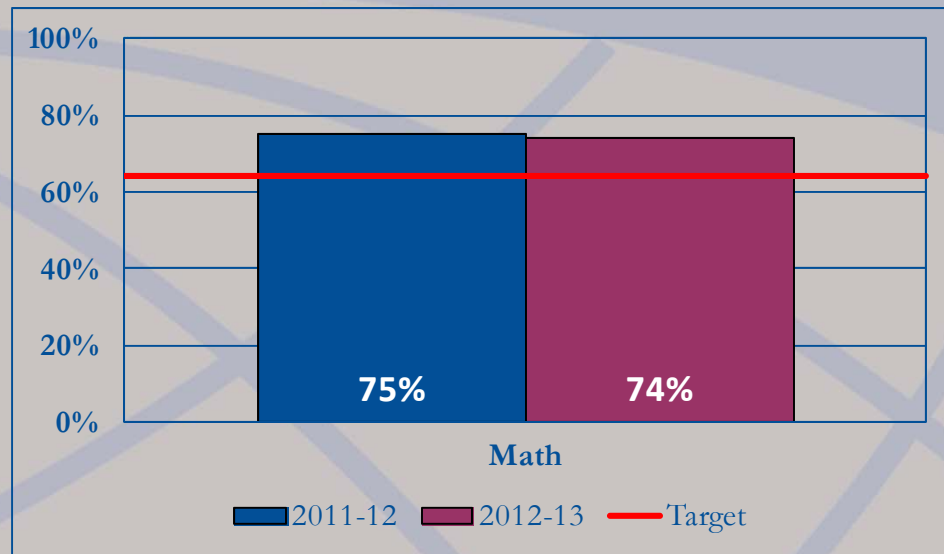
# Strategic Measure 1.2.11

Each year, the percent of eighth-grade students who have passed the grade 8 reading and math SOL tests by the end of their eighth grade year will increase over the prior year.



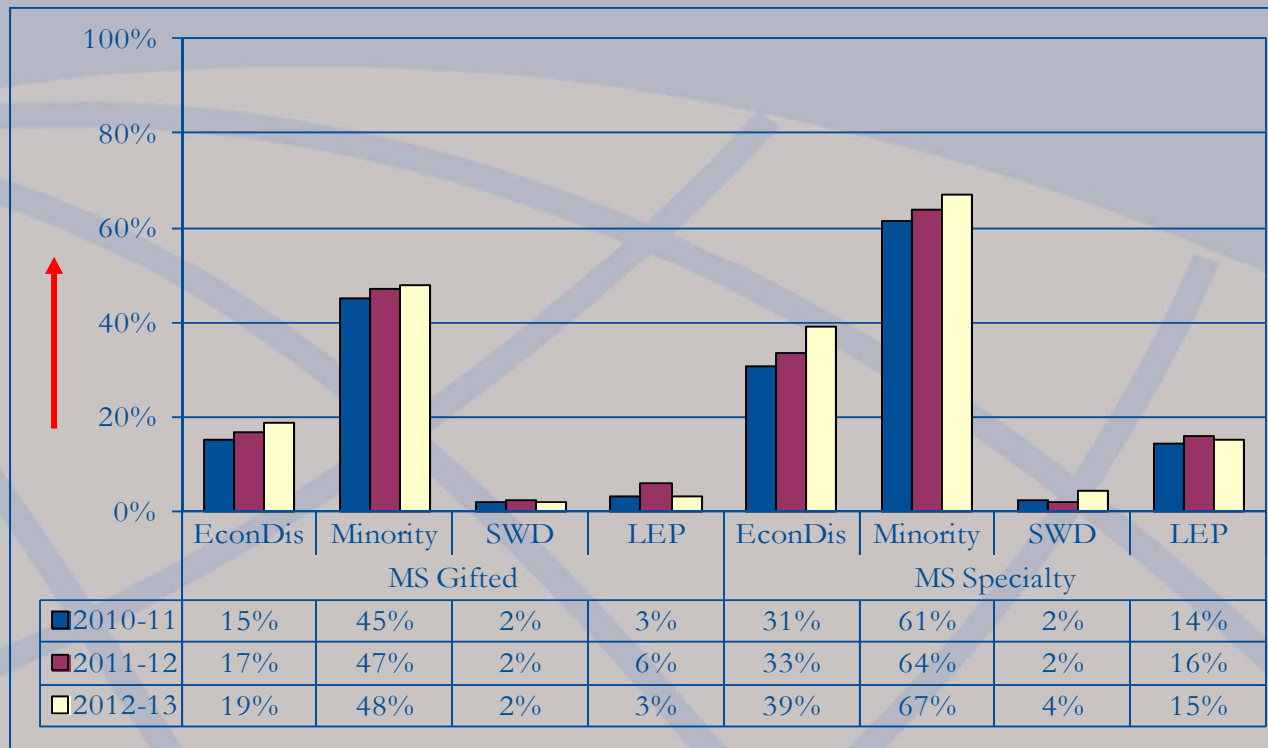
# Strategic Measure 1.2.11

Each year, the percent of eighth-grade students who have passed the grade 8 reading and math SOL tests by the end of their eighth grade year will increase over the prior year.



# Strategic Measure 1.2.12

Each year, the percent of disadvantaged, minority, LEP, and special education students participating in gifted and specialty programs in middle school will increase.



Key: EconDis=Economically Disadvantaged, LEP=Limited English Proficient, SWD=Students with Disabilities

# Objective 1.2

## *High School Measures*



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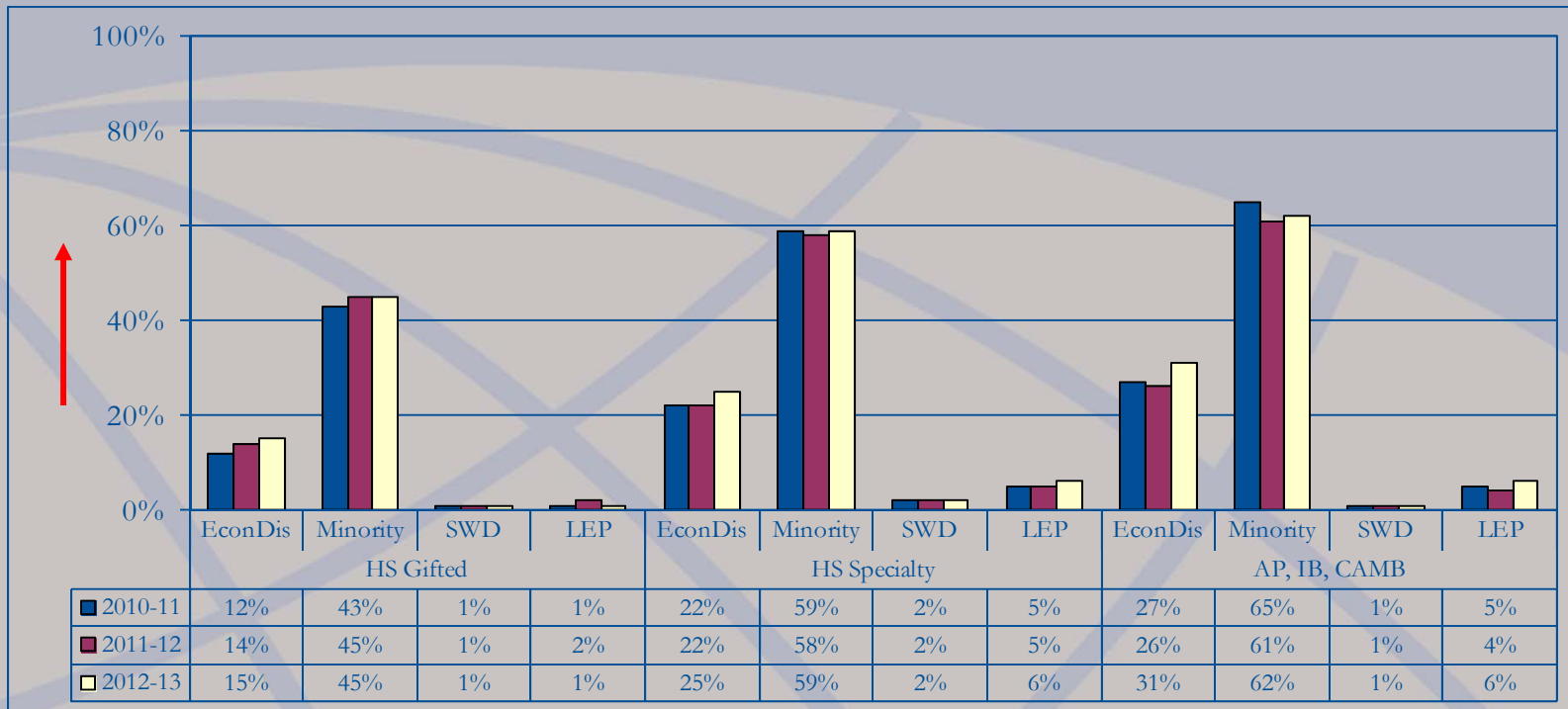
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# Strategic Measure 1.2.16

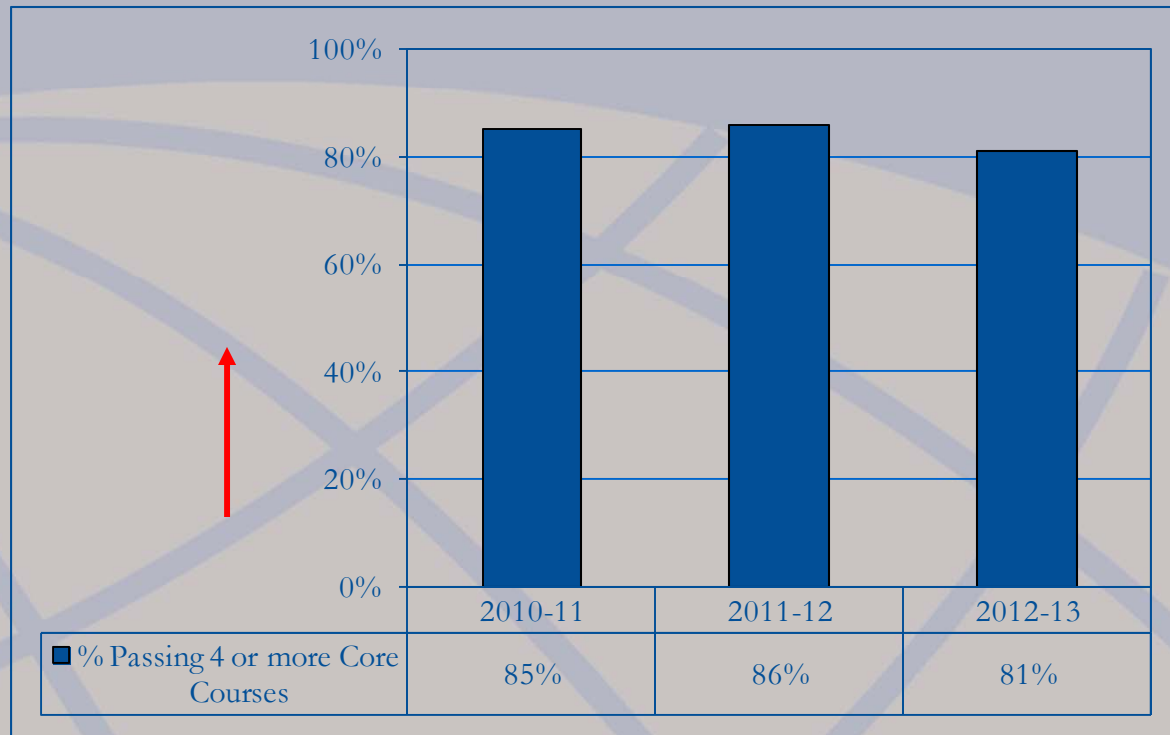
Each year, the percent of disadvantaged, minority, LEP, and special education students participating in gifted and specialty programs and/or taking AP, IB, or AICE courses in high school will increase.



Key: EconDis=Economically Disadvantaged, LEP=Limited English Proficient, SWD=Students with Disabilities

# Strategic Measure 1.2.19

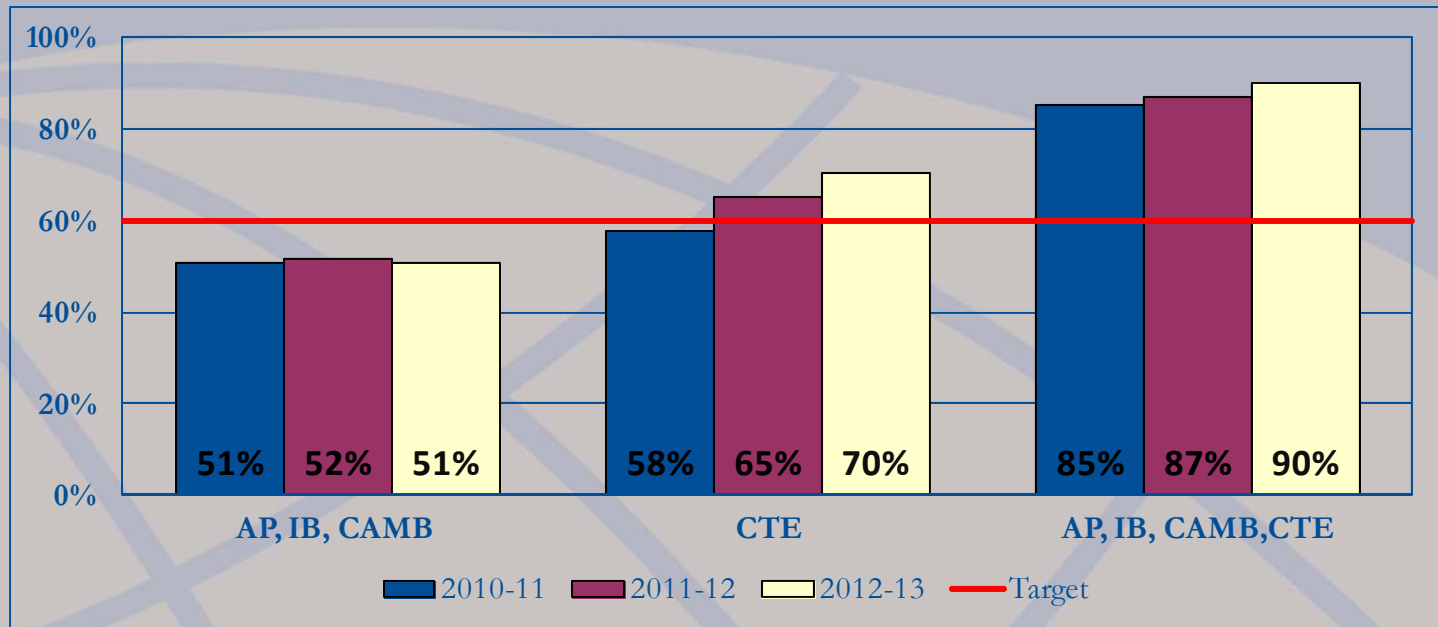
Each year, the percent of 9<sup>th</sup> grade students passing courses in all four core areas will increase.





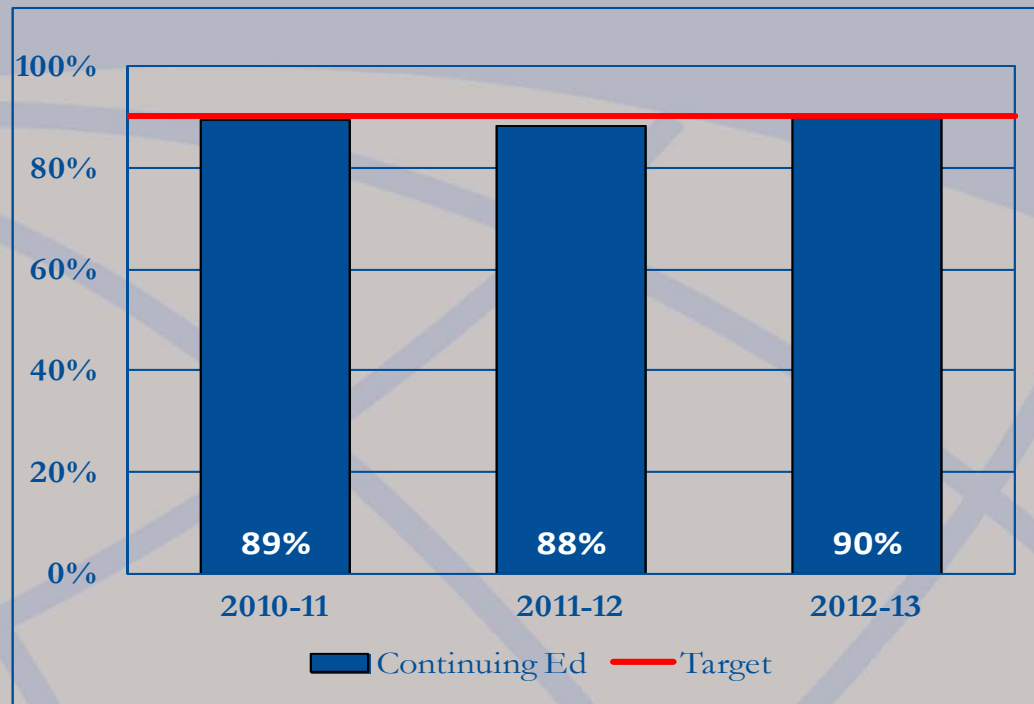
# Strategic Measure 1.2.20

By 2015, 60% of graduates will have taken an AP, IB, or AICE course, or a course with certification or licensing in a recognized industry, trade, or profession.



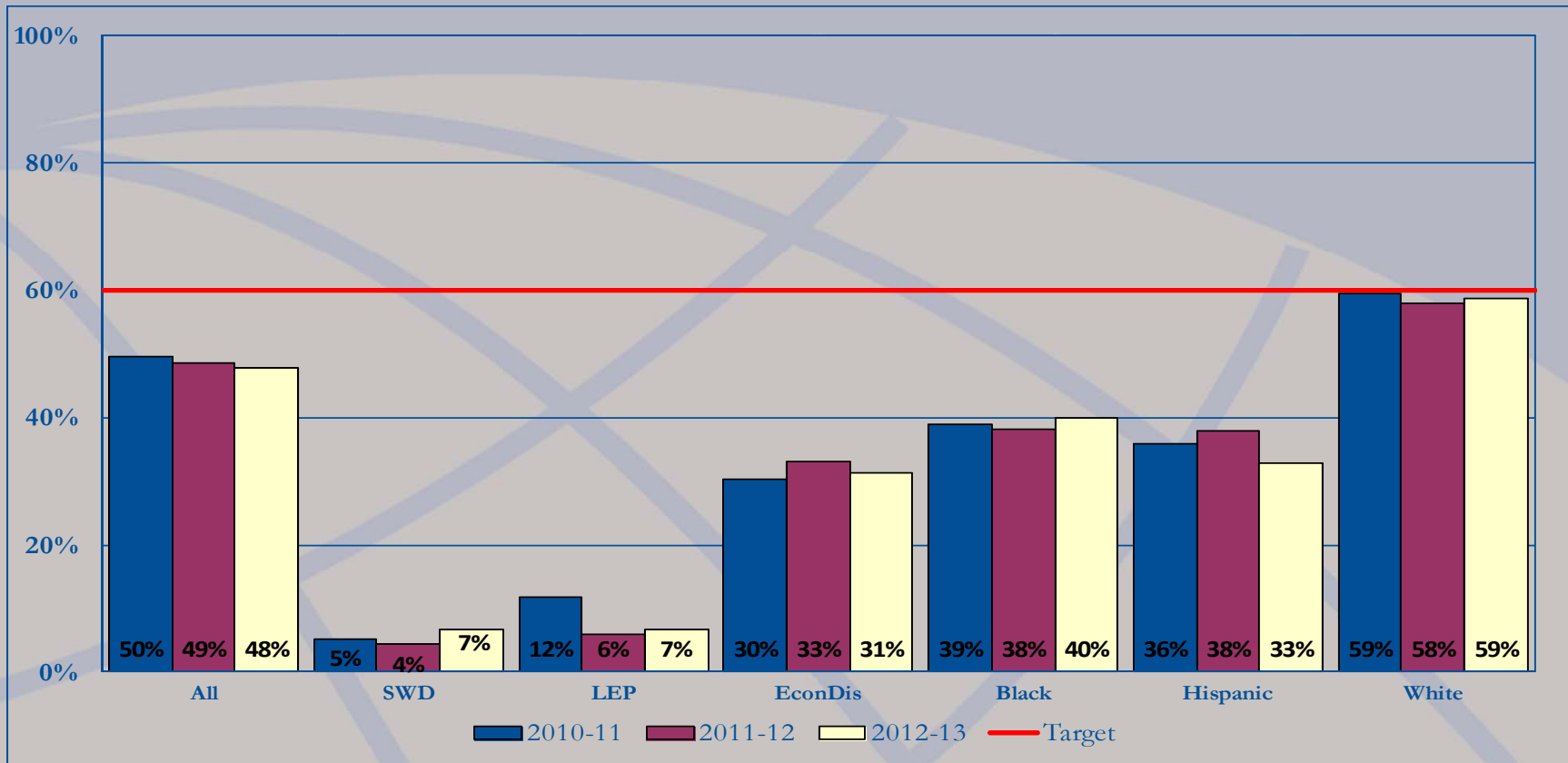
# Strategic Measure 1.2.21

Each year, 90% of all graduates will pursue continuing education.



# Strategic Measure 1.2.22

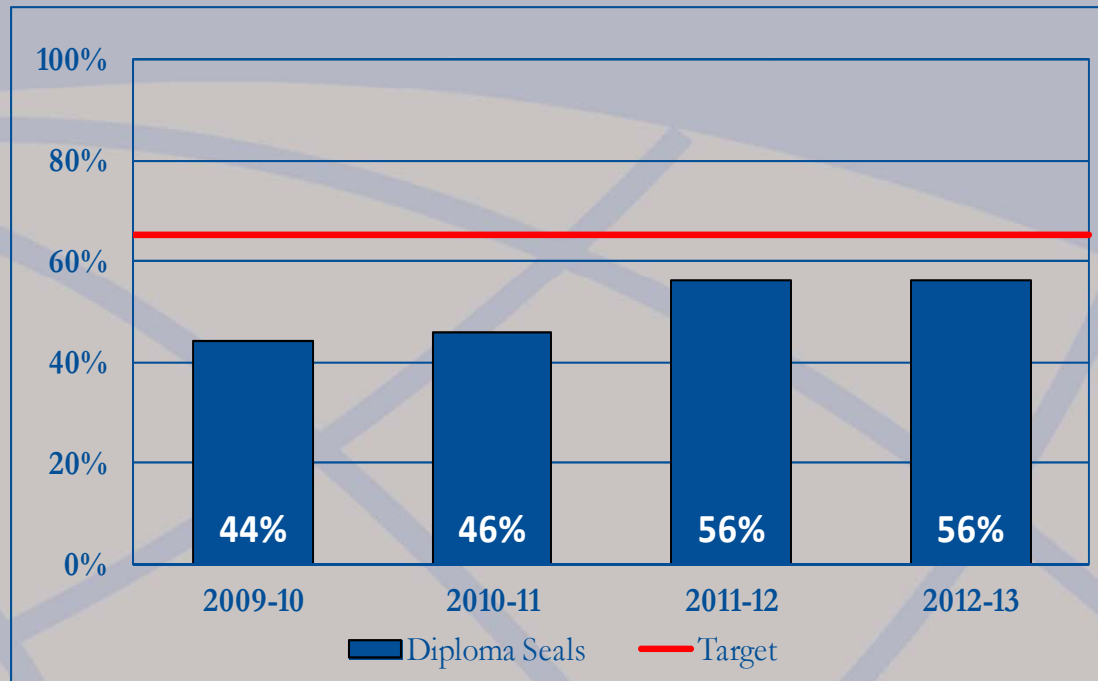
Each year, the percent of graduates earning an Advanced Studies Diploma will increase from the prior year, with a goal of 60% overall.



Key: EconDis=Economically Disadvantaged, LEP=Limited English Proficient, SWD=Students with Disabilities

# Strategic Measure 1.2.23

By 2015, 65% of graduates will earn diploma seals.



# Strategic Goal 1

*All students meet high standards of performance.*

## Objective 1.3

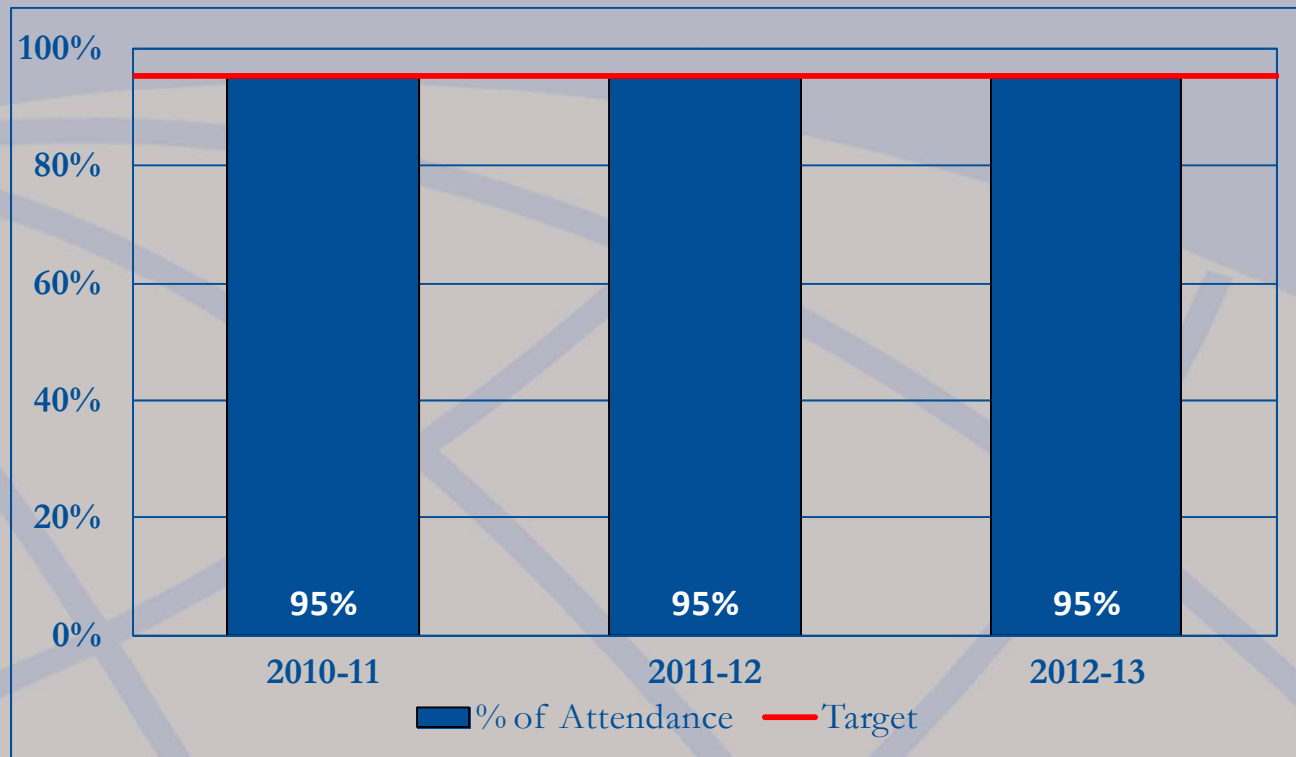
*Increase the percent of students who attend school regularly and graduate in a timely manner.*



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# Strategic Measure 1.3.1

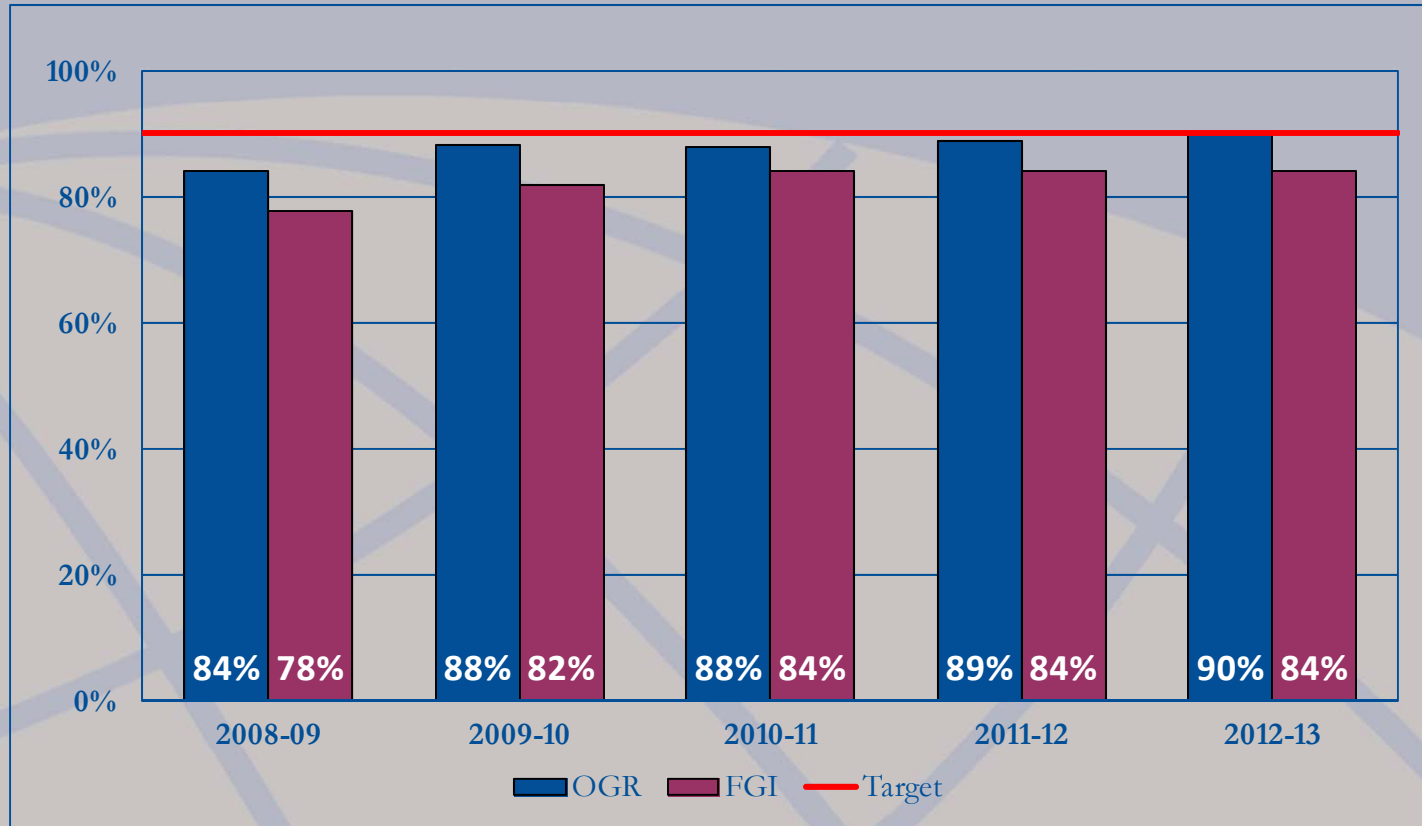
Each year, the average daily attendance (ADA) for individual schools and the Division will be at least 95%.



- In 2012-13, 76 out of 86 schools met the 95% ADA target.

# Strategic Measure 1.3.2

Each year, 90% of 12<sup>th</sup> grade students will graduate within four years of beginning 9<sup>th</sup> grade.



Key: OGR= On-Time Graduation Rate, FGI=Federal Graduation Indicator

# Strategic Goal 2: Climate

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

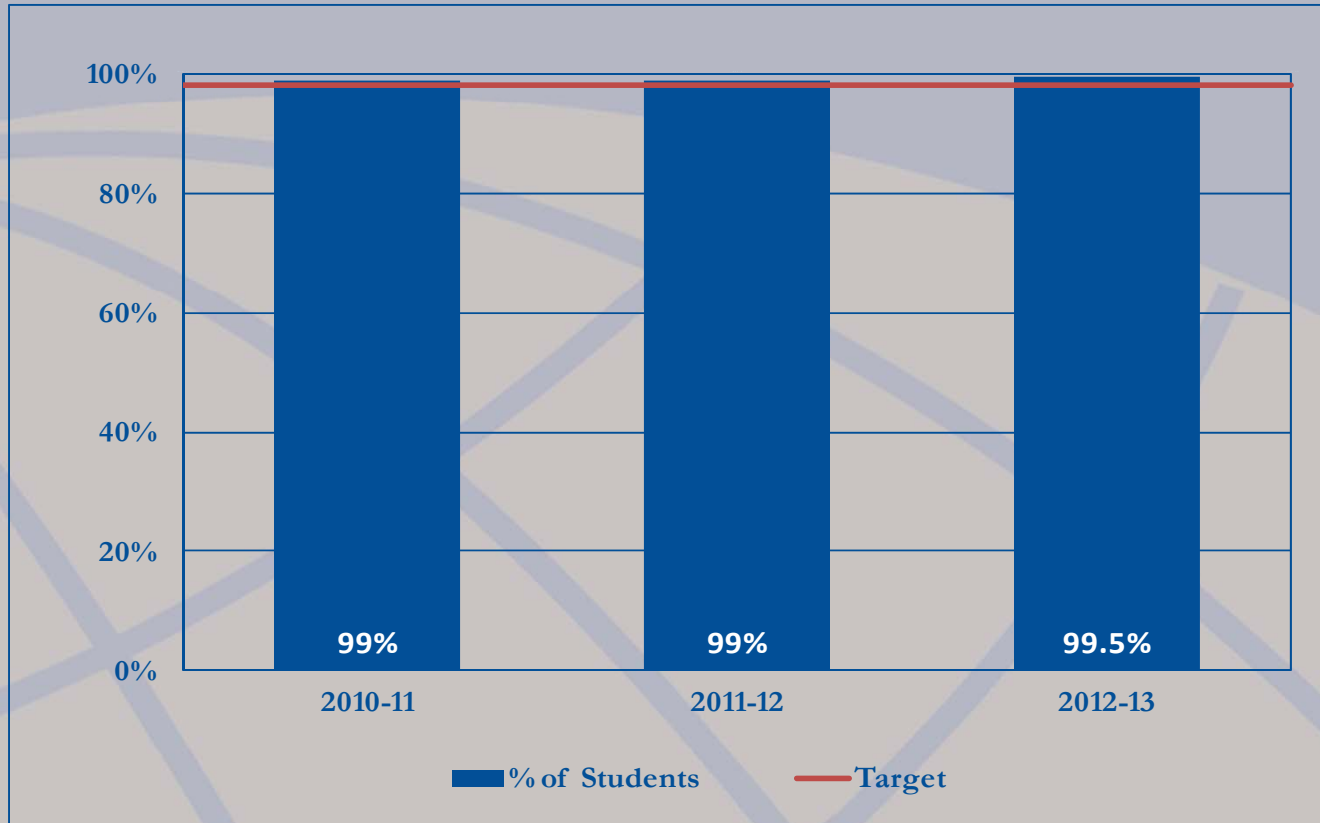


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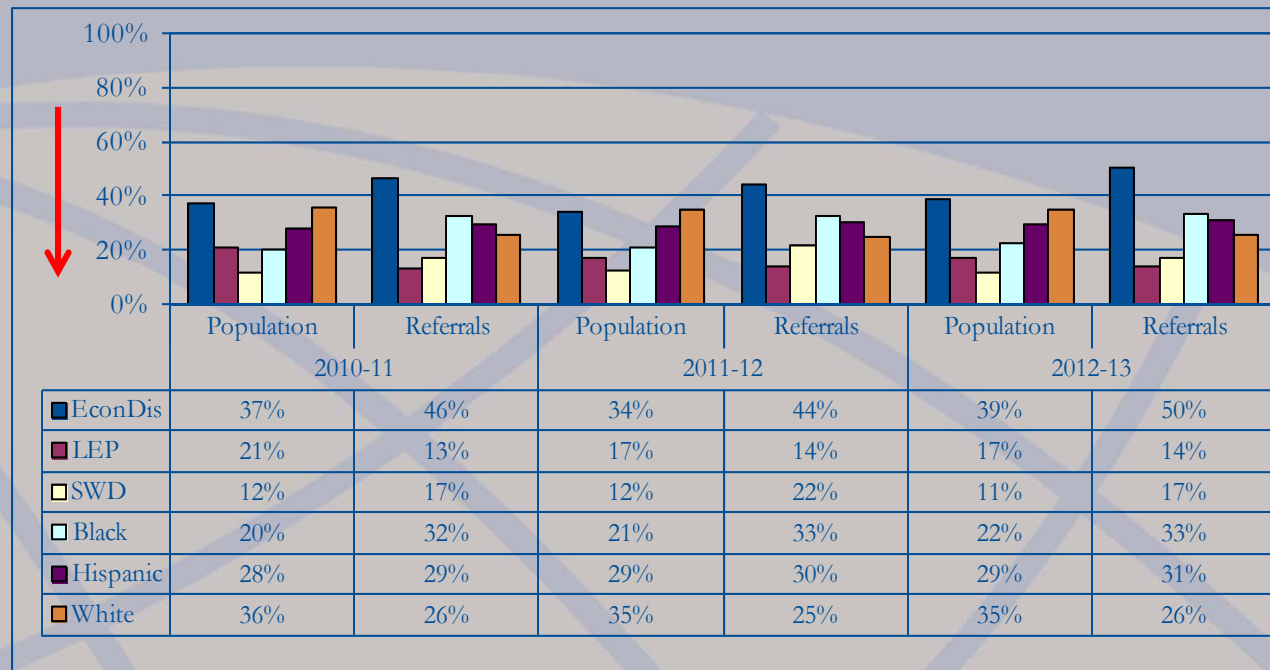
# Strategic Measure 2.2.1

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



# Strategic Measure 2.2.2

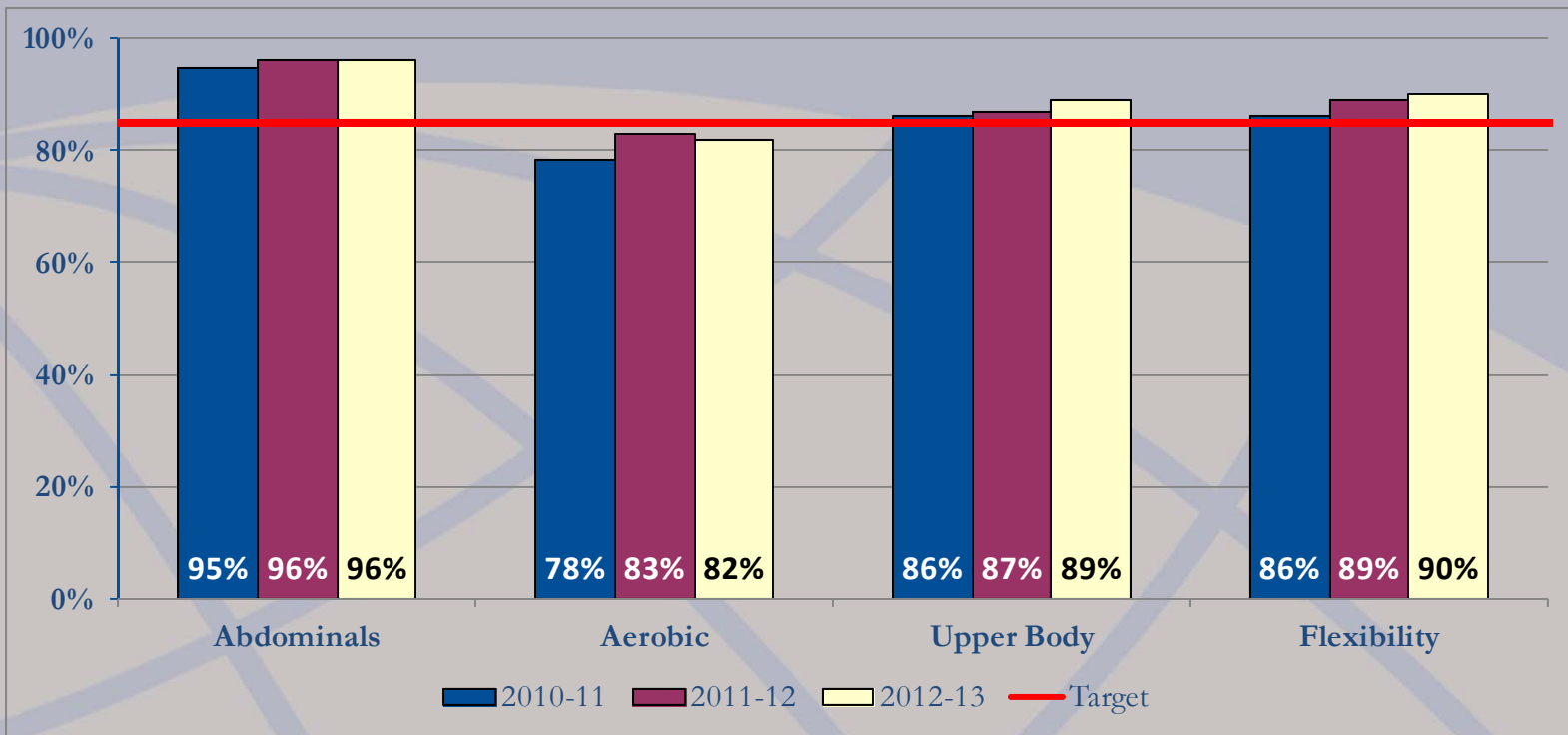
Each year, disproportionate discipline referrals will decrease Divisionwide.



- Overall, the percent of students with discipline referrals continues to decrease.

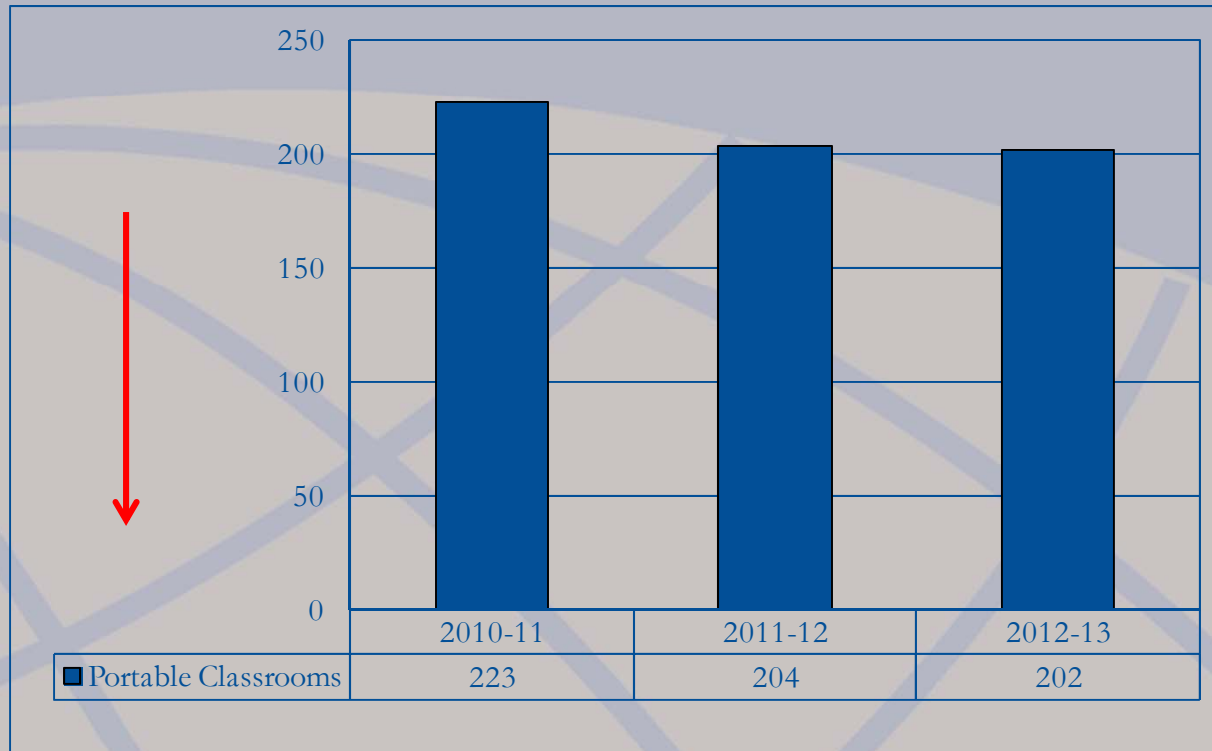
## Strategic Measure 2.2.3

Each year, 85% of students will meet Virginia wellness requirements.



# Strategic Measure 2.3.2

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



# Additional Goal 2 Measures

- Employees complete professional development in culturally competent and non-discriminatory practices within two years of employment (Measure 2.1.1)
- All schools provide multiple opportunities for students to participate in school or community service (Measure 2.2.4)
- All schools maintain Wellness Committees that are responsible for implementing the Wellness regulation (Measure 2.2.5)

# Strategic Goal 3: Family and Community Engagement

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



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# Goal 3 Measures

- Schools maintain formal school-home and school-community partnerships (Measure 3.1.1)
- Division and school advisory council memberships reflect equity and diversity (Measure 3.1.4)

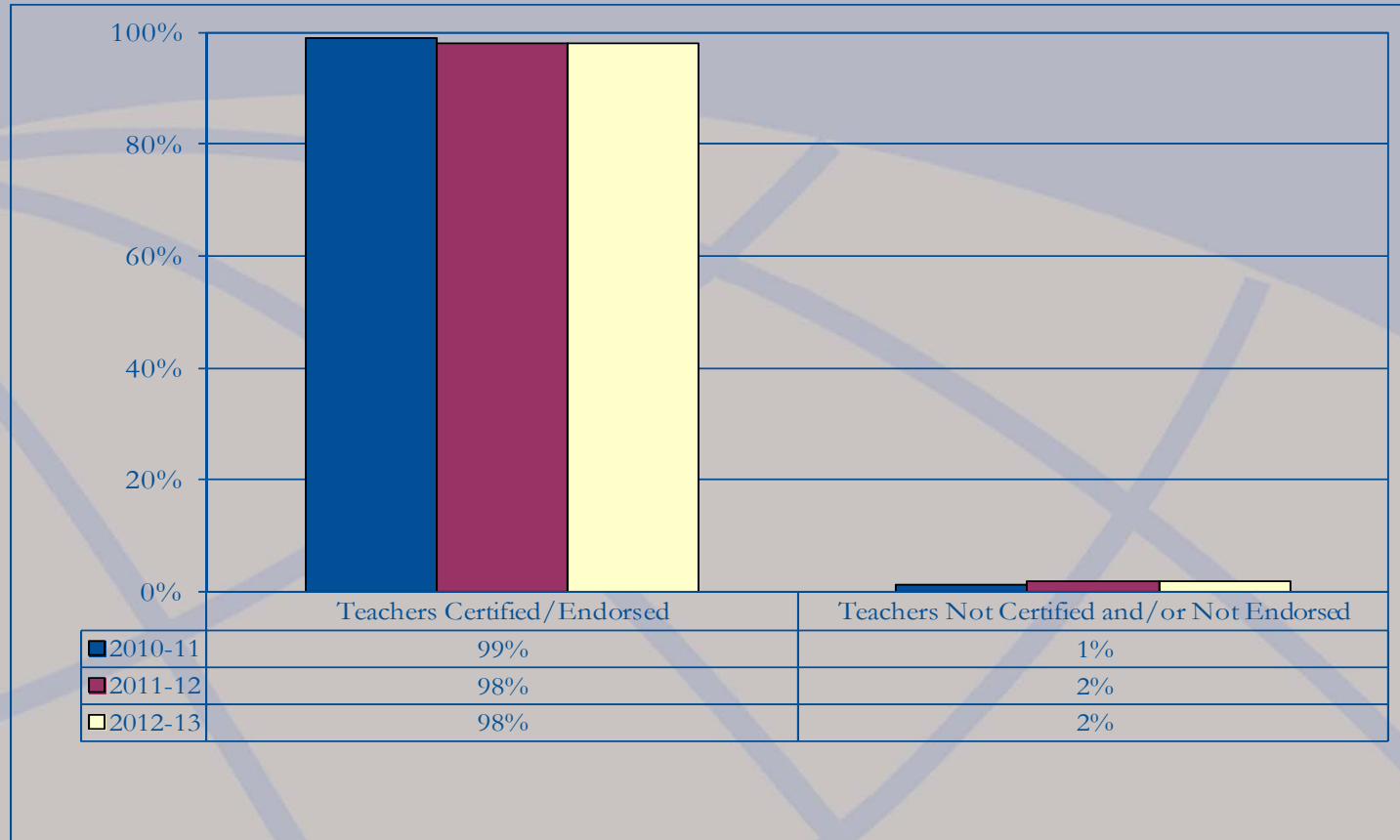
# Strategic Goal 4: Qualified Work Force

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



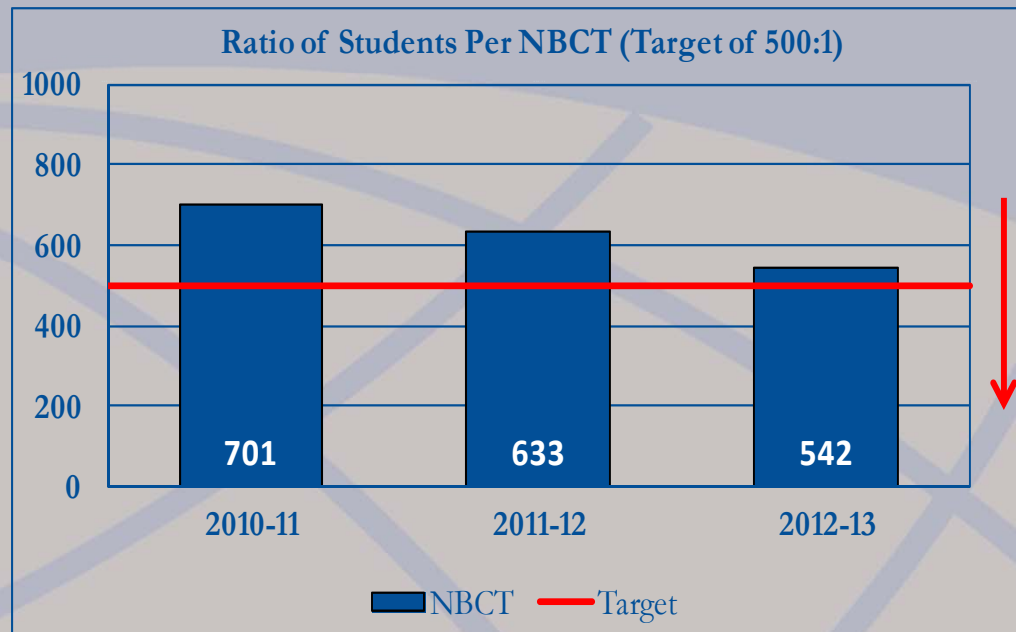
# Strategic Measure 4.1.1

Each year, all students will be taught by highly qualified teachers.



# Strategic Measure 4.1.2

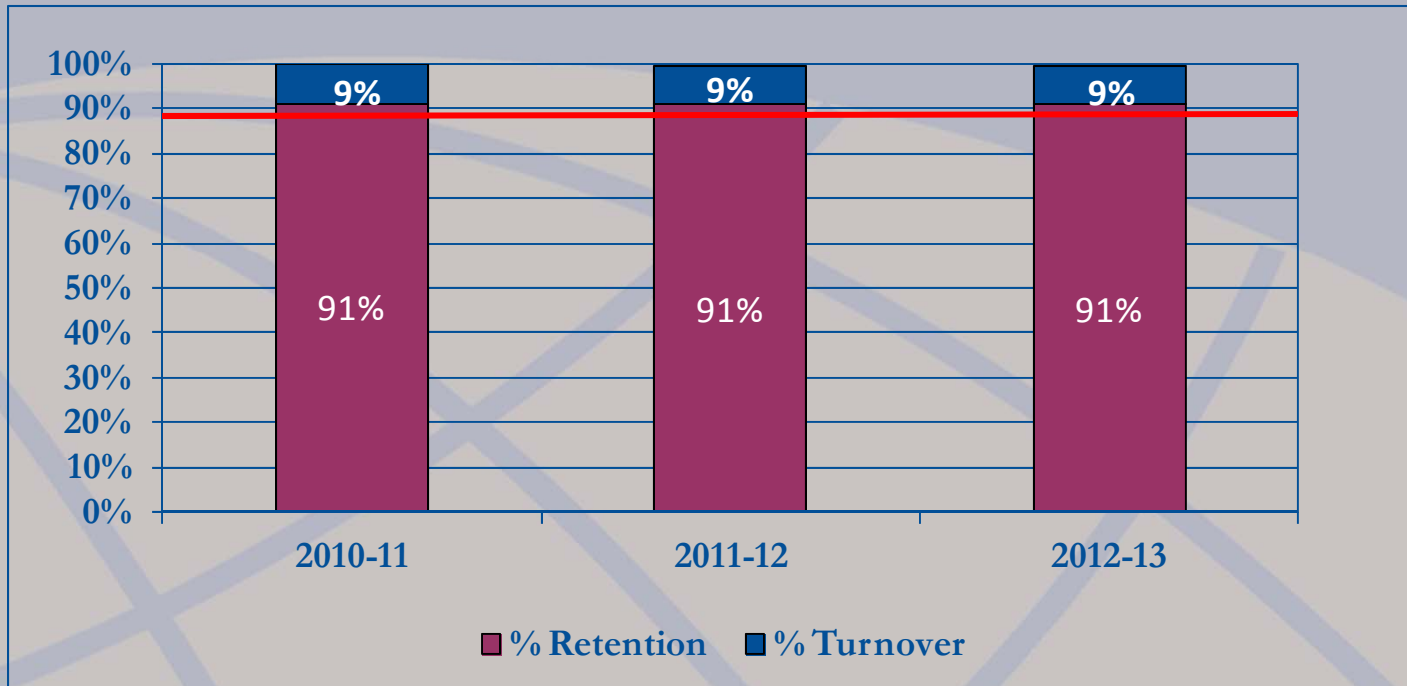
By 2015, the number of National Board Certified Teachers will be 1 per 500 students.



\* Teachers who had completed the NBCT certification as of September 30.

# Strategic Measure 4.4.2

Each year, the teacher turnover rate will be no more than 12%.



# Additional Goal 4 Measures

- Employees complete annual professional development and growth plans (4.2.1)
- In 2012-13, 81% of first-year teachers were provided with mentors matched to their endorsement area, with remaining first-year teachers matched as closely as possible (4.2.2)
- In 2012-13, 97% of mentors completed the PWCS Mentor Institute (4.2.2), which focuses on collaborative mentoring
- In 2012-13, 100% of teachers, 96% of administrators and 78% of all employees were evaluated through a standards-based performance evaluation system (4.2.3)
- PWCS salary and benefit packages are competitive within Northern Virginia, according to WABE (4.4.1)

# Strategic Goal 5: Organizational Alignment

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

## Strategic Measure 5.2.2

Each year, funding for renovations/renewals will average 3 percent of replacement value of all facilities.

Year	% Value
FY 2014	2.2%
FY 2015	3.4%
FY 2016	2.2%
FY 2017	3.4%
FY 2018	2.2%
FY 2019	3.4%

- On average, PWCS is meeting this target.

# Goal 5 Measures

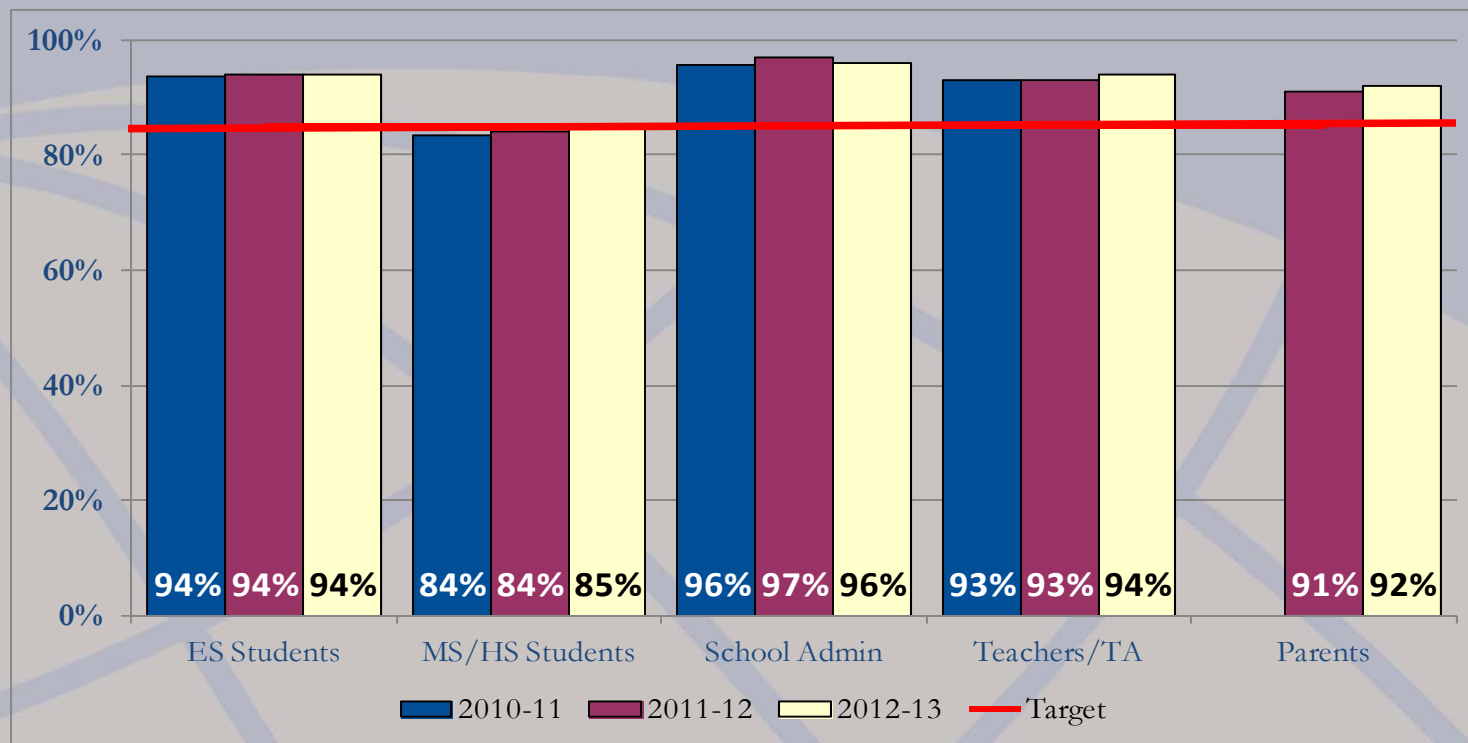
- School and department plans align with the Strategic Plan (5.1.1)
- Schools and departments meet or exceed State and School Board staffing ratios (5.2.1)
- Funding ratios are reviewed annually to ensure needs are met (5.2.3)
- PWCS receives an annual unqualified opinion on the Appropriated Fund Audit (5.3.1)
- PWCS maintained an end-of-year positive fund balance in FY 2013 (5.3.2)

# Satisfaction Survey Measures



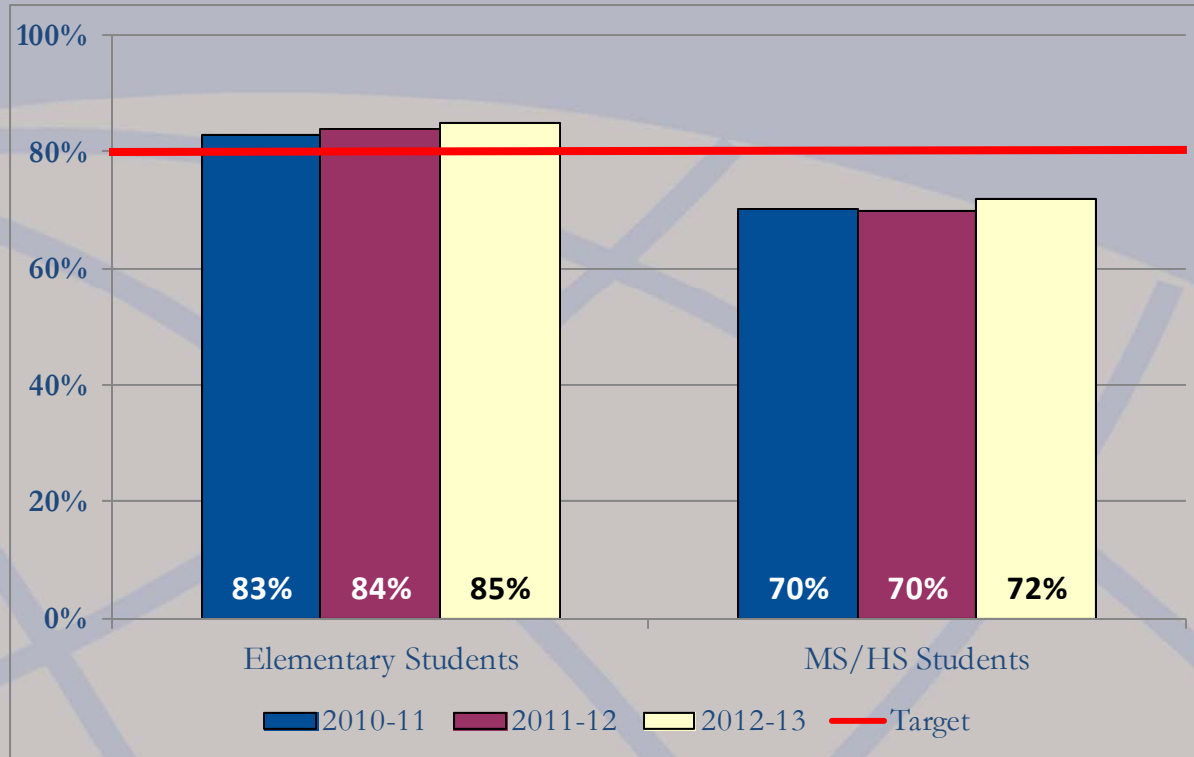
# Satisfaction Survey (1.4.1)

Each year, 85% of stakeholders will be satisfied with the quality of the instructional program.



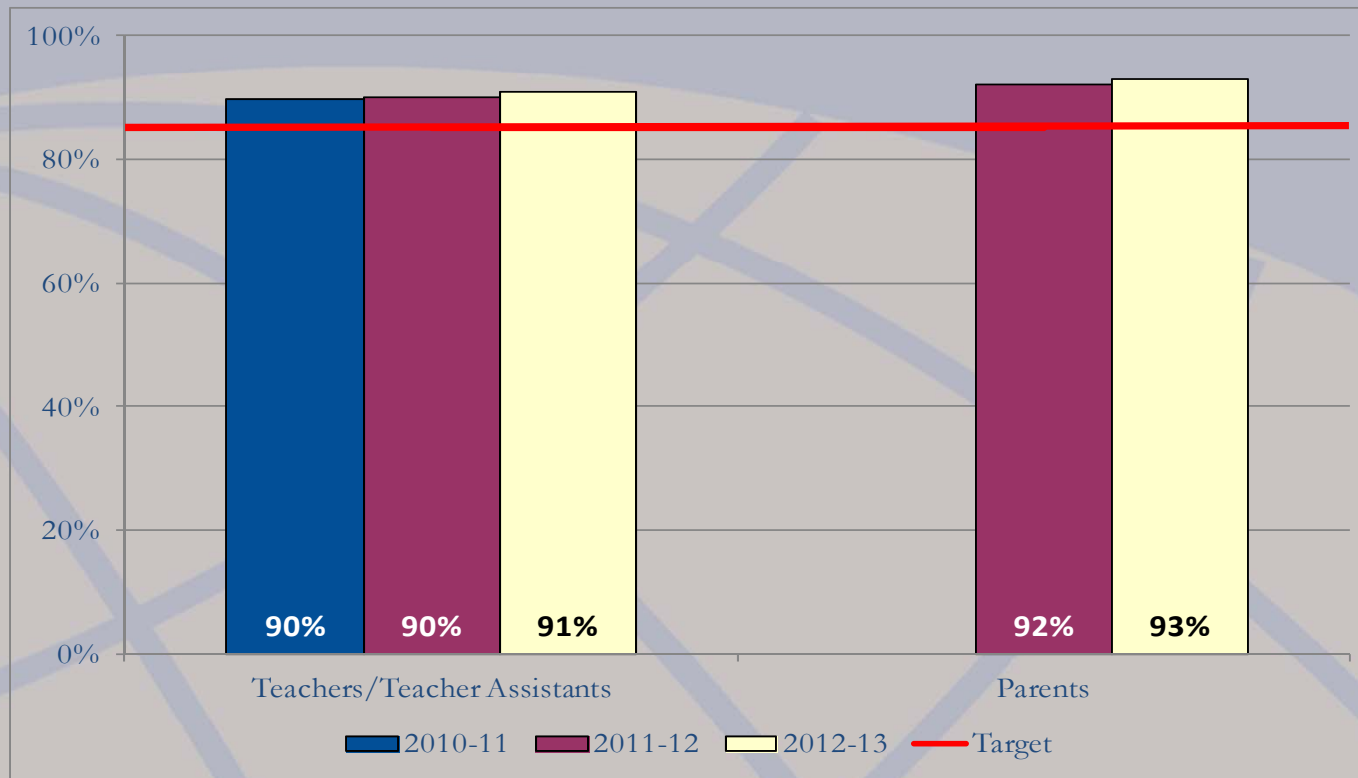
# Satisfaction Survey (2.4.1)

Each year, 80% of students will be satisfied with the teaching and learning environment.



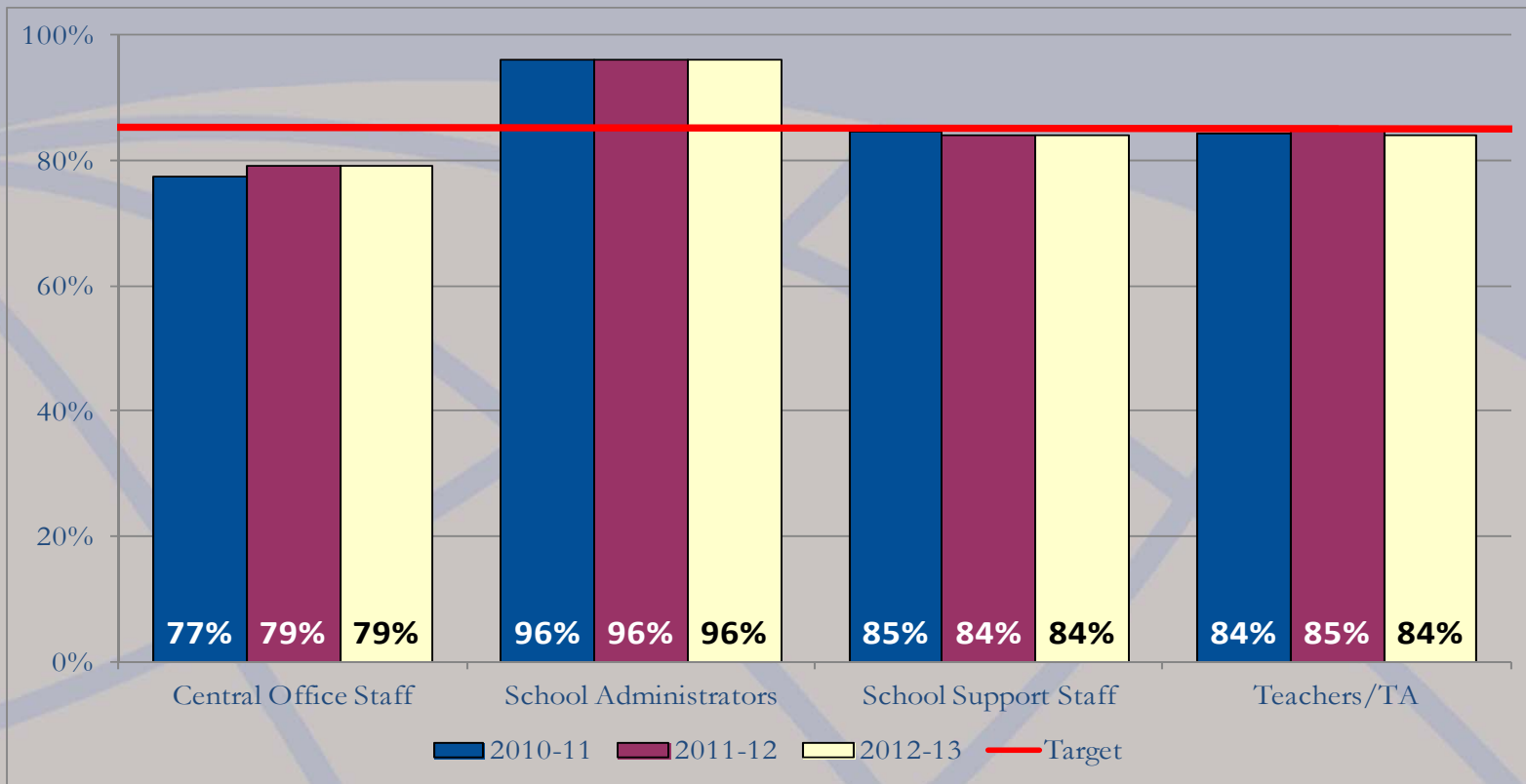
## Satisfaction Survey (2.4.2)

Each year, 85% of stakeholders will be satisfied with the teaching, learning, and working environment.



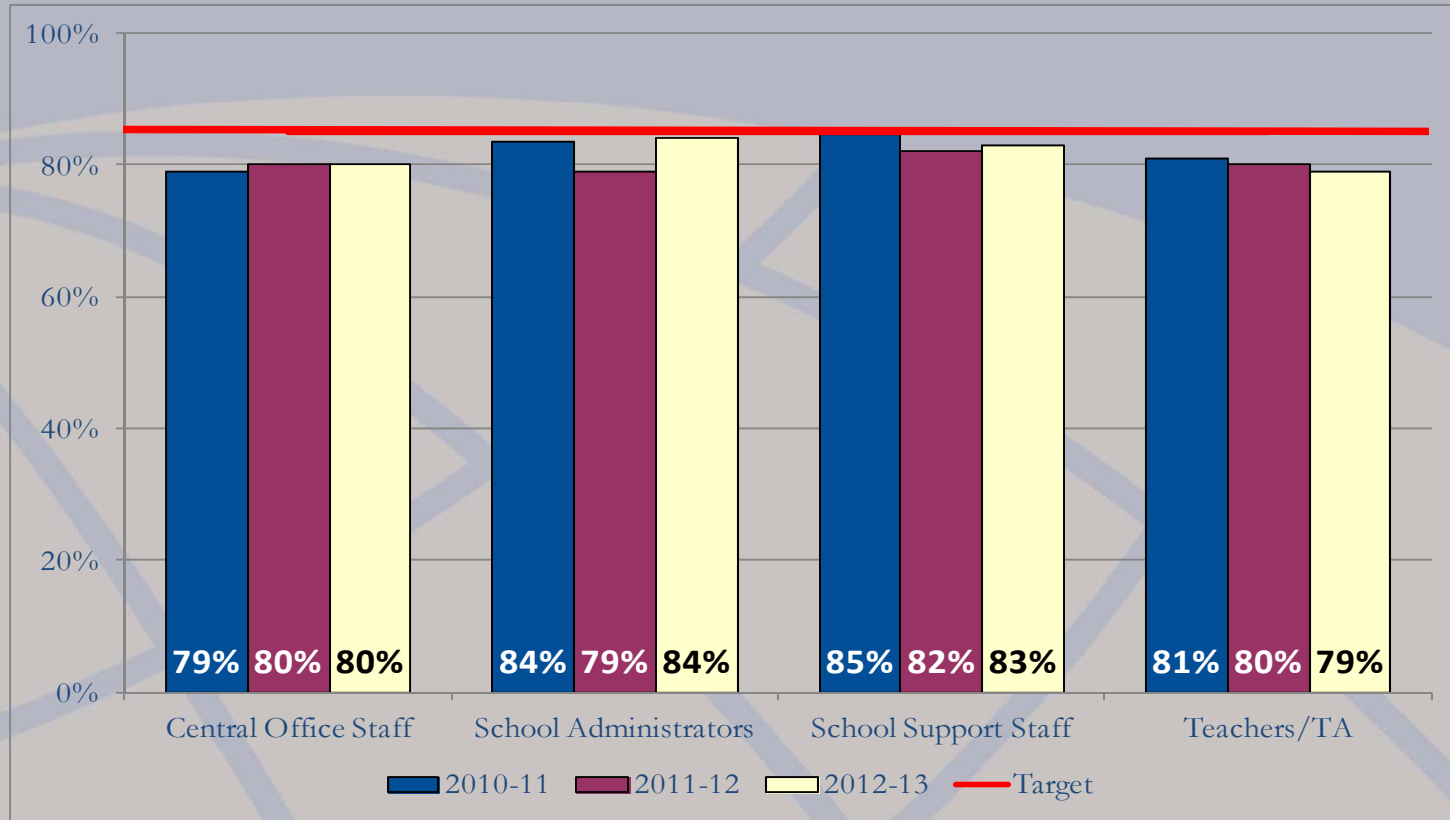
# Satisfaction Survey (4.5.2)

Each year, 85% of employees will be satisfied with the quality of recruitment, training, recognition and reward opportunities, and work systems.



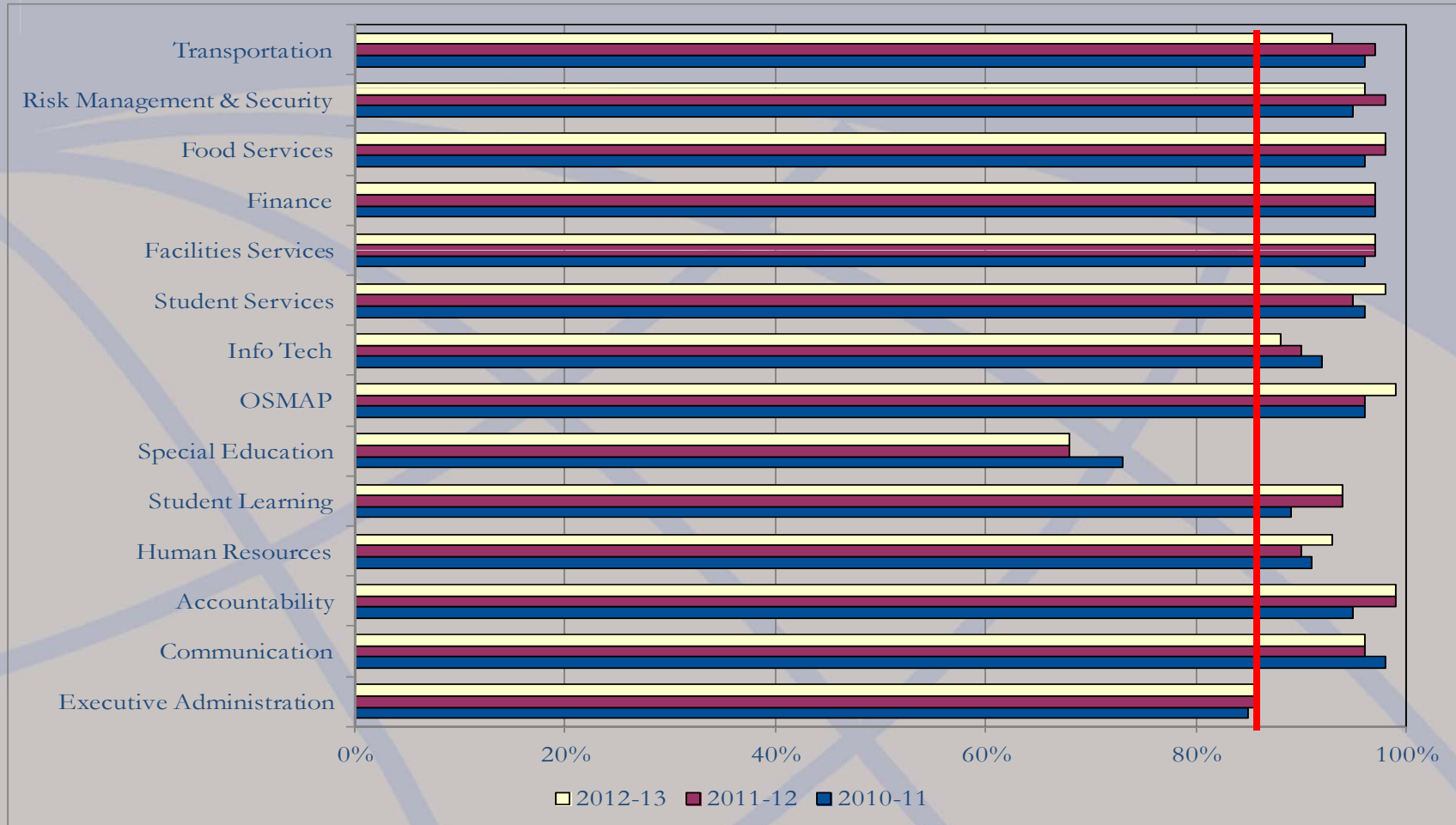
# Satisfaction Survey (5.4.1)

Each year, 85% of customers will be satisfied with the quality of central office services.



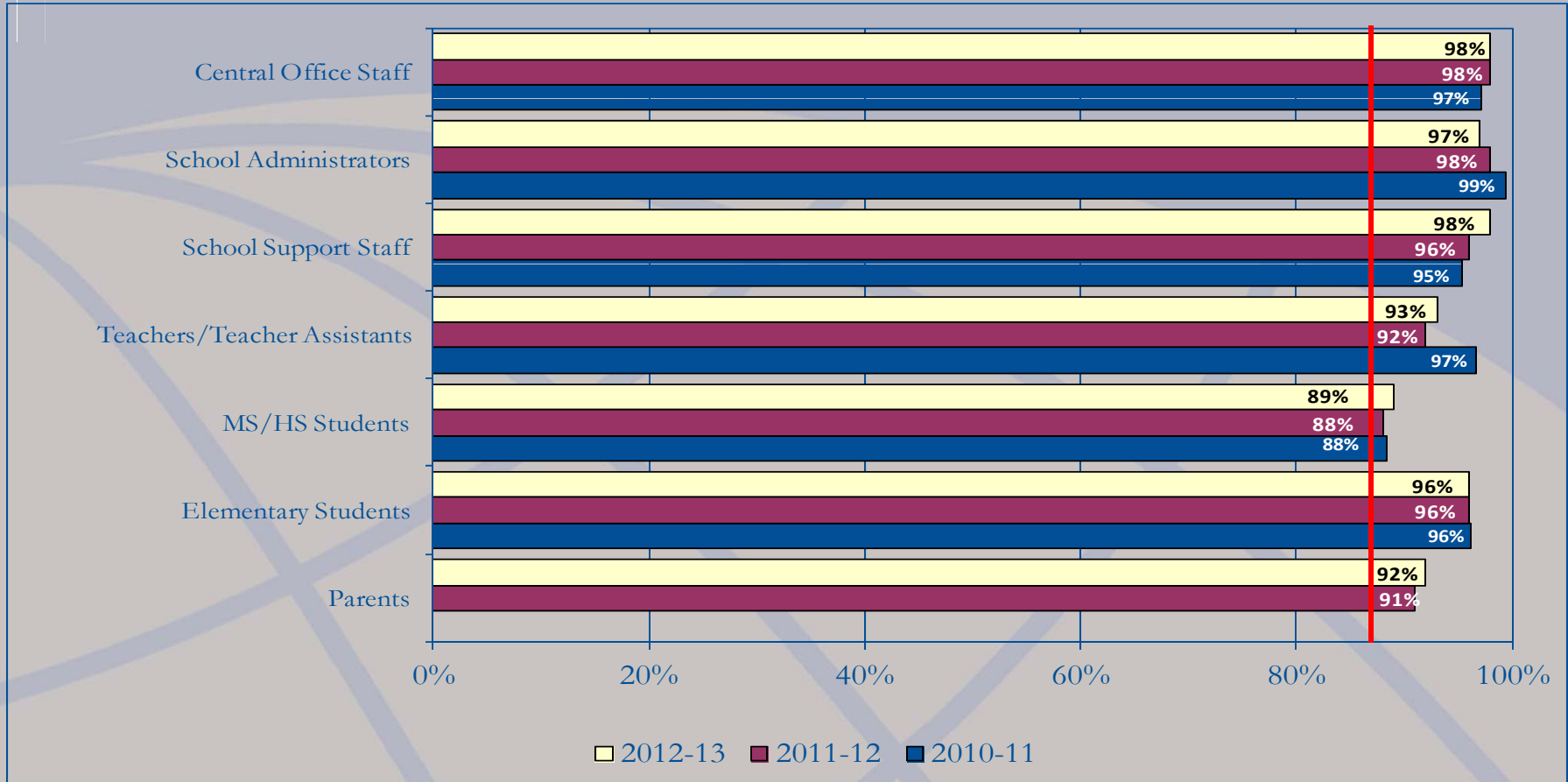
# Satisfaction Survey (5.4.1)

Each year, 85% of customers will be satisfied with the quality of central office services.



# Satisfaction Survey (5.4.2)

Each year, 85% of customers will be satisfied with the overall quality of the School Division.



# Final Thoughts

- We must continue our focus on student learning and continuous improvement
- We will continue to adapt to changing state and federal accountability requirements
- We will continue to work together to accomplish our Strategic Plan
- We must remain dedicated to our mission –  
*Providing a World-Class Education*