



“Horizon 2020 – Unleashing Student Potential” **Overview of Strategic Plan Recommendations** **June 13, 2013**

Background

In spring 2013, at the direction of the School Board, *Albemarle County Public Schools* initiated a process to review our Strategic Plan. This plan, which was adopted in 2005 and slightly revised in 2010, is of vital importance to our school division since it guides decisions about budget, curriculum, staffing, resources, and operations. To gain stakeholder input, the Division initiated an outreach campaign entitled **“Expanding our Horizons: Community Conversations about our Children’s Future,”** on February 4, 2013. Over a 10 week period, parents, students, employees, and community members shared ideas about what a world class education school system should look like through a series of town hall meetings and focus groups. In addition to providing their input through face-to-face meetings, over 10,000 students, employees, parents, and community members offered feedback through participation in online surveys. On April 22nd, a public *Summary and Validation Meeting* was hosted at the County Office Building to review highlights and preliminary findings from the *Community Conversations*.

Summary from Board Retreat

Findings from the Strategic Plan review process were presented to the School Board for consideration at their annual retreat on June 3rd. Key themes from these findings included a continued emphasis on our Lifelong Learner Competencies, performance-based tasks/assessments, and on skills such as problem-solving, communication, reasoning, and critical thinking in a technologically advancing world. Feedback also placed importance on more traditional areas of focus such as

mathematics, reading, writing, and on interpersonal skills. Overall, feedback indicated that the Strategic Plan should focus on academic excellence and higher student achievement. Participants suggested that the Division provide more information and definition to goal statements using clear-cut language, exploring ways to consolidate the goal statements.

Based on feedback gathered through the review process, staff recommended moving from the current 5 strategic goals to a single, student-focused strategic goal written in the SMART (Strategic, Measurable, Attainable, Results-Oriented, Time-bound) format. Staff further recommended 5 key objectives representing how the Division intends to support attainment of the goal. Board members were presented with 4-5 potential priorities to consider as focus areas for each of the 5 objectives and asked to narrow priorities down to no more than 2 priorities per objective. Board members were also encouraged to suggest other priorities for each objective beyond those presented by staff. A copy of the recommendations presented by staff at the June 3rd School Board Retreat is attached to this summary. Items discussed during the retreat are indicated using track changes and/or comments. A separate report is posted to this agenda item summarizing the results of the Board's priority-narrowing activity.

Summer Communications Campaign

This summer, following the Board's decision on revisions to the Strategic Plan, staff will launch a *Strategic Plan Communications Campaign* which will initially focus on:

- Building awareness that a revised Strategic Plan is in place;
- Familiarizing people with the revised vision, mission, and goals, and building community-wide ownership for them; and
- Beginning meaningful dialogues with our employees and community about what the revised Strategic Plan means to them and how they can contribute to helping us accomplish our mission for our community's children.

The key tenets of the revised Strategic Plan will be emphasized through our continuous improvement model as the Division realigns key organizational systems such as the Teacher Performance Appraisal, Administrator Performance Appraisal, School and Department Improvement Plans, and budget process to reflect the revised Strategic Plan.



Horizon 2020 – “Unleashing Student Potential”

Every important journey begins with a destination in mind and starts with a clear view of the horizon ahead.

The *Horizon 2020* strategic plan for Albemarle

County Public Schools is designed to *unleash each student's potential* and equip them for success

both now and in the future. To do this, we aim to foster deep learning experiences that develop essential competencies like communication, collaboration, creativity, critical thinking and problem-solving. We seek to inspire the natural curiosity of our students, not through compliance and testing, but by cultivating *engaging* learning environments, hands-on learning experiences, and real-world learning opportunities. These are important to us and our larger community as evidenced by feedback in our recent strategic plan review.

As we reflect on our strategic direction, we imagine what the world will be like when our entering kindergarten students graduate and what skills they will need to thrive in the future. For Albemarle County Public Schools, our destination is a place where every graduate leaves our schools prepared for a lifetime of learning in a rapidly changing world. Successful navigation of the route requires unity of purpose among those making the journey and dedication to following an established plan. The Albemarle County Public Schools Strategic Plan guides us towards the horizon.





Our Vision

All learners believe in their power to embrace learning, to excel, and to own their future.

Our Mission

The core purpose of Albemarle County Public Schools is to establish a community of learners and learning, through relationships, relevance, and rigor, one student at a time.



Our Core Values

Excellence

We believe in meaningful learning that stretches people to the frontiers and boundaries of their abilities.

Young People

We believe young people deserve the best we have to offer. Each individual child is capable and has the right to safety, mutual respect, and learning.

Community

We believe in our collective responsibility to work together in a cooperative effort to achieve common goals by building communities of practice, establishing a high quality learning community, and listening to the community.

Respect

We believe in treating all individuals with honor and dignity.



Our Desired Outcome for Each Student

Our primary focus is on teaching and measuring the lifelong-learner competencies our students need to thrive as 21st century learners, workersproducers, and citizens. All ACPS students will be...

- *Academically accomplished;
- Effective communicators and collaborators who are respectful of confident in themselves and respectful of others;
- Globally aware, independent, responsible learners and citizens;
- Critical and creative thinkers, innovators and problem solvers;
- Technologically capable; **and**
- Ready to own their future.

**Defined as broader than just core subjects. See Quality Assurance Indicators, p.4*

One Student Centered Goal

By 2020, 97 % or more of students will graduate having mastered the skills they need to succeed as 21st century learners, workers, and citizens.

Our Objectives
Our Pledge of how we intend to achieve the goal of success for our students

Objective 1
We will engage every student

Objective 2
We will implement balanced assessments

Objective 3
We will improve opportunity and achievement

Objective 4
We will create and expand partnerships

Objective 5
We will optimize resources



One Student Centered Strategic Goal

By 2020, **97% or more** of Albemarle County Public Schools students will graduate having mastered the skills they need to succeed as 21st century learners, workers and citizens. (NOTE: Aligns to our current Goals 1 & 2)

Our **baseline measure** of goal attainment for *Horizon 2020* will be focused on:

Percentage of a given class and percentages of enrollment groups who completed a credential within four years, a measure also known as the **on-time graduation rate**. This measure uses the Cohort Completion Rate published by the Virginia Department of Education (VDOE); and includes all diploma types, GEDs and Certificates of Completion.

ACPS will consider students' graduation or completion of a credential as evidence that they have mastered the lifelong-learner competencies needed to succeed as 21st Century learners, workers and citizens as a result of the curriculum design and opportunities provided throughout their educational career in the school division. This goal adheres to the **SMART** framework (Strategic, Measurable, Attainable, Results-oriented, Time-bound) to sustain the division's efforts of continuous improvement. Commitment to SMART goal implementation results in an explicit plan to increase student learning.

Our **quality assurance indicators** for this goal will include the following:

- ☐ Mastery of the lifelong-learner competencies as evidenced by student performance on the ACPS performance-based assessments/tasks
- ☐ Percentage of students & enrollment groups earning Advanced Studies diplomas
- ☐ Rate of ACPS students earning industry certifications
- ☐ Student & enrollment group participation rates in the arts
- ☐ [Student & enrollment group participation rates in sports](#)
- ☐ [Student & enrollment group participation rates in ~~and~~ extra-curricular activities](#)
- ☐ Student & enrollment group participation rates in a mentorship or internship prior to graduation
- ☐ Student & enrollment group participation rates in volunteer activities
- ☐ College and Work Readiness Assessment (CWRA) Report
- ☐ Virginia Cohort College Retention Rate published by the Virginia Department of Education (VDOE)
- ☐ Other: [Possible ACPS Seal, Possible oral language assessment](#)



Objective 1– We Will Engage Every Student

All teachers and schools will engage every student in meaningful, authentic and rigorous work through the use of instructional best practices and supportive technologies that will motivate students to be self-directed and inquisitive learners.

(Aligns to our current Priority 1.1)

Potential Priorities:

- ☐ Define, develop, and promote-implement effective teaching practices that maximize rigor and meaningful engagement for all students AND expand professional development opportunities for teachers and administrators on developing, using, scoring, and interpreting varied types of assessments to create a balanced assessment system. (combined with priority from Objective 2)
- ☐ Integrate supportive technologies and the use of contemporary learning spaces into the instructional program delivery.
- ☐ Expand professional development opportunities for all educators and support year-long opportunities for teachers to design lessons and assessments.
- ☐ Other: Performance-based learning
- ☐ Other: _____



Objective 2 – We Will Implement Balanced Assessments

ACPS will implement a balanced assessment system that accurately reflects student demonstration and mastery of our Lifelong-Learner Competencies.

(Aligns to our current Goals 1 & 2)

Potential Priorities:

- ☐ Implement performance-based assessments/tasks and grading practices to create a balanced assessment-learning? system that measures ACPS outcomes for student success.
- ☐ ~~Expand professional development opportunities for teachers and administrators on developing, using, scoring, and interpreting varied types of assessments to create a balanced assessment system. (Combined with priority in Objective 1).~~
- ☐ Ensure quality and fidelity of ACPS performance task assessments.
- ☐ ~~Monitor and report student performance on ACPS division-wide performance task assessments. (Combined with priority in Objective 3).~~
- ☐ By 2014, our use of the College and Work Readiness Assessment (CWRA) will be operational and we will use it to improve high school curricula.
- ☐ Other: Consider mastery learning, digital portfolios, capstone types of assessments
- ☐ Other: Develop Albemarle County Public Schools (ACPS) graduation seal to reflect the Division's graduation requirements.
- ☐ Other: Board will strive to receive State waiver(s) from SOL testing requirements, to assess Albemarle students with more rigorous, performance-based assessments.



Objective 3 – We Will Improve Opportunity and Achievement

ACPS will improve opportunity and achievement for all students and enrollment groups. while eliminating opportunity gaps for identified student groups.

(Aligns to our current Goal 2)

Potential Priorities:

- ☐ Ensure that students are prepared for successful transition to the next K-12 grade level and/or school.
- ☐ Measure and report student performance on key metrics for work and college readiness from K through high school AND monitor and report student performance on ACPS division-wide performance task assessments (Combined with priority from Objective 2).
- ☐ Continue to report on and engage in efforts directed at closing the opportunity (achievement?) gap.
- ☐ Bridge the “digital divide” by increasing student access to technology and the internet among the division’s families.
- ☐ Other: _____
- ☐ Other: _____



Objective 4 – We Will Create and Expand Partnerships

ACPS will create and expand partnerships with parents, community and business leaders to fulfill their essential roles as actively engaged partners in supporting student achievement and outcomes for student success.

(NOTE: This brings community engagement and strategic communications to the forefront.)

Potential Priorities:

- ☐ Implement a comprehensive mentorship and internship program throughout the school division.
- ☐ Collaborate with parents, businesses, civic groups, community, and faith-based organizations to advance our educational mission and to support outcomes for student success, with particular emphasis on underserved (or under represented) families.
- ☐ Ensure enhanced understanding and support of the *Horizon 2020* Strategic Plan and the division's identified Lifelong-Learner Competencies through various communication strategies.
- ☐ Use strategic communications to invest the full community in supporting student achievement and outcomes for student success.
- ☐ Other: _____
- ☐ Other: _____



Objective 5 – We Will Optimize Resources

ACPS will optimize all resources to achieve the school division's strategic goal and outcomes for student success.

(NOTE: This aligns to a combination of our current Goals 3 and 5.)

Potential Priorities:

- ☐ Develop a division-wide master framework for contemporary professional development and training that optimizes resources and addresses the essential competencies needed by teachers, administrators, professional/supervisory and classified staff.
- ☐ Revise and align performance appraisal instruments and implement a web-based performance appraisal system.
- ☐ Optimize support services for improved academic results, providing facilities that meet existing and future student learning needs.
- ☐ Ensure the health and safety of the school community.
- ☐ Other: [Obtain funding from Board of Supervisors and/or community to support Board priorities and Horizon 2020 strategic plan – World Languages Program.](#)
- ☐ Other: _____