



"Horizon 2020 – Unleashing Student Potential"

Summary of Strategic Planning Process for July 11, 2013

Overview

A summary of the revised Strategic Plan is included for approval on the agenda of the July 11th School Board Meeting. This summary includes Board Priorities for the 2013-2015 biennium based on direction at the June 27th Board Work Session.

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*.

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 the Division's commitments 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. At the June 27th Board Work Session, Board members further narrowed the Priorities for each objective area. A summary of the revised Strategic Plan including current wording for the 2013-2015 Board Priorities is attached.

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 Lifelong-Learner Competencies

Lifelong learning places emphasis on results. To develop the skills and habits associated with lifelong learning, students must: learn beyond the simple recall of facts; understand the connections to and implications of what they learn; retain what they learn; and be able to apply what they learn in new contexts.

- Plan and conduct research.
- Gather, organize, and analyze data, evaluate processes and products; and draw conclusions.
- Think analytically, critically, and creatively to pursue new ideas, acquire new knowledge, and make decisions.
- Understand and apply principles of logic and reasoning; develop, evaluate, and defend arguments.
- Seek, recognize and understand systems, patterns, themes, and interactions.
- Apply and adapt a variety of appropriate strategies to solve new and increasingly complex problems.
- Acquire and use precise language to clearly communicate ideas, knowledge, and processes.
- Explore and express ideas and opinions using multiple media, the arts, and technology.
- Demonstrate ethical behavior and respect for diversity through daily actions and decision making.
- Participate fully in civic life, and act on democratic ideals within the context of community and global interdependence.
- Understand and follow a physically active lifestyle that promotes good health and wellness.
- Apply habits of mind and metacognitive strategies to plan, monitor, and evaluate one's own work.





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, producers, and citizens. All ACPS students will be...

- *Academically accomplished;
- Effective communicators and collaborators who are 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.5*

One Student Centered Goal

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





One Student Centered Strategic Goal

By 2020, **97% or more** of *Albemarle County Public Schools* students will graduate having mastered the [lifelong-learning skills](#) they need to succeed as 21st century learners, workers and citizens.

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 (**S**trategic, **M**easurable, **A**ttainable, **R**esults-oriented, **T**ime-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
- ☐ Students reading on grade level
- ☐ 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 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: TBD (Possible ACPS Seal, Possible oral language assessment)



Objective 1– We Will Engage Every Student

ACPS 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 lifelong learners.

Board Priorities:

- ❑ 1.1 - Define, develop, and implement effective teaching practices that maximize rigor and meaningful engagement for all students.
- ❑ 1.2 – Develop a division-wide master framework for contemporary professional development and training that optimizes our workforce and addresses the essential competencies needed by teachers, administrators, and classified staff.
- ❑ 1.3 - Integrate the use of contemporary learning spaces and supportive technologies into the instructional program delivery.
 - *Possible Strategy 1.31 – Design the high school of the future.*

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](#).

Board Priorities:

- ❑ 2.1 – Define and communicate the Division’s specific measures for mastery of [lifelong-learning competencies](#) and student success.
 - *Possible Strategy 2.11– Develop an ACPS graduation seal to reflect Division graduation requirements.*
- ❑ 2.2 - Implement performance-based assessments/tasks and grading practices to create a balanced learning system that measures ACPS outcomes for student success.
 - *Possible Strategy 2.21– Expand professional development opportunities for teachers and administrators on developing, using, scoring, and interpreting varied types of assessments to create a balanced assessment system.*



Objective 3 – We Will Improve Opportunity and Achievement

ACPS will improve [lifelong-learning](#) opportunity and achievement for **all students and enrollment groups**.

Board Priorities:

- ☐ 3.1 - Prepare **all students** for successful transition to the next K-12 grade level.
 - o *Possible Strategy 3.11– Measure and report student and enrollment group performance on key metrics for work and college readiness from K-12 including student performance on ACPS division-wide performance task assessments.*
- ☐ 3.2 - Implement a World Languages Program.
 - o *Possible Strategy 3.21 – Obtain funding from Board of Supervisors and/or community to support a World Languages Program.*

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 [lifelong-learning](#) outcomes for student success.

Board Priorities:

- ☐ 4.1 - Implement a comprehensive mentorship and internship program and expand field trip opportunities to provide real-world learning experiences for students.
- ☐ 4.2 – Invest the full community in supporting student achievement and outcomes for student success.
 - o *Possible Strategy 4.21 – Implement targeted recommendations from the Division’s Strategic Communications Plan.*

Objective 5 – We Will Optimize Resources

ACPS will optimize all resources to achieve the school division’s strategic goal and [lifelong-learning](#) outcomes for student success.

Board Priority: 5.1 – Ensure the health and safety of the school community.