

Strategic Plan

Mission

The mission of the York County School Division is to engage **all** students in learning the skills and knowledge needed to make productive contributions in the world.

Beliefs

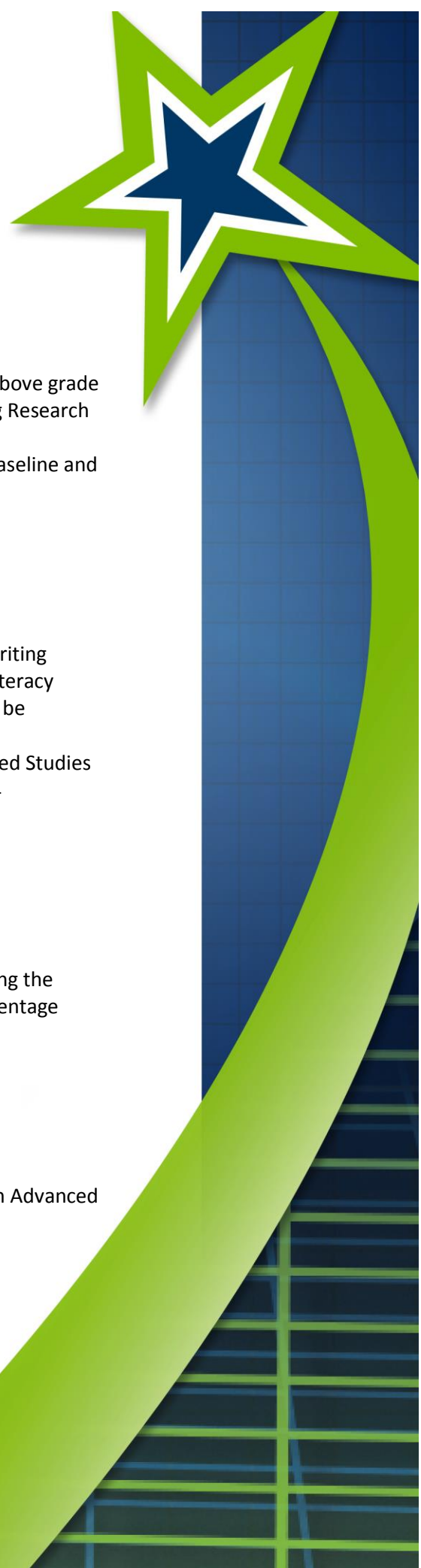
We believe:

- Student achievement and continuous student growth are the core priorities of our school division.
- Excellence is characterized by a caring, involved and dedicated school community that exceeds expectations and strives to make our schools even better.
- Student achievement is excelling academically to one's highest potential.
- Achievement is more than performance on standardized tests.
- Educational experiences should be designed to engage students in making contributions as productive citizens.
- Division employees must be committed to motivating all students to achieve positive learning outcomes.
- Family and community involvement are essential to our mission.
- Recruiting and retaining a highly qualified and diverse staff are paramount to the success of our students.
- Students should use technology to improve and maximize the impact of their work.
- Data should be used to inform and adjust instruction and decision making.
- Student wellness supports student success.
- Students learn best in safe and secure environments.

Goals

1. York County students will consistently demonstrate growth and excellence in the skills and knowledge needed to be productive citizens.

- The division and each school will meet or exceed state and federal targets for all students and subgroups including closing achievement gaps in Math, English and the Federal Graduation Index.
 - By FY17, 90 percent of all third grade students will be reading at or above grade level as measured by the Standards of Learning Grade Three Reading Research and Literature Assessment.
 - Each year the division will close the gap between the FY13 baseline and the FY17 target by 2.5%.
Baseline - 79.8%
 - FY14 - 82.5%
 - FY15 - 85%
 - FY16 - 87.5%
 - FY17 - 90%
 - Staff will evaluate the current elementary reading model and K-12 writing model to develop an integrated K-5 literacy model by June 2014. A literacy model that integrates reading and writing at the secondary level will be developed by June 2015.
 - By FY17, the percentage of high school graduates earning an Advanced Studies diploma out of the total number of diplomas awarded will increase 4 percentage points above the number awarded in 2012.
Baseline - 65%
 - FY14 - 66%
 - FY15 - 67%
 - FY16 - 68%
 - FY17 - 69%
- By FY17, the number of advanced studies diploma graduates achieving the “College and Career Ready” standard on the SAT will increase 4 percentage points above the percentage earned in 2012.
Baseline - 56%
 - FY14 - 57%
 - FY15 - 58%
 - FY16 - 59%
 - FY17 - 60%
- Using FY13 as the benchmark, the number of scores of 3 or higher on Advanced Placement Exams will increase by 5 percent annually.
Baseline - 1442
 - FY14 - 1514
 - FY15 - 1589
 - FY16 - 1669
 - FY17 - 1753



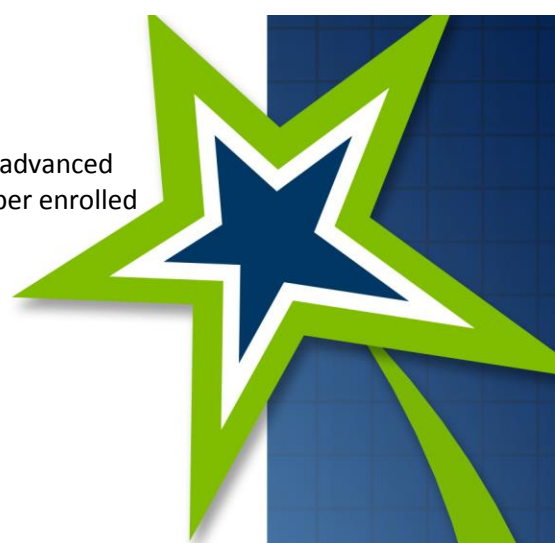
- By FY17, the percentage of underrepresented student groups taking advanced courses in grade 6, 7 and 8 will increase by 40 percent over the number enrolled in 2013.

Baseline -	7.9% Black (14%)*	8.3% Econ. Disadv. (18%)*
○ FY14 -	8.1% Black	8.6% Econ. Disadv.
○ FY15 -	9.1% Black	9.6% Econ. Disadv.
○ FY16 -	10.1% Black	10.6% Econ. Disadv.
○ FY17 -	11.1% Black	11.6% Econ. Disadv.

* Percentage in general population

2. The York County School Division will engage all students in rigorous educational experiences.

- The division average class size at the elementary level will be at or below 20:1 for students in grades K-2 and 25:1 for students in grades 3-5, subject to available resources. The division average class size in core courses at the secondary level will be below 30 students, subject to available resources.
- By FY17, each teacher will develop and implement at least two transformative learning experiences annually, in which students conduct research and use oral and written communication skills to make productive contributions to the community while learning the content of the curriculum. As appropriate, performance tasks should also utilize technology that is designed to amplify and improve the quality of student work.
- Prior to FY15, staff will develop curriculum for a middle school course that prepares students for challenging high school courses.
- The division will continue to provide engaging, rigorous opportunities for student learning through multiple magnet/thematic programs.
- Staff will review and make recommendations regarding secondary course options in high demand career fields to be offered beginning in FY15.
- By FY17, 75% of graduating seniors will have earned a career and technical certificate, state license, or national occupational assessment credential.
 - FY14 - 10%
 - FY15 - 25%
 - FY16 - 50%
 - FY17 - 75%
- The Division will expand the integration of online learning with face-to-face instruction within the same course.
 - FY14 - 10% of teachers in grades 6-12
 - FY15 - 15% of teachers in grades 6-12
 - FY16 - 23% of teachers in grades 6-12
 - FY17 - 33% of teachers in grades 6-12
- The Division will increase student and staff access to digital resources from anywhere, at any time, and on any device. Performance benchmarks will relate to the ratio of digital devices per student/faculty member, the wireless and wired networks, bandwidth, storage capacity, and the overall technology infrastructure.



3. The York County School Division will recruit, hire, retain and support a diverse staff that meets our highest standards.

- The compensation package for licensed staff will move into the top three of the Hampton Roads comparator market of nine school divisions by July 1, 2017 and will remain in the top three in subsequent years.
 - FY14: Rank of 5 or better
 - FY15: Rank of 4 or better
 - FY16: Rank of 4 or better
 - FY17: Rank of 3 or better
- The Superintendent will revise or develop by July 1, 2013 the standard operating procedures for the periodic review and maintenance of a competitive, non-licensed compensation package.
- A compensation study of the teacher salary schedule will be conducted by an external consultant or consulting group for consideration by the School Board during the FY15 budget process.
- The school division's efforts to recruit and hire a diverse staff that meets our highest standards will include attending at least two targeted recruiting events annually and advertising in at least two targeted publications annually.
- The division will provide new employees with effective support, as measured by end-of year surveys of new employees. Milestones relating to the target level of support and/or growth in support will be developed for FY14 and subsequent years.
- At least 60% of departing employees will participate in an exit interview or survey and the division will use the data from the interviews and surveys to inform efforts to retain staff.
- All staff will participate annually in a high-quality professional development program that supports the goals of the strategic plan.
- The division will contribute to the retention and support of instructional staff, principals, and assistant principals through an evaluation system focused on collaboration, student progress, formative observation, and feedback.



4. The York County School Division will foster effective partnerships with families and our community and promote positive relationships between and among staff, students, and families.

- Staff will continue to implement and refine strategies annually to promote positive relationships among students.
- Staff will facilitate strong school-family relationships, including welcoming school environments and effective two-way communication with families. Schools and departments will provide data to measure the facilitation of strong family-school relationships.
- The division will implement an open data initiative featuring expanded easy access to student data for students, parents, and guardians.
- A program evaluation of secondary guidance, with input from students and their families, will be conducted by the end of 2013. Approved recommendations will be implemented in subsequent years.
- Each Board member will interact and engage with the local and broader community in a variety of ways, including at events at the local, state and/or national levels. The Board will review its performance periodically.

5. The York County School Division will maintain efficient, effective, service-oriented operations that support student achievement in safe, secure environments.

- Resources will be allocated to maximize student achievement. Annual budget documents will include quantitative and qualitative information pertaining to how the allocation of resources maximizes student achievement.
- Performance measures will be used as an ongoing means of guiding efficient, effective, service-oriented operations. Annual measures will be articulated by June 30 of each year.
- SBO and operational staff members will participate in annual professional development pertaining to relationships and customer service.
- Customer needs will be met or exceeded by Operations Staff members. Customer service surveys will be conducted by November 1 of each year. Survey results will be used to support the provision of efficient, effective, service-oriented operations.
- Staff will create a ten-year facility master plan and a proposed capital improvement program aimed at maintaining safe, high-quality facilities. Annual building inspections, roof surveys, data relating to work orders, revised construction cost projections, and updated long-term enrollment projections will be used to identify needed adjustments.
- Staff will support safe, secure educational environments. Examples of activities relating to this objective include the following actions: collaborating with local public safety agencies; maintaining appropriate administrative staffing; conducting annual maintenance of surveillance cameras and access control; reviewing/refining crisis management plans annually; and participating in safe schools training.

