

## GOAL 1: Student Achievement

- 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 graduation rates.
- 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.
- By FY22, the percentage of 10th grade students achieving the “College and Career Ready” benchmark of 910 on the PSAT will improve by 6 percentage points.
- By FY22, the gap between underrepresented student groups and the general population participating in the gifted education program will be reduced by 2.5%.
- By FY22, the gap between underrepresented student groups and the general population participating in Advanced Placement course enrollment will be reduced by 50%.
- By FY22, develop a K-12 math model that aligns to the VDOE math standards and includes best practices for math instruction.
- By FY22, revise current YCSD K-12 curriculum guides to support the VDOE standards of learning, as well as the core components of the PSAT and SAT, to address word study and vocabulary.
- By FY22, YCSD will develop and implement a continuum of digital competencies that will be integrated into grade level curriculum.

## GOAL 4: School Culture

- By August 2019, individualized school-level family engagement plans, based on student and parent input, will be developed and maintained as part of each school’s School Improvement Plan.
- By FY20, the division will develop and implement ongoing and relevant evidence-based professional development to foster respect for students and families of diverse cultures.
- By August 2020, each school will develop cultural learning opportunities that help prepare our students to engage with the diverse populations in our local and global community.
- Staff will implement programs and protocols to reduce behavior referrals and out-of-school suspensions by FY22, with a focus on reducing exclusionary practices and disproportionality.
- By FY19, the superintendent will establish and maintain a business and civic community roundtable to establish mutual goals and opportunities for collaboration that support students’ academic and personal success.
- School Board members will implement continuous community engagement practices through targeted and intentional interactions with students, staff, parents and community members. Community engagement practices will be based on current research and professional learning opportunities at the local, state and/or national levels.

## GOAL 2: Student Experiences

- By FY22, each teacher will implement and assess at least two authentic learning experiences annually, in which students engage in research, critical thinking and/or problem solving while learning the content of the curriculum.
- By FY22, all K-12 core classes will include an oral communication requirement each semester.
- By FY22, all middle and high school core classes will include a written communication requirement each semester that includes the development of a written product.
- By FY22, develop an appropriate measure of workplace readiness skills for middle and high school students that accurately reflects demonstration and mastery of these competencies.
- Staff will evaluate and revise the Economics and Personal Finance course to include authentic financial literacy experiences.
- By FY22, all YCSD students will complete an internship, mentorship or job shadowing experience prior to graduation.
- By FY22, all schools will provide career awareness and exploration opportunities for students in designated grades at the elementary, middle and high school level.
- Increase the number of clubs at the elementary and middle school levels to increase exposure and interest in high-demand fields such as robotics, engineering, cyber-security, etc.
- A program evaluation of our current service delivery model for students with disabilities will be conducted by the end of the 2018-19 school year. Approved recommendations will be implemented in subsequent years.

## GOAL 5: Operational Stewardship

- The division average class sizes 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 and factoring in special populations. The class size in core content courses at the secondary level will be below 30 students, subject to available resources.
- 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.
- By FY20, YCSD will evaluate current access to contemporary and effective technology resources in order to support the use of technology in the classroom.
- The division will maintain or exceed the three-year average on identified performance measures to guide efficient, effective, service-oriented operations.
- By FY22, increase the level of satisfaction as reported by administrators and staff regarding support provided by division-level departments, over FY18 benchmarks as measured by annual staff surveys.
- Staff will continue to evaluate and implement procedures annually that support safe, secure educational environments.

## GOAL 3: Staff Support

- Provide all staff a continuous cycle of high-quality, targeted professional development that aligns to the division’s strategic plan and is supported by current and emerging research.
- The division will implement data-driven strategies to recruit and retain a diverse workforce.
- The compensation package for licensed staff will remain in the top three of the Hampton Roads comparator market of nine school divisions through FY22.
- By FY20, the division will identify benchmarks for the non-licensed staff and administrator compensation package in relation to the Hampton Roads comparator market for use in the quadrennial review cycle.
- The division will provide new employees with effective support, as measured by mid-year and end-of-year surveys of new employees. Milestones relating to the target level of support and/or growth will be developed for FY18 and subsequent years.
- By FY22, identify and promote a comprehensive list of community resources, opportunities and activities available to York County School Division employees as a result of their employment with the division.
- The division will evaluate employee working conditions annually and implement appropriate and targeted improvement plans based on data collected through working conditions surveys, standardized resignations forms, and optional exit interviews.
- By FY19, the superintendent will establish standard operating procedures to provide all employee groups opportunities for involvement and feedback in division practices and procedures.

