

APS STRATEGIC PLAN
Draft
April 2, 2018

MISSION

We work together to ensure all students learn, grow, and thrive in safe, healthy, and supportive learning environments.

VISION

An inclusive community empowering all students to foster their dreams, explore their possibilities, and create their futures.

CORE VALUES

- **Boldness:** We engage in innovative and forward-thinking ideas and processes that enable us to be responsive to the expectations of our community and organization while cultivating creativity, critical-thinking, and resourcefulness in our students.
- **Collaboration:** We build partnerships with staff, students, families, and our community to support the success of our students.
- **Excellence:** We ensure all students receive an exemplary education that is academically challenging and supports their social and emotional needs.
- **Inclusivity:** We strengthen our community through valuing people for who they are, nurturing our diversity, and embracing the contributions of all students, families, and staff.
- **Integrity:** We build trust through acting honestly, openly, ethically and respectfully with one another.
- **Stewardship:** We carefully manage our resources to honor the community's investment in our school system; create safe, healthy, and environmentally sustainable learning environments; support civic and community engagement; and serve current and future generations.

GOALS, STRATEGIES, DESIRED OUTCOMES, & MONITORING METRICS

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Goal 1: Life, Career, and College Ready Students

Prepare all students for their futures through engagement in healthy, safe, and supportive learning environments.

Strategy 1.1

Provide and integrate social, emotional, and mental health resources into program implementation, curriculum, and professional learning

Desired Outcome

- All students have access to prevention and intervention services that support mental, behavioral, and social-emotional health to promote healthy development
- Implement an evidence-based curriculum that focuses on students' social, emotional, and mental health needs and provides interventions when needed

Strategy 1.2

Build culturally relevant concepts and practices into all levels of school interactions

Desired Outcome

- All students experience opportunities where their strengths are identified and nurtured to support growth and learning
- All students and families feel welcome and supported at school and at all APS events
- APS provides a learning environment that is physically and emotionally safe for students and adults
- Opportunity and achievement gaps are eliminated

Strategy 1.3

Ensure equity of access and opportunity across all school programs

Desired Outcome

- All students are able to access curriculum, intervention and enrichment services, options schools, and school programs without barriers

Strategy 1.4

Establish and promote a culture of physical and mental wellness

Desired Outcome

- Students engage in healthy practices that they can continue throughout their lives
- Opportunities for movement and physical fitness are embedded

Monitoring Metrics:

- Key findings on the *Youth Risk Behavior Survey* in the areas of bullying, mental health, relationship violence, alcohol use, and drug use will show trends aligning with increased wellbeing for our students
- Reduction in the overall number of *bullying incidents*

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- *Whole Child indicators* demonstrate implementation of safe, healthy, and supportive learning environments
- Student attendance rates
- Application and acceptance data for all APS option schools/programs

GOAL 2: Student-Centered Learning

Challenge and engage all students in meaningful learning experiences through multiple pathways.

Strategy 2.1

Deliver curriculum through innovative and relevant strategies that are adaptable to the diverse needs of each student

Desired Outcome

- All students are academically challenged
- Opportunity and achievement gaps are eliminated
- A comprehensive and balanced assessment system

Strategy 2.2

Increase meaningful inclusive learning environments for students

Desired Outcome

- All students are welcomed, valued, empowered, and supported in shared environments and experiences

Strategy 2.3

Provide learning opportunities in a variety of settings, times, and formats that include opportunities for students to align knowledge, skills, and personal interests with career and higher educational opportunities including internships and externships

Desired Outcome

- Students have a variety of experiences that reflect college and career opportunities
- All students have the opportunity to learn about and experience workplace expectations and career options
- All students have access to personalized learning opportunities

Strategy 2.4

Increase high-quality options for PreK-12 instructional models within and beyond neighborhood schools

Desired Outcome

- A variety of school options that provide multiple pathways to graduation

Strategy 2.5

Embed global competencies, critical thinking, creative thinking, collaboration, communication, and citizenship into curriculum and instruction

Desired Outcome

APS STRATEGIC PLAN

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- The curriculum will reflect the Profile of a Virginia Graduate in all content areas

Monitoring Metrics:

- Percentage of students engaged in internships/externships
- Percentage of students meeting college and workforce-readiness benchmarks on industry credential tests
- Overall proficiency and growth in English reading/writing, social studies, math, and science achievement for all student groups
- Graduation rates
- Percentage of English Learners who demonstrate proficiency and growth on WIDA ACCESS
- Percentage of special education students in general education environments for courses
- College, career and civic readiness (2021-22)

GOAL 3: Strong and Mutually Supportive Partnerships

Strengthen connections between schools and the community to broaden opportunities for student learning, development, and growth.

Strategy 3.1

Facilitate open communication, cooperation, and collaboration between schools, families, businesses, Arlington County, and other organizations

Desired Outcome

- Opportunities for all students to engage in partnerships, including internships/externships with community businesses and organizations
- All communities will be provided communication and support specific to their community
- Increased collaboration between APS, Arlington County, and community organizations will maximize efficiencies

Strategy 3.2

Provide training for staff and families on strategies for increased family and community engagement

Desired Outcome

- Implementation of high impact strategies for engaging all families

Monitoring Metrics:

- Website analytics including number of visitors to Engage site and social media followers
- Percentage of parent and staff participation in key surveys
- Numbers of parent participants in groups and FACE activities such as Participa, etc.
- Number of business and community partnerships classified by type
- Survey results: stakeholders involved in their school community, communications effectiveness, trust and satisfaction, etc.

GOAL 4: Engaged Workforce

APS STRATEGIC PLAN

Draft

April 2, 2018

Invest in our workforce to ensure a place in which talented individuals choose to work

Strategy 4.1

Recruit, retain, and advance high-quality employees who reflect the diversity of our student population.

Desired Outcome

- Recruit, hire, and retain employees to maintain a high-quality workforce

Strategy 4.2

Provide growth and leadership opportunities for all staff by providing meaningful, high-quality, and relevant professional learning opportunities

Desired Outcome

- High-quality professional learning opportunities for all staff, across all employee groups

Strategy 4.3

Strengthen the evaluation process

Desired Outcome

- An evaluation process that provides actionable feedback to all employees

Strategy 4.4

Promote employee health, wellness, and engagement

Desired Outcome

- Employees feel engaged, included, respected, and supported

Monitoring Metrics:

- Panorama survey questions related to professional learning and engagement
- Retention of workforce
- Applicant pool ratio (number of qualified applicants per advertised position)
- Hire rates in difficult to fill positions including length of time to fill these positions
- Staff diversity trends
- Number of vacancies on the first school day
- Exit survey data
- Employee accident rates
- Staff attendance rates

GOAL 5: Operational Excellence

Strengthen and improve system-wide operations to meet the needs of Arlington's growing and changing community

Strategy 5.1

Manage available resources and assets efficiently and effectively

Desired Outcome

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- Control of long-term costs by increasing operational efficiency of new and existing facilities
- Preserve high standards for fiscal responsibility

Strategy 5.2

Use strategic and systematic thinking and planning to ensure organizational capacity and flexibility to accommodate sustained growth.

Desired Outcome

- Information services support learning and administration needs
- The Capital Improvement Plan (CIP) aligns resources to capacity and facility requirements

Strategy 5.3

Provide high-performance learning and working environments

Desired Outcome

- Facilities are designed, developed, and maintained to provide optimal and safe learning environments that meet or exceed school facilities standards
- Environmental stewardship practices reduce waste and energy usage

Monitoring Metrics:

- Percentage of data available in the data warehouse
- Percentage of suppliers who automatically receive purchases from STARS
- Information systems break fix turnaround time
- Work order completion
- Safety inspections
- QC scores
- Percentage of capital projects completed on time and within budget
- Per pupil spending
- Energy usage per square footage
- Percentage of recycling in facilities
- On-time transportation rates