

# GOALS

# PERFORMANCE OBJECTIVES

# STRATEGIES



## STUDENT SUCCESS: Multiple Pathways to Student Success

Ensure that every student is challenged and engaged while providing multiple pathways for student success by broadening opportunities, building support systems and eliminating barriers. APS will eliminate opportunity gaps so all students achieve excellence.

1. Increased achievement for all reporting groups on district and state assessments shows progress toward eliminating the opportunity gap.
2. All students will make at least one year's worth of growth as measured by federal, state, and/or district assessments.
3. Historically over-represented and under-represented groups accessing services will be proportionate with student need and demographics.
4. All graduates will have engaged in at least one experience that demonstrates productive workplace skills, qualities, and behaviors and may include a work-based experience (internships, externships, formal job shadowing, etc.). (Virginia Profile of a Graduate)
5. At least 80% of students with disabilities will spend 80% or more of their school day in a general education setting.

- Embed global competencies, critical thinking, creative thinking, collaboration, communication, and citizenship into curriculum and instruction.
- Adapt curriculum and instruction to the needs of each student.
- Increase meaningful inclusive learning environments for students.
- 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.
- Increase high-quality options for PreK-12 instructional models within and beyond neighborhood schools.
- Ensure equity of access and opportunity across all school programs.
- Address unconscious racial bias throughout APS.



## STUDENT WELL-BEING: Healthy, Safe, and Supported Students

Create an environment that fosters the growth of the whole child. APS will nurture all students' intellectual, physical, mental, and social-emotional growth in healthy, safe, and supportive learning environments.

6. Key findings on student surveys, including the *Your Voice Matters* and *Youth Risk Behavior Surveys* will show a reduction in bullying, violence, sexual harassment, and substance use.
7. Key findings on student surveys, including the *Your Voice Matters* and *Youth Risk Behavior Surveys* will show an improvement in mental health measures and access to mental health resources.
8. Each school will report 95% implementation of the Whole Child indicators in the areas of safe, healthy, and supportive learning environments. (ASCD)
9. All students can identify at least one school-based adult who supports and encourages their academic and personal growth.
10. Disproportionality in suspension rates by race/ethnicity, students identified with a disability, and English Learners will be reduced and overall suspensions will not increase.

- Deliver curriculum through innovative and relevant instruction that is adaptable to the diverse needs of each student.
- Integrate culturally relevant concepts and practices into all levels of school interactions.
- Establish and promote a culture of physical and mental wellness.
- Implement an evidence-based curriculum that focuses on students' physical, social, emotional, and mental health needs and provides interventions when needed through APS and/or community partnerships.

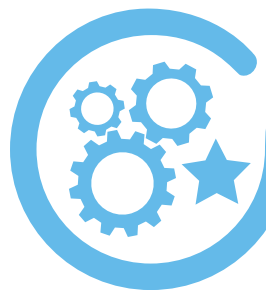


## ENGAGED WORKFORCE

Recruit, hire, and invest in a high-quality and diverse workforce to ensure APS is the place where talented individuals choose to work.

11. At least 95% of APS staff will respond favorably that opportunities for professional development meet their needs, as indicated on the *Your Voice Matters* survey.
12. At least 95% of APS staff will respond favorably on staff engagement, as indicated on the *Your Voice Matters* survey.
13. At least 95% of APS staff will respond favorably in areas of leadership, as indicated on the *Your Voice Matters* survey.
14. APS will retain a high-quality workforce, with 95% of respondents to exit surveys indicating a reason for leaving to be an external factor.
15. All staff participate in training that meets or exceeds industry standards for their position and focuses on student success and well-being.

- Recruit, retain, and advance high-quality employees.
- Provide growth and leadership opportunities for all staff by providing meaningful, high-quality, and relevant professional learning opportunities.
- Strengthen evaluation processes.
- Promote employee health, wellness, and engagement.
- Establish intentional and focused recruitment efforts to bolster a diverse applicant pool.



## OPERATIONAL EXCELLENCE

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

16. APS will be Accredited by the Emergency Management Accreditation Program (EAMP).
17. Organizational operations will meet or exceed benchmarks in comparable school divisions.
18. All school and department management plans will clearly articulate the data used to write SMART goals aligned to the strategic plan.
19. All School Board policies will be up to date and will be reviewed every five years.
20. APS Departments (Finance & Management, Facilities & Operations, Teaching & Learning and Planning & Evaluation) will collaborate to plan innovatively, cost effectively, and within budget to meet 100% of student seat needs through both permanent and temporary facilities, based on 10-year projections.

- Manage available resources and assets efficiently, cost effectively, and equitably.
- Use long-term and systematic processes to ensure organizational capacity to accommodate sustained growth.
- Provide high performance learning and working environments that support Universal Design for Learning standards.



## PARTNERSHIPS: Strong, Mutually Supportive Partnerships

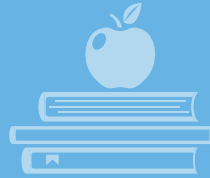
Develop and support strong connections among schools, families, and the community to broaden opportunities for student learning, development, and growth.

21. At least 90% of family and community engagement activities build the capacity of staff and families in capabilities (skills and knowledge), connections (networks), cognition (understanding) and confidence (a Dual Capacity-Building Framework for Family-School Partnerships).
22. At least 95% of APS families will respond favorably on student and family engagement on the *Your Voice Matters* survey.
23. The number of partnerships/volunteer opportunities will meet the needs of students, specifically in the areas of internships and externships.

- Provide training and resources for staff and families to create meaningful partnerships that support student success and well-being.
- Foster effective and meaningful collaboration among and between resources in APS and the community, including APS programs and services, student, parent, and teacher organizations, County government agencies and programs, non-profit organizations, businesses, advisory groups, and community groups.
- Build partnerships with local, state, and national businesses, organizations, and governments to support a variety of learning experiences.
- Partner with local organizations to provide wraparound services to students including healthcare, nutrition, academic, and social and emotional supports.
- Build a comprehensive structure for defining strategic partnerships, setting expectations, monitoring performance, and measuring quality.

# INCLUSION

Strengthen our community by valuing people for who they are, nurturing our diversity, and embracing the contributions of all students, families, and staff.



# EXCELLENCE

Ensure all students receive an exemplary education that is academically challenging and meets their social and emotional needs.



# INNOVATION

Engage in forward-thinking to identify bold ideas that enable us to be responsive to the expectations of our organization and community while cultivating creativity, critical thinking, and resourcefulness in our students.



## OUR MISSION

To ensure all students learn and thrive in safe, healthy, and supportive learning environments

## OUR VISION

To be an inclusive community that empowers all students to foster their dreams, explore their possibilities, and create their futures

## OUR CORE VALUES

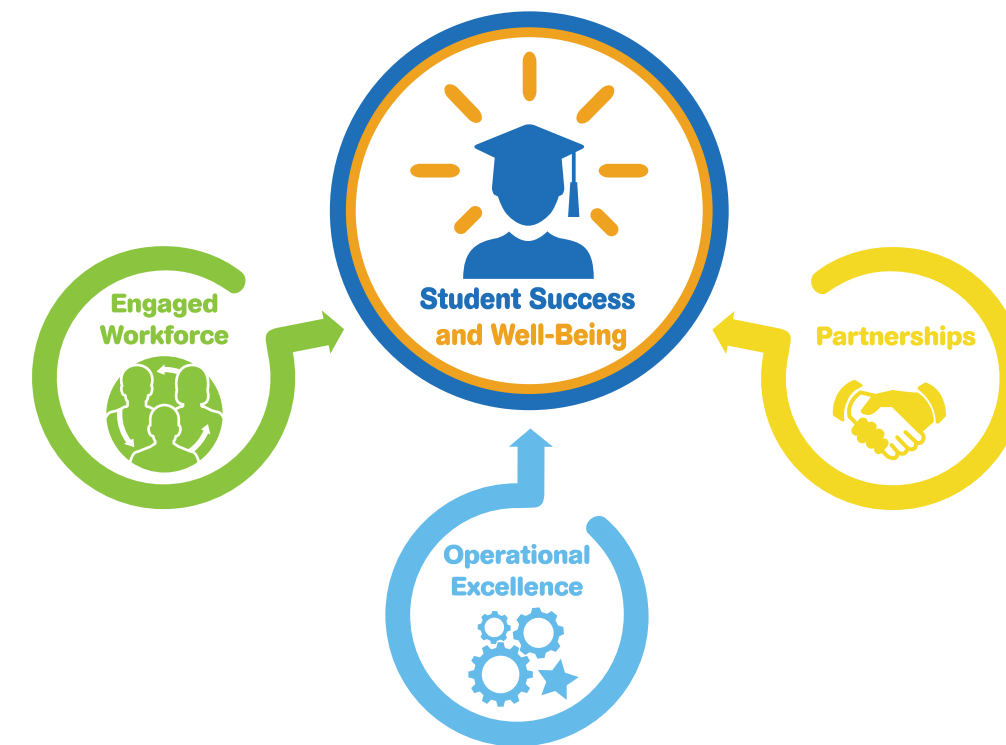
- **Excellence:** Ensure all students receive an exemplary education that is academically challenging and meets their social and emotional needs.
- **Equity:** Eliminate opportunity gaps and achieve excellence by providing access to schools, resources, and learning opportunities according to each student's unique needs.
- **Inclusivity:** Strengthen our community by valuing people for who they are, nurturing our diversity, and embracing the contributions of all students, families, and staff.
- **Integrity:** Build trust by acting honestly, openly, ethically, and respectfully.
- **Collaboration:** Foster partnerships with families, community, and staff to support the success of our students.
- **Innovation:** Engage in forward-thinking to identify bold ideas that enable us to be responsive to the expectations of our organization and community while cultivating creativity, critical thinking, and resourcefulness in our students.
- **Stewardship:** Manage our resources to honor the community's investment in our schools; create safe, healthy, and environmentally sustainable learning environments; support civic and community engagement; and serve current and future generations.



Arlington  
Public  
Schools

# APS STRATEGIC PLAN

## 2018-2024



INCLUSION  
EXCELLENCE  
INNOVATION