

Strategic Plan Goal Area (Dropdown)	Strategic Plan Performance Objectives (Dropdown)	School Performance Goals	Strategic Plan Strategies- PRIMARY (Dropdown)	Strategic Plan Strategies- ADDITIONAL (OPTIONAL) - (Dropdown)	School Actions (1 action per row) 3-4 actions per goal	Timeline for Actions	Responsible & Accountable Parties (Be Specific)	Strategic Plan Measures (Dropdown)	Baseline Data
Student Success	PO-SS-1-By 2024, APS will reduce opportunity gaps for all reporting groups on state assessments.	By the end of the 2022-23 school year, opportunity gaps on the Reading and Math SOL (aggregated for all grade levels) will be reduced by the following tiered goal: -at least a 10% point gap reduction for any reporting group with a gap between 20%-40% on the baseline measure (Black, Hispanic, SWD, EL on Math) -at least a 15% point gap reduction for any reporting group with a gap greater than 40% on the baseline measure (EL's on Reading SOL)	S-SS-2-Deliver curriculum through innovative and relevant instruction that is differentiated to meet the diverse needs of each student.		Develop and monitor targeted student list. Hold CLT meetings at each grade level weekly. Use CKLA and 95% Phonics Common Assessments to inform and drive instructional program. Routinely engage in progress monitoring to meet students' needs as indicated by those risk levels. Use Lexia Core5 lessons and skill builders to plan interventions for students as indicated by student need. Continue implementation and delivery of professional learning for teachers about effective strategies for incorporating and utilizing CKLA and 95% curriculum. Utilize enVision, Math in Practice, Kathy Richardson, and VDOE Mathematics Instructional Plans as lesson resources to identify and unpack power standards to plan purposeful core instruction and create common assessments. Engage students in remediation and/or intervention through a tiered system of supports/ATSS.	October 2022 January 2023 Ongoing	Coaches, Classroom teachers, Administrators	M-SS-1-Reading SOLs/Math SOLs	Reading (VDOE) Pass Rate for All students: 88% Black - 62% (26% gap) Hispanic-52% (36% gap) SWD- 68% (20% gap) EL- 41% (47% gap) Economically Disadvantaged - 51% (37% gap) Math (VDOE) Pass Rate for All students: 90% Black - 62% (28% gap) Hispanic - 57% (33% gap) SWD - 69% (21% gap) EL - 53% (37% gap) Economically Disadvantaged - 58% (32% gap)
Student Success	PO-SS-2-By 2024, all elementary and middle school students will annually demonstrate growth by a minimum of one level using district assessments and students performing at the advanced level will continue to perform at the advanced level.	By May 2023, at least 90% of grades 3-5 students who scored in the Intensive, Strategic, or Core on the beginning of year DIBELS will demonstrate at least one year of growth (10 months or more). In addition, at least 90% of students who scored in Core Plus on the beginning of year DIBELS will remain in Core Plus on the end of year DIBELS.			Develop and monitor targeted student list. Hold CLT meetings at each grade level weekly. Use CKLA and 95% Phonics Common Assessments to inform and drive instructional program. Routinely engage in progress monitoring to meet students' needs as indicated by those risk levels. Use Lexia Core5 lessons and skill builders to plan interventions for students as indicated by student need. Continue implementation and delivery of professional learning for teachers about effective strategies for incorporating and utilizing CKLA and 95% Phonics curriculum.	October 2022 January 2023 Ongoing	Coaches, Classroom teachers, Administrators	M-SS-9-DIBELS and MI data	See DIBELS data for Cardinal and All Schools at: https://www.apsva.us/superintendents-office/student-progress-dashboard/

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Student Success	PO-SS-2-By 2024, all elementary and middle school students will annually demonstrate growth by a minimum of one level using district assessments and students performing at the advanced level will continue to perform at the advanced level.	By May 2023, at least 90% of grades 3-5 students who scored in the below basic, basic, or proficient levels on the beginning of year Math Inventory will demonstrate at least one year of growth as defined on the Math Inventory growth charts. In addition, at least 90% of students who scored in advanced on the beginning of year Math Inventory will remain in advanced on the end of year Math Inventory	S-SS-2-Deliver curriculum through innovative and relevant instruction that is differentiated to meet the diverse needs of each student.		Utilize enVision, Math in Practice, Kathy Richardson, and VDOE Mathematics Instructional Plans as lesson resources to identify and unpack power standards to plan purposeful core instruction and create common assessments. Engage students in remediation and/or intervention through a tiered system of supports/ATSS.				See Math Inventory data for Cardinal and All Schools at: https://www.apsva.us/superintendents-office/student-progress-dashboard/
Student Well-Being	PO-SWB-3-Key findings on the Your Voice Matters survey will show improvements in student social, emotional, and mental Health.	On the 2024 YVM survey, at least 75% of Cardinal students will respond favorably on the survey category student social, emotional, and mental health.	S-SWB-2-Establish and promote a culture of physical, social, emotional, and mental health wellness.	S-SWB-3-Implement an evidence-based curriculum that focuses on students' physical, social, emotional, and mental health needs.	Deliver purposeful counseling lessons (emotional reg/growth mindset) for all students and targeted interventions based on results of the fall SEL screener for students. Deliver professional learning to staff relative to the topic of safe & welcoming classrooms, emotional regulation and coping skills Administer targeted survey to 3rd through 5th graders mid-year and end of year.	November 2022, December - January 2023, March 2023, ongoing	Counselors, Classroom Teachers, Administrators, psychologist, social worker	M-SWB-1-YVM Student: Students feel supported	42% of students in grades 3-5 answered "Almost Never" to the question, "How often do you feel so stressed or overwhelmed that you are not able to participate in regular activities?"
Engaged Workforce	PO-EW-2-By 2024, APS staff will respond at the 75th percentile or better on staff engagement and climate, as indicated by the Your Voice Matters survey.	On the 2024 YVM survey, at least 75% of Cardinal staff will respond favorably on staff engagement and climate	S-EW-3-Grow and develop current and future high-quality leader/managers.	S-EW-1-Recruit, retain, and advance high-quality employees.	Create and collaborate with the school Climate Committee and school social committee to provide opportunities for collaborative communication and feedback between staff and school administrative team. Provide opportunities for staff/administration idea exchange. Provide opportunity to discuss current YVM feedback. Provide whole school opportunity relative to completion of the YVM survey in the future. Encourage higher participation rate of staff by providing time during staff meetings for completion	October 2022 and ongoing	Administrators, Climate Committee, and Social Committee representatives	M-EW-4-YVM Staff: Climate Results	In the area of Engaged Workforce: Staff Engagement, Cardinal scored 69%. In the area of Engaged Workforce: Climate, Cardinal scored 67%.

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Partnerships	PO-P-1-By 2024, at least 90% of APS families will respond favorably on student and family engagement on the Your Voice Matters survey results.	On the 2024 YVM survey, at least 90% of Cardinal families will respond favorably on family engagement segment of the YVM survey.	S-P-1-Provide training and resources for staff and families to create meaningful partnerships that support student success and well-being.		<p>Increase academic and social emotional learning opportunities provided by staff for parents at PTA meetings, etc.</p> <p>Proactively share contact information and specific student support opportunities for parents at PTA meetings, through the Cardinal Notes, and other venues.</p> <p>Continue to offer virtual options for SST and other student support meetings, PTA meetings, and Parent/Teacher Conferences.</p> <p>Share and discuss specific YVM results with staff.</p> <p>Continue to offer multiple informational opportunities (park meet and greets, open houses, school information sessions, rising grade level parent information sessions, attend PTA meetings, and support multiple PTA/school community events) to parents and students.</p> <p>Share the action plan with the school community at a PTA meeting.</p>	October 2022 and ongoing	Administrators, Teachers	M-P-3- YVM Family: Engagement	In the area of Partnerships: Family Engagement, Cardinal scored 84%.