

## Education

**The County will provide a quality educational environment and opportunities, in partnership with the School Board, the education community, and businesses to provide our citizens with job readiness skills and/or the academic qualifications for post-secondary education and the pursuit of life-long learning.**

On June 25, the Prince William County School Board adopted their Strategic Plan for FY 04 – FY 09, proposed by Edward L. Kelly, Ph.D., Superintendent of Schools. It is presented here and was adopted by the Board of County Supervisors as their Education Strategic Goal.

### PWCS STRATEGIC PLAN for FY 2004 – FY 2009

#### MISSION

**To meet the educational needs of a diverse student population through a high quality system**

#### GOALS – OBJECTIVES – MEASURES

*Measures marked with an asterisk (\*) are mandated by federal or state legislation or regulation.*

**To achieve the mission, we must ensure that**

#### **GOAL 1: ALL STUDENTS MEET HIGH STANDARDS OF PERFORMANCE**

***Objective 1.1: Increase the percent of students who meet or exceed achievement performance levels.***

1.1.1 \*By SY 2006-2007, all schools will be fully accredited, based on the spring 2006 SOL test results.

By June 2009,

1.1.2 \*80% of all students will pass Virginia SOL tests in reading and math.

1.1.3 25% of the students taking the Virginia SOL tests will score at the advanced level.

1.1.4 90% of 3<sup>rd</sup> grade students will read at grade level as measured by the Stanford 9.

1.1.5 90% of all 11<sup>th</sup> grade students will pass the English research paper on first submission.

***Objective 1.2: Reduce the achievement gap for students from all backgrounds.***

1.2.1 \*Students who are low-income, a racial/ethnic minority, or have educational disabilities or are limited English proficient will attain proficiency or better on the Virginia SOL tests as all students and all groups in reading, math, according to the following targets:

Percent Passing SOL Test by June of Each Year						
	2004	2005	2006	2007	2008	2009
Math	59	70	70	70	80	80
Reading	61	70	70	70	80	80

- 1.2.2 Each year, the percent of low-income and minority students participating in advanced placement, specialty, and gifted and talented programs will be greater than the previous year.

***Objective 1.3: Increase the percent of graduates who plan to continue their education after high school.***

By June 2009, at least

- 1.3.1 90% of graduates will pursue continuing education, *e.g.* two- or four-year college, training programs, military service.
- 1.3.2 60% of graduates will earn an Advanced Studies Diploma

Each year,

- 1.3.3 The percent of graduates who receive a Governor’s Seal, a Career & Technical Education Seal, or an Advanced Mathematics and Technology Seal will increase.
- 1.3.4 The percent of students enrolled in Advanced Placement, International Baccalaureate, and Cambridge courses will be maintained or increased.
- 1.3.5 The percent of tests receiving a 3 or higher on an Advanced Placement exam, a four or higher on an International Baccalaureate exam, or an A or B on a Cambridge exam will meet or exceed world averages.
- 1.3.6 30% of graduates will take an externally moderated examination including certification or licensing in a recognized industry, trade or profession.

***Objective 1.4: Increase the percent of students who attend school regularly and graduate from high school in a timely manner.***

- 1.4.1 By June 2009, the Average Daily Attendance (ADA) for schools and the school system will be 95%.
- 1.4.2 \*By June 2009, the graduation rate will be 80%.

***Objective 1.5: Increase the percent of students and stakeholders who have a high degree of satisfaction with the quality of instructional programs, services and opportunities provided by the school system.***

- 1.5.1 An annual survey of students and stakeholders will evaluate progress and identify opportunities for improvement in the quality of instructional programs, services and opportunities with a goal of achieving an 80% satisfaction rate.

**GOAL 2: THE TEACHING, LEARNING AND WORKING ENVIRONMENT IS CARING, SAFE AND HEALTHY AND VALUES HUMAN DIVERSITY.**

***Objective 2.1: Promote a climate that supports equity, diversity and collaborative behaviors among students and stakeholders.***

- 2.1.1 By June 2009, all faculty and staff will have completed the school system’s Diversity Training Program.
- 2.1.2 Each year, the school system will provide quality management training opportunities for all employees

***Objective 2.2: Increase safe, responsible and healthy student behavior.***

- 2.2.1 By June 2009, the percent of students who repeatedly violate the Code of Behavior will decrease.

Each year,

- 2.2.2 \*No school will be identified as “persistently dangerous” as calculated by the Virginia Department of Education.
- 2.2.3 85% of students will pass the physical education requirements as measured by the Virginia Wellness Tests.

***Objective 2.3: Enhance the appearance, condition and capacity of physical plants, facilities and equipment.***

Each year,

- 2.3.1 All buildings will pass quality control audits and will be in compliance with building code regulations.
- 2.3.2 All schools will pass the school safety audit (physical safety and building security).
- 2.3.3 Renovations and repairs will be funded at 3 to 3 ½% of replacement value.
- 2.3.4 At least 95% of students will be housed in permanent facilities.

***Objective 2.4: Increase the percent of students and stakeholders who have a high degree of satisfaction with the quality of the teaching, learning and working environment provided by the school system.***

- 2.4.1 An annual survey of students and stakeholders will evaluate progress and identify opportunities for improvement in the quality of the teaching, learning and working environments with a goal of achieving an 80% satisfaction rate.

**GOAL 3: FAMILY AND COMMUNITY ENGAGEMENT ARE FOCUSED UPON IMPROVED STUDENT ACHIEVEMENT**

***Objective 3.1: Develop and maintain strong school-home partnerships tied to improved student achievement.***

- 3.1.1 An annual survey of school-home partnership participants will evaluate progress and identify opportunities for improvement in the quality of the partnerships with a goal of achieving an 80% satisfaction rate.

***Objective 3.2: Develop and maintain strong school-community partnerships tied to improved student achievement and work readiness.***

Each year,

- 3.2.1 All schools will have or will maintain at least one formal school-community partnership.
- 3.2.2 An annual survey of school-community partnership participants will evaluate progress and identify opportunities for improvement in the quality of the partnerships with a goal of achieving an 80% satisfaction rate.

***Objective 3.3: Provide meaningful volunteer involvement.***

Each year,

- 3.3.1 The number of volunteer hours will meet a service level equal to one hour per student enrolled.
- 3.3.2 The number of volunteers involved will meet or exceed the previous year's number.
- 3.3.3 An annual survey of school volunteers will evaluate progress and identify opportunities for improvement in the quality of the volunteer activities with a goal of achieving an 80% satisfaction rate.

***Objective 3.4: Increase the ways in which families and the community are engaged in decision-making.***

Each year,

- 3.4.1 The membership of school advisory councils will reflect equity and diversity among staff and stakeholders.
- 3.4.2 An annual survey of stakeholders will evaluate progress and identify opportunities for improvement in the quality of the opportunities for involvement in decision-making with a goal of achieving an 80% satisfaction rate.

## **GOAL 4: FACULTY, STAFF AND LEADERS ARE QUALIFIED, HIGH PERFORMING, DIVERSE, AND MOTIVATED**

### ***Objective 4.1: Recruit and hire highly qualified instructional personnel.***

- 4.1.1 \*By SY 2005-2006, all students will be taught by fully certified and endorsed teachers.
- 4.1.2 By June 2009, the number of National Board Certified Teachers will be 1 per 1000 students.
- 4.1.3 An annual survey of parents will evaluate progress and identify opportunities for improvement in the quality of their children's teachers with a goal of achieving an 80% satisfaction rate.

### ***Objective 4.2: Provide ongoing professional development support for employees.***

Each year,

- 4.2.1 All employees will complete and implement a professional development and growth plan.
- 4.2.2 The school system will sustain the practice of providing mentors for new teachers.

### ***Objective 4.3: Increase the diversity of employees.***

- 4.3.1 Each year, the rate of change in employee demographics will exceed the rate of change in student demographics.

### ***Objective 4.4: Reward and retain employees.***

Each year,

- 4.4.1 The school system will sustain the practice of providing stipends to National Board Certified teachers.
- 4.4.2 The school system will maintain a 93% retention rate.

### ***Objective 4.5: Provide effective work systems that meet the needs of faculty, staff and employees.***

- 4.5.1 By June 2004, a process to gather and analyze student and stakeholder complaints will be defined and deployed.

### ***Objective 4.6: Increase the percent of employees who have a high degree of satisfaction with the quality of recruitment, training, recognition and reward opportunities and benefits provided by the school system.***

Each year,

- 4.6.1 90% of exiting employees will indicate satisfaction with their work experience in an exit survey or interview.
- 4.6.2 An annual survey of employees will evaluate progress and identify opportunities for improvement in the quality of recruitment, training, recognition and reward opportunities, and work systems with a goal of achieving an 80% satisfaction rate.

**GOAL 5: THE ORGANIZATIONAL SYSTEM IS ALIGNED, INTEGRATED AND EQUITABLE.*****Objective 5.1: Align school and central department plans with school system goals and school needs.***

Each year,

- 5.1.1 All school and central department plans will be aligned with the goals and objectives in the Strategic Plan.
- 5.1.2 All school and central department plans will be aligned with school needs.

***Objective 5.2: Maintain an equitable and effective use of available funds.***

Each year,

- 5.2.1 Schools and central departments will meet or exceed State and School Board staffing ratios.
- 5.2.2 Funding for annual renewal and repair will be at least 3% of the current replacement value of all facilities.
- 5.2.3 Funding ratios for schools and central departments will be reviewed to ensure current needs are met.

***Objective 5.3: Maintain the fiscal integrity of the school system.***

Each year, the school system

- 5.3.1 Will receive an unqualified opinion on the Appropriated Fund Audit.
- 5.3.2 Will maintain an end-of-year positive fund balance.

***Objective 5.4: Increase the percent of students and stakeholders who have a high degree of satisfaction with the overall quality of the educational system.***

Each year,

- 5.4.1 An annual survey of customers and stakeholders will evaluate progress and identify opportunities for improvement in the quality of central department (supplier) services with a goal of achieving an 80% satisfaction rate.
- 5.4.2 An annual survey of stakeholders will evaluate progress and identify opportunities for improvement in the overall quality of the school system with a goal of achieving an 80% satisfaction rate.
- 5.4.3 The school system will be recognized for its accomplishments by various awards programs.
- 5.4.4 Internal and external performance reviews and evaluations (School Review, SACS, Central Office) will be conducted on a regular schedule.