DR A F T
STRATEGIC PLAN

2021
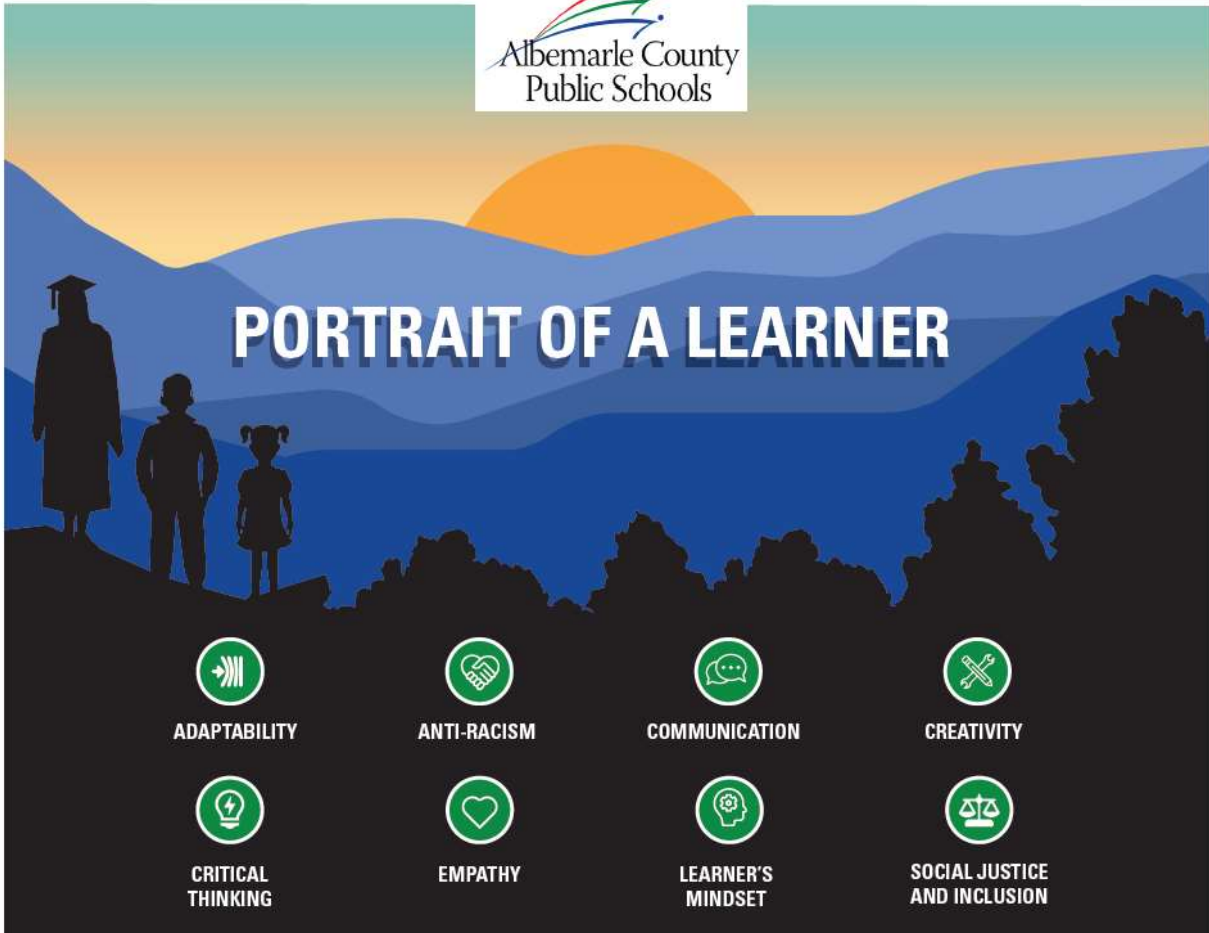
Albemarle County Public Schools

Vision

In ACPS our learners are engaged in authentic, challenging, and relevant learning experiences as lifelong contributors and leaders in our dynamic and diverse society.

Mission

Working together as a team, we will end the predictive value of race, class, gender, and special capacities for our children's success through high quality teaching and learning for all. We seek to build relationships with families and communities to ensure that every student succeeds.

We will know every student.

Values

- Equity
  - We will provide every student with the level of support needed to succeed.
- Wellness
  - We will support the physical and emotional health of our students and staff.
- Family and Community
  - We will share the responsibility for student success with families and community partners.
- Excellence
  - We will mitigate barriers and provide opportunities for every student to be successful.

Goal 1: Thriving Students:

ACPS will facilitate learning experiences grounded in high expectations, networks of care, and student curiosity to ensure academic and social-emotional development for all students while eliminating opportunity, access, and achievement gaps.

Objectives	Sample Strategies
I-A	ACPS will ensure that each student is supported to achieve their best. Sample Progress Measures: • SOL's--Achievement gaps closed and results better than state averages. • AP Test Performance--Results better than national averages. Enrollment matches demographics • Dual Enrollment--enrollment matches • Course Grades--Reduction in course failures year over year, proportional rates for all groups • National Student Clearinghouse (tracks post-secondary education status for up to 8 years after graduation)--ACPS students earn degrees at rates higher than national averages. • 100 % of students completing a student led conference each year • % of learning walks demonstrate CRT practices in place increase each year • % of students mastering reading skills as articulated in the Being a Reader curriculum displayed in equity table format for each school • % of students mastering math skills as articulated in the Math Investigations curriculum displayed in equity table format for each school. • % of PLC teams moving up on seven stages of PLC tool increases each year • Develop, implement, measure and report on technology competencies for learning based on the SOL standards.	1. ACPS will create a guaranteed, viable curriculum that guides the implementation of deeper learning and engagement, develops the competencies included in the Portrait of a Learner, and includes a division common assessment system. The curriculum will contain curriculum maps for core content areas from kindergarten through 12th grade based on the Virginia Standards of Learning. These maps will be accompanied by basic pacing charts aligned with the check-points provided by common assessments. 2. ACPS will ensure Culturally Responsive Teaching (CRT) practices are implemented in all classes and learning environments by adapting observational tools for formal and informal observations that are aligned with CRT practices. 3. ACPS will ensure that every student participates in at least one student led conference each year. 4. ACPS will implement comprehensive school improvement support teams with representatives from all relevant departments (i.e. instruction, equity, etc.) 5. ACPS will Implement VDOE and Board adopted curriculum and resources with fidelity. For example, Being a Reader, Math Investigations, and Reframing the Narrative. 6. ACPS will provide grade level appropriate technology experiences aligned with the state's technology SOL standards.

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Objectives		Sample Strategies
I-B	ACPS will develop structures that support students' academic mental health for both proactive and intervention purposes. We will ensure that academic time demands placed on students allow them adequate time to pursue their personal interests, including enrichment activities, life-long learning and career goals. Sample Progress Measures: • Nationally normed survey tool such as Gallup or Panorama, with results indicating levels of satisfaction above national results. • Homework policy survey results indicate strong compliance to the policy. • Monitor and report the number of mental health referrals from school counseling offices. • Reduction in the number of high school students enrolling in study hall reported to the Board by school. • Yearly increase in the number of credits awarded via alternative path to credit reported to the Board by school. • 100% of students reporting an understanding of digital citizenship on the annual Speak Up Survey	1. ACPS will implement a standards based reporting system. 2. ACPS will ensure academic requirements allow students time to pursue interests outside of school. 3. ACPS will investigate the value of implementing a seven academic period day with one additional period for enrichment in high schools. The additional period would contain the Freshman Seminar and escalated versions of it for upper grades. 4. ACPS will increase the number of students receiving course credit via alternative pathways as outlined in Board policy IKFD. 5. ACPS will implement an embedded digital citizenship curriculum by grade level to promote the balanced and healthy use of technology for student success.
I-C	ACPS will increase student engagement in their own learning, in the school culture, and in student governance. Sample Progress Measures: • Record and report the number of student volunteer/activism hours, numbers should increase each year. • Increase in the number of students participating in work-based learning program. • Equity table for students selecting and completing learning pathways reflects division demographics. • Nationally normed survey tool such as Gallup or Panorama, with results indicating levels of satisfaction and engagement above national results. • Increase in extracurricular offerings/student led organizations • Student survey data reflects that all students can pursue an area of interest through the school system • % of students participating in extracurricular activities reflects division demographics	1. ACPS will develop learning pathways that align with Virginia's career pathways, with exposure to career pathways beginning in elementary school. 2. ACPS will expand extracurricular offerings based on student interest and increase the number of student led organizations. Participation in these activities will reflect division demographics. 3. ACPS will ensure that all students in each grade band (K-5, 6-8, 9-12) participate in at least one interdisciplinary, Project Based Learning experience focused on a community issue. 4. ACPS will develop and implement a set of guaranteed field experiences for all grade-levels

Goal 2: Affirming and Empowering Communities:

ACPS commits to developing a culturally responsive environment that will respect and champion the diversity of life experiences of all stakeholders and supports the physical and mental health of our students, staff, and families so they are actively empowered to engage in our school community.

Objectives		Strategies
II-A	Foster Culturally Responsive Environments that affirm the identities and life experiences of all stakeholders. Sample Progress Measures: • Nationally normed survey tool, such as Gallup or Panorama, with results indicating levels of satisfaction above national results. • Participation rates in division programs improve to reflect the student population • Percentage of staff CRT credentialed increases to 100% • Staff demographic comparisons with the student body become proportionate by 2026. • The annual Anti-Racism Report reflects full implementation of the anti-racism policy by 2026. • School equity dashboards show decreasing gaps year over year.	1. ACPS will ensure that all licensed staff members earn a Culturally Responsive Teaching micro-credential or certification within their first three years in ACPS (new staff) or by 2026 (current staff). 2. ACPS will ensure that all non-licensed staff are trained in culturally responsive practices. 3. ACPS will collaborate with the community to fully implement the division Anti-racism policy and report progress to the Board annually through the annual Anti-Racism Policy Report 4. ACPS will cultivate and maintain partnerships with local organizations such as the African-American Teaching Fellows to support increased diversity of our teaching corps. 5. ACPS will remove all barriers to participation in ACPS programs including programs with competitive applications and limits on participation and will actively recruit minority and other underserved populations into student programs. 6. ACPS will develop school equity dashboards to monitor progress toward closing equity and achievement gaps.
II-B	Support the physical and mental health of our students, staff and families. Sample Progress Measures: • Increase in Staff wellness program participation rates • Division health insurance claims decreasing over time. • Nationally normed survey tool such as Gallup or Panorama • DESSA identification at or below national norms • Increase in partnerships with organizations providing family support services • Participation rates in intramural sports program • Responsive Classroom and Development Design audits show fidelity of implementation	1. ACPS will adopt, implement and measure the effectiveness of an SEL curriculum, including Responsive Classroom and Developmental Designs, in grades K-12. 2. ACPS will convene a student representative committee to lead the expansion and improve student representation of extracurricular/co-curricular activities. 3. ACPS will continue to develop division staff wellness programs. 4. ACPS will diversify and cultivate community partnerships that provide families with support services. 5. ACPS will research the feasibility of implementing an intramural student activity program.

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II-C	Actively empower all stakeholders to engage in our school community, through effective communications and community engagement strategies. Sample Progress Measures: • New advisory groups are created and members report having an authentic voice in the school division • Percentages of community members accessing messages and web pages show steady increases • Demographic response rate to division surveys increases to match division demographics • Adult education and volunteer demographics increase and match division demographics • Parent engagement tools (such as Panorama) show all demographic groups level of satisfaction is at or above national results • Placements of news releases, messages, interviews and advertisements in media outlets of which English is not the primary language increases each year • Number of neighborhood visits by division and School Board leaders increases each year	1. ACPS will implement a new multi-lingual communications platform to increase community engagement. 2. Create advisory groups for untapped populations that meet and report regularly to the Superintendent's Cabinet and/or the School Board, such as a Latino Community Advisory Council. 3. ACPS will identify and create community partnerships that increase diversity of adult education enrollment and will create systems to expand the number and diversity of school volunteers. 4. Increased use of media outlets of which English is not the primary language. 5. Engage neighborhoods by arranging for division and School Board leaders to meet with families in their neighborhoods multiple times each year.

Goal III: Equitable, Transformative Resources

ACPS will attract, develop and retain the highest quality staff; develop sustainable and modern facilities, infrastructure and equipment; and distribute all resources in an equitable manner to transform learning experiences and opportunities.

Objectives		Strategies
III-A	Attract, develop and retain the highest quality staff. Sample Progress Measures: • Increase in the year-over-year number of highly qualified candidates applying for positions • Identify current retention rate and improve the rate each year. • Develop an equity dashboard for retention rates so that no groups are leaving at disproportionate rates • New Employee Services department is operational • Decrease in number of unfilled positions year over year • Salary not identified as a reason for departure form division • Employee satisfaction levels stay ahead of national trends on nationally normed satisfaction survey (such as Gallup) • Number of participants in employee forums each year increases	1. ACPS will implement a total compensation structure that makes us highly competitive compared to other employers. 2. ACPS will revamp the Teacher, Support Staff, and Administrative Performance Appraisal so that they align annually with school and departmental improvement plans and encourage growth and support 3. ACPS will research, develop, and stand-up an Employee Services department that functions solely for the Albemarle County Public Schools Division 4. ACPS will create a Division marketing strategy that aligns with the new strategic plan that sets our system apart and makes us attractive to candidates 5. ACPS will convene employee forums to learn how work conditions can continue to improve 6. ACPS will develop a recognition program tied to our mission for educators and support staff.
III-B	Develop modern and environmentally sustainable facilities, infrastructure and equipment. Sample Progress Measures: • No buildings are over 95% capacity for more than one year • All buildings meet modernization standards • Our buildings reduce carbon emissions • Increasing percentage of capital requests funded each year.	1. ACPS will develop long range plans to address anticipated overcrowding issues. 2. ACPS will partner with the local government to align and overlap strategies to fully fund capital projects. 3. ACPS will develop and implement a criteria and cycle for renovations and improvements to ensure equitable and contemporary facilities as well as sustainable practices.

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Objectives		Strategies
III-C	Provide resources in an equitable manner that transforms learning experiences and opportunities for all students Sample Progress Measures: • More students participate in curricular, co-curricular, and extra-curricular programs as a result of greater access to programs • Students have more choices for in-school and after-school programs because of greater access • Supplemental funding audit shows equitable distribution of funds to all schools • Monitor staffing standards to ensure fidelity to the standard • Class size report shows decreasing numbers of oversized classes • Each grade level K-5 and content area 6-12 will have the defined and vetted baseline technology hardware and resources as evidenced by data published on the Division website. • Develop and abide by replacement cycles for all computer technology hardware and software.	1. ACPS will provide operational infrastructure that removes barriers and promotes access to all division programs for all students. 2. ACPS will remove transportation as a barrier to participation in any division program. 3. ACPS will begin an education foundation which includes a goal of equitably funding supplemental school budgets. 4. ACPS will develop a staffing standard for all positions in ACPS and staff to the standard, and ensure that staffing is aligned to the goals of the strategic plan. 5. ACPS will develop a process to assign staff with demonstrated successful outcomes to students in the most need. 6. ACPS will ensure each learning space, teacher, and student has the established baseline digital resources for effective instruction and learning.