

A/O ~~January 26, 2015~~ October 21, 2019

Washington County Public Schools

# COMPREHENSIVE PLAN

## 2015-2021

*“Committed to the Success of Every Student”*

Submitted in fulfillment of  
22.1-253.13.6 of the Standards of Quality for Public Schools in Virginia

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Brian C. Ratliff, Superintendent

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Tom Musick, Chairman of School Board

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Date Adopted

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## Table of Contents

Beliefs	6
Comprehensive Committee Members	7
Forecast of Enrollment	8
Governance and Leadership	14
Introduction	4
Mission Statement	6
Purpose and Direction	11
Regional Services in Cooperation with Neighboring School Divisions	9
Resources and Support Systems	21
School Board Members	3
Teaching and Assessing for Learning	18
Technology Component	10
Using Results for Continuous Improvement	31
Vision Statement	6

## Washington County School Board Members

Harrison District	–	Mrs. Elizabeth Lowe
Jefferson District	–	<del>Mr. Danny Ruble</del> <u>Mr. James Sanders Henderson, III</u>
Madison District	–	Dr. Douglas Arnold
Monroe District	–	Mr. Dayton Owens
Taylor District	–	Mr. Tom Musick
Tyler District	–	Mr. Billy Brooks
Wilson District	–	Mr. Terry Fleenor

## Introduction

The Virginia Standards of Quality for Public Education established in state law standards which all public schools must meet. Standard 6, Planning and Public Involvement (22.1-253.13:6B), specifies the following:

B. Each local school board shall revise, extend and adopt biennially a division-wide comprehensive plan that shall be developed with staff and community involvement. Prior to the adoption of any division-wide comprehensive plan, each local school board shall post such plan on the division's internet website if practicable, and in any case, shall make a hard copy of the plan available for public inspection and copying and shall conduct at least one public hearing to solicit public comment on the division-wide plan.

The division-wide comprehensive plan shall include, but shall not be limited to, (i) the objectives of the school division: (ii) an assessment of the extent to which these objectives are being achieved: (iii) a forecast of enrollment changes: (iv) a plan for projecting and managing enrollment changes including consideration of the consolidation of schools to provide a more comprehensive and effective delivery of instructional services to students and economies in school operations: (v) an evaluation of the appropriateness of establishing regional programs and services in cooperation with neighboring school divisions: (vi) a plan for implementing such regional programs and services when appropriate: (vii) a technology plan designed to integrate educational technology into the instructional programs of the school division, including the school division's career and technical education programs, consistent with the six-year technology plan for Virginia adopted by the Board of Education: (viii) an assessment of the needs of the school division and evidence of community participation in the development of the plan: and (ix) any corrective action plan required pursuant to 22.1-253.13.

A report shall be presented by the school board to the public by November 1 of each odd numbered year on the extent to which the objectives of the division-wide comprehensive plan have been met during the previous two school years.

The Washington County School Board in accordance with this statute has developed the following Comprehensive Plan for 2015-2020. The School Board adopted the vision, mission, and goals statement that are the basis for this plan. The division plan was developed through a comprehensive method with a high degree of school community input. This current plan represents the efforts of many parents, teachers, and community leaders. The Washington County School Board appreciates the time, effort and thoughtful engagement of all of the Washington County Schools' planning teams and school staff to produce this plan.

The areas of focus identified in this document will not be the only areas receiving attention in the next six years. As always, the business of the school division will move forward on all fronts. The Division will adhere to all policies and procedures prescribed by the Virginia Department of Education by the Standards of Quality and the Standards of Accreditation. In addition, the

Division will continue to meet or exceed student performance objectives associated with the Virginia Standards of Learning and the Federal No Child Left Behind Act. The Comprehensive Plan will be evaluated and updated regularly to reflect the changing needs of our students, teachers, and community. The plan will be the basis for annual goals and objectives adopted by the School Board and the Division Superintendent, School Improvement Plans developed by each school, and individual growth objectives developed by employees and their evaluators. This document will provide a roadmap that will guide annual Division, school, and employee plans that will lead to the success of every child, every day.

## Mission Statement

Washington County Schools is committed to the success of every student. ~~We seek to empower all students to meet rigorous academic standards by providing authentic and relevant educational experiences.~~

## Vision Statement

Washington County Schools is an innovative leader in education excellence, ~~teaching and learning, creativity, technology integration and global citizenship~~ that empowers all teachers and students to think critically, work collaboratively, and demonstrate leadership capacity.

## Beliefs

We believe successful schools:

- Understand all students can learn through engaging and innovative lessons
- Foster effective communication, ~~critical thinking, creativity and collaboration~~ while working collaboratively
- Inspire creativity and critical thinking through engaging and innovative lessons
- ~~prepare students for success~~
- Meet the unique educational and social-emotional needs of each child
- ~~are grounded in respect and integrity~~
- Build a community of learners based on respect and integrity
- Have a well-defined curriculum ~~and programs that meet or~~ exceeds state and national standards
- Provide safe, healthy, supportive and dynamic learning environments
- Have high expectations which inspire high performance
- Prepare ~~enable~~ students to be college, ~~and~~ career and workforce ready
- ~~engage and communicate with families~~
- Generate meaningful relationships with families through effective communication related to student progress and growth
- Equip teachers with meaningful and purposeful professional growth opportunities that impact learning

## Comprehensive Committee Members

<u>Name</u>	<u>Area Represented</u>	<u>Position</u>
Steve Ahn	Resources & Support Systems	Teacher
Jillian Alder	Purpose & Direction	Teacher
Scott Allen	Mission, Vision & Core Value	Principal
Doug Arnold	Resources & Support Systems	School Board Member
Suzanne Bennett	Mission, Vision & Core Value	Parent
Amy Caywood	Governance & Leadership	Teacher
Trudy Cobler	Using Results for Continuous Improvement	Teacher
Jennifer Daniel	Teaching & Assessing for Learning	Teacher
Deborah Frazier	Resources & Support Systems	Parent
Laura Hainsworth	Using Results for Continuous Improvement	Parent
Cherie Herndon	Governance & Leadership	Teacher
Judy Honaker	Using Results for Continuous Improvement	Coordinator
Brian Johns	Purpose & Direction	Parent
Tim Kilborne	Teaching & Assessing for Learning	Teacher
Janet Lester	Mission, Vision & Core Value	Supervisor
Jason Lester	Resources & Support Systems	Manager
Mike Lester	Resources & Support Systems	Teacher
Amanda Light	Using Results for Continuous Improvement	Teacher
Veita Lyle	Purpose & Direction	Teacher
Kendra McReynolds	Mission, Vision & Core Value	Parent
Jenny Mitchell	Teaching & Assessing for Learning	Teacher
Sara Mitchell	Purpose & Direction	Teacher
David Lambert	Using Results for Continuous Improvement	Principal
Connie Phillips	Purpose & Direction	Supervisor
Jeff Noe	Governance & Leadership	Asst. Superintendent
Diane Rector	Mission, Vision & Core Value	Teacher
Tonia Roop	Governance & Leadership	Bookkeeper
<del>Danny Ruble</del>	<del>Teaching &amp; Assessing for Learning</del>	<del>School Board Member</del>
<del>Tamyra Spradlin</del>	<del>Governance &amp; Leadership</del>	<del>Central Office</del>
Marie Stanley	Purpose & Direction	Principal
Felicia Lowman-Sikes	Using Results for Continuous Improvement	Teacher
Lisa Walden	Mission, Vision & Core Value	Teacher
Chad Wallace	Teaching & Assessing for Learning	Director
Allyson Willis	Resources & Support Systems	Principal
Amanda Yarber	Teaching & Assessing for Learning	Coordinator
Barry Yost	Governance & Leadership	Supervisor

## Forecast of Enrollment

The Washington County School Division annually provides a forecast of enrollment trends.

### Enrollment Projected for Five Years

<b>Grade</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
K	531	509	492	497	497	502
1	510	532	507	492	496	496
2	578	516	541	516	499	504
3	544	577	518	541	516	500
4	535	550	585	525	548	523
5	548	535	553	587	526	550
6	539	551	539	556	590	529
7	579	543	556	541	560	595
8	574	579	541	550	539	556
9	573	583	593	548	560	548
10	569	551	564	570	528	539
11	502	547	527	534	544	503
12	498	484	527	506	514	524
<b>TOTAL</b>	<b>7,080</b>	<b>7,057</b>	<b>7,043</b>	<b>6,963</b>	<b>6,917</b>	<b>6,869</b>

### Enrollment Management

The Washington County School Board continually monitors the school division and individual school enrollments. The trend for the past five years has been a fairly steady enrollment across all schools. Projecting school enrollment has always been a difficult task. Today it is even more difficult given the economy and the mobility of students and their families. Due to the unsteady economy, families move to and from Washington County and the surrounding areas due to limited employment and opportunities for advancement. This, of course, impacts school enrollment.

## Regional Services in Cooperation With Neighboring School Divisions

Washington County Public Schools work in cooperation with a number of school divisions to provide regional programs and services. These regional programs are:

- Region 7 Gifted Consortium
- Cooperative Center for Exceptional Children
- A. Linwood Holton Governors School
- Southwest Virginia Educational and Training Network
- Smart Beginnings Washington County
- Region 7 Key Instructional Leaders Consortium
- Cross Roads Alternative Education Program

## Technology Component

Washington County Schools is committed to providing the best education in the world. The school district is committed to investing in the future of its students by providing a comprehensive, wide-ranging scope of education that will prepare them for the challenges they will face as 21<sup>st</sup> century citizens. To this end, we have developed and implemented a technology plan which will ensure our students and staffs have the 21<sup>st</sup> century technological skills necessary for success. The Washington County School Technology Plan is designed to ensure that students have access to the technology skills and tools they need both while enrolled in the preK-12 environment and throughout the remainder of their educational career.

In the early '90s, Washington County Schools embarked on an exciting journey with our technology plan. Since then, many of our visions have come to fruition as the system implemented plan components and then adopted a new plan in 2002. Our current plan was updated in July 2007. The use of technology has become ingrained in the school culture. There is an expectation that the district will be a leader in technology innovation and integration.

The Virginia Department of Education has adopted a conceptual framework that addresses the following focus areas:

- Environment – where students learn, to occur in a variety of places including home and in cross-curricular ways
- Engagement – evidence of students being involved in engaging work, where the teacher serves as a facilitator
- Tools – students have ready and equal access to technology tools to meet 21<sup>st</sup> century curricular needs
- Results – accountability requires that technology expenditures are tracked and assessed for impact on students

Within each focus area there are four educational components that the Washington County Schools plan addresses. They are: Curriculum, Support, Professional Development and Accountability. State objectives are aligned by these four strands.

The complete Washington County Technology Plan can be viewed at:

[www.wcs.k12.va.us/technology/division-technology-plan](http://www.wcs.k12.va.us/technology/division-technology-plan)

## COMPREHENSIVE PLAN

<b>Purpose and Direction</b>	
<b>GOAL 1.0</b>	<b>Washington County Public Schools (WCPS) will engage in a systematic, inclusive and comprehensive process to review, revise, and communicate both system-wide and school-wide purposes for student success.</b>
<b>Objective 1.1</b>	<ul style="list-style-type: none"> <li>• Provide training on effective communication</li> <li>• Maintain an effective technological system of communication with all stakeholders</li> <li>• Incorporate more interactive content in order to expand current communication</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Interviews/<a href="#">Conferences</a></li> <li>• Parent surveys</li> <li>• Updated Webpage</li> <li>• Track Parent Portal Access &amp; Usage</li> <li>• <a href="#">School Messenger</a></li> <li>• <a href="#">Student Portal</a></li> <li>• <a href="#">District Calendar</a></li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• On-going as developed, annually</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Parents will be informed and have opportunities for open communication</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Advisory board meeting minutes</li> <li>• Vision, Mission Statements, and Core Values</li> <li>• Increased webpage and Parent Portal Access &amp; Usage</li> <li>• <a href="#">TalentEd Communication Log</a></li> <li>• <a href="#">Survey Results</a></li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Students</li> <li>• Parents/<a href="#">Guardians</a></li> <li>• Teachers</li> <li>• Principals</li> <li>• Division Administrators</li> <li>• WCPS School Board</li> </ul>
<b>GOAL 2.0</b>	<b>Washington County Public Schools (WCPS) will commit to a philosophy founded in shared values about teaching and learning that supports challenging, equitable education programs and learning experiences for all students.</b>
<b>Objective 2.1</b>	<ul style="list-style-type: none"> <li>• Evaluate and address the needs of all students, <del>in particular</del> <a href="#">including</a> our special <del>and</del> <a href="#">gifted</a> education, <del>gifted</del>, and high achieving student population</li> <li>• Incorporate 21<sup>st</sup> Century Skills <a href="#">Profile of VA Graduate</a> to ensure that students have the knowledge, skills, and expertise to succeed in the future</li> <li>• Provide professional opportunities focused on differentiated support for students</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• School observations</li> <li>• Student surveys</li> <li>• Post-graduation surveys</li> <li>• In-house Academic School Reviews</li> <li>• <a href="#">Social emotional professional development</a></li> <li>• <a href="#">Adapting curriculum to align with Profile of VA Graduate</a></li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• On-going as developed, annually</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Access to the general curriculum</li> </ul>

	<ul style="list-style-type: none"> <li>• Student achievement/progress</li> <li>• Referrals that result in students found eligible for appropriate services</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Student performance data</li> <li>• Identification process plan expressed in a detailed, written form</li> <li>• Identification of a variety of services</li> <li>• Post-graduation surveys</li> <li>• In-house Academic School Review results</li> <li>• CTE Data</li> <li>• <a href="#">Profile of Graduate</a></li> <li>• <a href="#">Professional Development Logs</a></li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Special Education Teachers</li> <li>• Regular Education Teachers</li> <li>• <b>GATE</b> Gifted Coordinators</li> <li>• Supervisor of Special Services</li> <li>• Guidance Counselors</li> <li>• Principals</li> <li>• Division Administrators</li> <li>• WCPS School Board</li> </ul>
<b>GOAL 3.0</b>	<b>Washington County Public Schools (WCPS) will implement a continuous process to provide clear direction towards the improvement of student learning.</b>
<b>Objective 3.1</b>	<ul style="list-style-type: none"> <li>• During each year of the six year plan, the percent of students scoring “advanced” on each SOL test in each grade and in each subject area will increase by five percent.</li> <li>• During each year of the six year plan, all Washington County Schools will meet State accreditation standards for “full accreditation.</li> <li>• During each year of the six year plan, all Washington County Schools and the school division will meet the requirements of the Annual Measurable Objectives as outlined by the Virginia Department of Education.</li> <li>• The percentage of students meeting the Annual Measurable Objectives in each subgroup will increase annually and all schools will meet the Standards of Learning (SOL) Benchmarks for each core area.</li> <li>• The percentage of students receiving standard and advanced studies diplomas will increase annually.</li> <li>• The percentage of students with disabilities graduating will increase annually.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Increased remediation programs</li> <li>• Provide <a href="#">an instructional program programming</a> that will prepare students to meet requirements necessary for school accreditation</li> <li>• Integration of curriculum</li> <li>• Inclusion opportunities in the regular classroom</li> <li>• <a href="#">Project Graduation Tutors</a></li> <li>• <a href="#">Increased focused on school wide attendance</a></li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• On-going as developed, annually</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Establishment of before/during/after school tutoring programs</li> <li>• Identification of student and teacher strengths and weaknesses</li> <li>• All schools will maintain full accreditation by the Commonwealth of Virginia</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Documentation of process for review, revision, and communication of the school system’s purpose</li> <li>• School Report Cards</li> <li>• SOL/Benchmark scores for each school</li> <li>• <del>Benchmark Scores</del></li> <li>• <a href="#">AMO SQI</a> Reports</li> </ul>

	<ul style="list-style-type: none"><li>• Graduation &amp; Diploma Rates</li></ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"><li>• Specialized staff</li><li>• Special Education Teachers</li><li>• Regular Education Teachers</li><li>• <del>GATE</del> <u>Gifted</u> Coordinators</li><li>• Supervisor of Special Services</li><li>• Guidance Counselors</li><li>• Principals</li><li>• Division Instructional Team</li></ul>

<b>Governance and Leadership</b>	
<b>GOAL 1.0</b>	<b>Washington County Public Schools (WCPS) will ensure compliance with local, state, and federal laws and regulations and will promote effectiveness at the District Level.</b>
<b>Objective 1.1</b>	<ul style="list-style-type: none"> <li>Annually evaluate and revise policies and procedures to reflect continuous improvement of school and district operations</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Operate a committee that regularly evaluates the policies to improvise changes based on new laws and legislation</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>Ongoing as developed</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>Maintain up to date policies and procedures based on legislation, code and local needs</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>Evaluate Virginia School Board Association annual report. Recommendations are then implemented to update or revise Washington County School Board policies as appropriate.</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>Principals</li> <li>Supervisors</li> <li>Directors</li> <li>Assistant Superintendent</li> <li>Superintendent</li> <li>WCPS School Board</li> </ul>
<b>Objective 1.2</b>	<ul style="list-style-type: none"> <li>Establish and communicate policies and procedures that provide for the effective operation of the system</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Ensure policies are in place that provide for effective operation and review these policies periodically to insure needs are being met</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>Ongoing as developed</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>Communicate with and inform the community</li> <li>Community involvement</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>Minutes</li> <li>Reviewing policies</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>Principals</li> <li>Supervisors</li> <li>Directors</li> <li>Assistant Superintendent</li> <li>Superintendent</li> <li>WCPS School Board</li> </ul>
<b>Objective 1.3</b>	<ul style="list-style-type: none"> <li>Ensure compliance with applicable local, state and federal laws, standards and regulations</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Maintain up to date information by setting periodic checks on all local, state &amp; federal laws to insure all standards are in compliance</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>Meet and be in compliance with local, state and federal laws, standards and regulations</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>In compliance with applicable local, state and federal laws, standards and regulations</li> <li>Standards of Quality reports</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>Principals</li> <li>Supervisors</li> <li>Directors</li> </ul>

	<ul style="list-style-type: none"> <li>• Assistant Superintendent</li> <li>• Superintendent</li> <li>• WCPS School Board</li> </ul>
<b>Objective 1.4</b>	<ul style="list-style-type: none"> <li>• Build public support, secure sufficient resources, and act as a steward of the systems resources</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Utilize input from various committees, community meetings and hearings</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Develop cooperative relationships to provide needs of local school systems</li> <li>• Meet needs of school system</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Advisory committees</li> <li>• Budget committees</li> <li>• Procedures for fiscal planning</li> <li>• 5 year facility plans</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Director of Finance</li> <li>• Assistant Superintendent</li> <li>• Superintendent</li> <li>• WCPS School Board</li> </ul>
<b>Objective 1.5</b>	<ul style="list-style-type: none"> <li>• Maintain adequate insurance or equivalent resources to protect its financial stability and administrative operations</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Yearly evaluate and obtain updated insurance needs</li> <li>• Evaluate financial policies and procedures</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Annually</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Protection for the school division in case of loss</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Comprehensive insurance provided that exceeds minimum requirements</li> <li>• Policies and procedures in place for protecting assets and financial resources</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Principals</li> <li>• Supervisors</li> <li>• Directors</li> <li>• Assistant Superintendent</li> <li>• Superintendent</li> <li>• WCPS School Board</li> </ul>
<b>GOAL 2.0</b>	<b>Washington County Public Schools (WCPS) will support principals in instructional leadership and will support best practices to build capacity for effective school leadership.</b>
<b>Objective 2.1</b>	<ul style="list-style-type: none"> <li>• Implement an evaluation system that provides for the professional growth of all personnel</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Develop an annual plan based on the identified needs and current trends</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Positive impact on student outcomes</li> <li>• Support for teachers</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Yearly improvement plans</li> <li>• Budgeting for professional development</li> <li>• Providing in-service activities</li> <li>• Survey of staff needs</li> </ul>

<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Principals</li> <li>• Supervisors</li> <li>• Directors</li> <li>• Assistant Superintendent</li> <li>• Superintendent</li> <li>• WCPS School Board</li> </ul>
<b>Objective 2.2</b>	<ul style="list-style-type: none"> <li>• Provide direction, assistance and resources to align support and enhance all parts of the system in meeting organizational and student performance goals</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Use guidelines to maintain student performance targets</li> <li>• Division instructional staff provide and communicate with principals and school staff about student performance data</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Positive impact on student outcomes</li> <li>• Support for teachers</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Budgets developed to support student performance targets</li> <li>• Guidelines outline expectations for instructional standards and student performance</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Principals</li> <li>• Supervisors</li> <li>• Directors</li> <li>• Assistant Superintendent</li> <li>• Superintendent</li> <li>• WCPS School Board</li> </ul>
<b>Objective 2.3</b>	<ul style="list-style-type: none"> <li>• Provide internal and external stakeholders meaningful roles in the decision-making process that promote a culture of participation, responsibility and ownership</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Advisory committees</li> <li>• Parental involvement plan</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Build community involvement that supports and strengthens school division goals</li> <li>• Make division improvements</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Calendar, agenda and minutes of stakeholder meetings</li> <li>• Stakeholders affirm their involvement on committees and district wide decision making process.</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Principals</li> <li>• Supervisors</li> <li>• Directors</li> <li>• Assistant Superintendent</li> <li>• Superintendent</li> <li>• WCPS School Board</li> </ul>
<b>Objective 2.4</b>	<ul style="list-style-type: none"> <li>• Provide for systematic analysis and review of student performance and school and system effectiveness</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Maintain advisory committees, staff meetings and student performance data</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Positive impact on student performance</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Advisory committees</li> <li>• District staff meeting agenda and minutes</li> </ul>

	<ul style="list-style-type: none"><li>• Record of student performance data</li><li>• Evaluation results</li></ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"><li>• Principals</li><li>• Supervisors</li><li>• Directors</li><li>• Assistant Superintendent</li><li>• Superintendent</li><li>• WCPS School Board</li></ul>

<b>Teaching and Assessing for Learning</b>	
<b>GOAL 1.0</b>	<b>Teachers will use assessments to drive teaching strategies for increased learning.</b>
<b>Objective 1.1</b>	<ul style="list-style-type: none"> <li>Teachers will use Benchmark <b>formative and summative assessments</b> (or similar assessment) results to develop lessons that address students' strength and weaknesses with specific standards</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Professional development on higher order questioning</li> <li>Create lesson plans that include higher order questioning</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>Daily</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>Increase student learning through higher order thinking skills</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>Student results on standardized and end-of-lesson assessment, such as SOL tests, post-tests, <del>and</del> unit tests <b>and Benchmarks</b></li> <li>Student success on SOL assessments, unit assessments, pre- and post- tests, and other assessments with higher level taxonomy questioning</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>Teachers</li> <li>Principals</li> <li>Division Instructional Team</li> </ul>
<b>Objective 1.2</b>	<ul style="list-style-type: none"> <li>Teachers will develop annual goals that include annual measureable growth for students</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Develop annual SMART goals used for teacher evaluations</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>Annually</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>Use developed SMART goals to encourage and drive teachers to their intended target</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>SMART goals pre- and post- test results in TalentEd <b>as well as SOL's</b></li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>Teachers</li> <li>Principals</li> <li>Division Instructional Team</li> </ul>
<b>Objective 1.3</b>	<ul style="list-style-type: none"> <li>Develop assessments utilizing unpacked standards to ensure student learning and success</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Unpack standards in all grade levels and subjects</li> <li>Professional development on the developing of assessments testing higher order thinking skills</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>Increase student achievement on assessments with higher order questioning</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>Lesson plans demonstrating higher level questioning and assessment</li> <li>Student success on SOL assessments, unit assessments, pre- and post- tests, and other assessments with higher level taxonomy questioning.</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>Teachers</li> <li>Principals</li> <li>Division Instructional Team</li> </ul>
<b>Objective 1.4</b>	<ul style="list-style-type: none"> <li>Teachers will have grade level and department meetings to analyze data from assessments.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Use data to drive lesson planning</li> <li>Share best practices</li> <li>Identify student ability levels</li> </ul>

<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Weekly</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Increased performance on assessments</li> <li>• Identify areas of strength and weakness</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Desegregated data from assessments</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Teacher</li> <li>• Grade level and department groups</li> <li>• Division Instructional Team</li> </ul>
<b>GOAL 2.0</b>	<b>Curriculum will not only provide students with academic challenges, but will also foster the development of life skills</b>
<b>Objective 2.1</b>	<ul style="list-style-type: none"> <li>• Students are offered a variety of courses and opportunities to assist them in obtaining real world knowledge</li> <li>• All students have the opportunity to participate in co-curricular and extracurricular activities</li> <li>• <u>All students have to be guided toward career goals to be college, career and civic ready</u></li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Make available course selection catalogs containing classes in Economics and Personal Finance, exploratory, electives, fine arts, <u>career</u>, technical and Business classes, as well as Physical Education and Family Life classes, D.A.R.E., Life Skills, Driver’s Education classes, internships/career shadowing opportunities, clubs, band, chorus, and co-op</li> <li>• <u>Special Olympics</u></li> <li>• <u>Community projects and services</u></li> <li>• Monthly scheduled club meetings during the school day, seasonal extra-curricular activities, as well as a variety of Special Olympic activities</li> <li>• Opportunity for students to participate in a variety of community projects and services</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Annually</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Students will become well rounded individuals through experiences gained, courses and opportunities provided</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Student enrollment in co-curricular and extracurricular activities</li> <li>• <u>Number of students working towards receiving certification in the career and technical fields and business</u></li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Club or Activity Sponsors/Advisors/Coaches <u>Teachers/Principals</u></li> <li>• Division Instructional Team</li> </ul>
<b>Objective 2.2</b>	<ul style="list-style-type: none"> <li>• Students are offered courses such as Dual Enrollment, Governor’s School, Virtual Virginia, and others to provide needed opportunities outside of the standard course offerings</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Students will have the opportunity to take courses through A. Linwood Holton Governor’s School</li> <li>• Students will have the opportunity to take courses through Virtual Virginia</li> <li>• Students will have the opportunity to take courses through Virginia Highlands Community College, <u>Emory &amp; Henry, SVETN and Elite</u></li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Annually</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Gain college course credit</li> <li>• Broaden the course selections available to students</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Number of students can earn college credit by taking courses at their high school, at the community college, or online</li> <li>• Number of students earning a General Education Certificate or General Studies Degree through the community college</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• School Level Guidance Departments</li> <li>• Division Instructional Team</li> </ul>

<b>GOAL 3.0</b>	<b>School leaders will use assessments of teachers to drive professional development for faculty and staff.</b>
<b>Objective 3.1</b>	<ul style="list-style-type: none"> <li>• Administrators will provide high quality professional development based on requests and observations</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Implement a Professional Development Plan</li> <li>• Development of efficient needs assessment</li> <li>• Variety of professional development opportunities offered by the division throughout the school year and summer</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Annually</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Provide high quality professional development</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• End-of-session surveys and attendance of various in-service and conference opportunities</li> <li>• The use of needs assessments to develop the Professional Development Plan</li> <li>• Teacher feedback on professional development attended outside of county offered opportunities</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Division Instructional Team</li> </ul>
<b>GOAL 4.0</b>	<b>All Schools will engage families in meaningful ways to enhance their children’s education.</b>
<b>Objective 4.1</b>	<ul style="list-style-type: none"> <li>• Inform parents/guardians of their child’s learning process and school related activities.</li> <li>• Provide assistance to parents in order for them to better assist their child at home.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Use of weekly folders, progress reports, report cards</li> <li>• Use of Parent Portal</li> <li>• Inform parents through School Messenger</li> <li>• School web pages, newsletters, PTSA correspondence, Special Ed advisory community meetings, Parent/Teacher Conferences, Registration/Open House</li> <li>• Title I family nights in elementary schools.</li> <li>• Development of informational opportunities through social media</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Parent knowledge of their child’s educational performance</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Parent attendance at school activities.</li> <li>• Parent/Teacher Conference records</li> <li>• Number of parents accessing Parent Portal.</li> <li>• Number of parents utilizing School Messenger.</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Teachers</li> <li>• Division Instructional Team</li> </ul>

<b>Resources and Support Systems</b>	
<b>GOAL 1.0</b>	<b>The Washington County Public Schools (WCPS) will recruit, employ and retain a highly qualified staff.</b>
<b>Objective 1.1</b>	<ul style="list-style-type: none"> <li>• WCPS will develop a recruiting plan to attract highly qualified teachers.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Develop a marketing plan for recruiting teachers for WCPS</li> <li>• Rigorous interview process</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Annually</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• 100% highly-qualified licensed professional staff</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• VDOE School Report Card</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Principals</li> <li>• Human Resources</li> <li>• Division Instructional Team</li> </ul>
<b>Objective 1.2</b>	<ul style="list-style-type: none"> <li>• WCPS will conduct a yearly needs assessment for professional and support staffing needs.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Develop a building-level staffing needs report</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Throughout the year</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Optimal class sizes at each of our schools and effective utilization of personnel</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Pupil-teacher ratios, master schedules</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Principals</li> <li>• Human Resources</li> <li>• Division Instructional Team</li> <li>• Superintendent</li> </ul>
<b>Objective 1.3</b>	<ul style="list-style-type: none"> <li>• WCPS will offer a quality induction/mentoring program to all beginning employees and employees new to WCPS.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Ensure that beginning teachers/other employees and teachers/other employees new to WCPS are trained and supported to become effective teachers and employees</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Annually</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Master teachers and employees</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Personnel evaluations, induction program reports, retention reports</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Principals</li> <li>• Division Instructional Team</li> </ul>
<b>Objective 1.4</b>	<ul style="list-style-type: none"> <li>• WCPS will ensure that every employment position has an appropriate job description</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Provide a current, accurate job description for all positions with WCPS</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• <b>Completed Annually</b></li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Up-to-date job description manual</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Job description manual</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Human Resources</li> </ul>

<b>Objective 1.5</b>	<ul style="list-style-type: none"> <li>WCPS will ensure that hiring procedures, placement and transfer practices follow stated school board policies.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Ensure that school board policy is followed in all employment matters</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>Annually</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>All employment matters will follow established school board policies</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>Board recommendations for employment, placement or transfer</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>Principals</li> <li>Human Resources</li> <li>Division Instructional Team</li> <li>Superintendent</li> </ul>
<b>Objective 1.6</b>	<ul style="list-style-type: none"> <li>WCPS will ensure compensation is competitive for professional employees.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Maintain compensation packages that attract quality employees</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>Annually</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>Highly qualified, effective employees</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>Salary scales, retention rates</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>Finance Department</li> <li>Human Resources</li> <li>Superintendent</li> </ul>
<b>GOAL 2.0</b>	<b>WCPS will focus its resources on supporting the purpose and direction of its schools, programs and operations.</b>
<b>Objective 2.1</b>	<ul style="list-style-type: none"> <li>WCPS will focus its resources on teaching and student learning.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Engage in budgetary planning to ensure resources for teaching and learning</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>Annually</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>Provide sufficient funds for total instructional program</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>Annual instructional budget, required federal/state program applications, school-based budgets, purchase invoices</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>Principals</li> <li>Finance Department</li> <li>Division Instructional Team</li> <li>Superintendent</li> <li>WCPS School Board</li> </ul>
<b>Objective 2.2</b>	<ul style="list-style-type: none"> <li>WCPS will seek grant funding opportunities to supplement its programs and operations.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Identify grant funding streams for public education</li> <li>Develop a central office pre-approval process</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>Increase grant awards to support total school program</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>Successful grant award letters</li> </ul>

<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Teachers</li> <li>• Principals</li> <li>• Division Instructional Team</li> <li>• Superintendent</li> </ul>
<b>GOAL 3.0</b>	<b>WCPS will provide and maintain safe, clean and healthy environments for all students and staff.</b>
<b>Objective 3.1</b>	<ul style="list-style-type: none"> <li>• WCPS will conduct an annual assessment of crisis management practices and procedures and emergency and safety drills as required by law.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Proactively refine crisis management practices and procedures</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• <del>Yearly</del> <b>Quarterly</b></li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Maintenance of a highly safe and secure school environment</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Review of various safety drills, Crisis Plans, Emergency Evacuation Plans, Hazmat Plans, Safety meeting notes, Crisis Team notes, safety audit reports, Threat Assessment Team plans</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Maintenance Supervisor</li> <li>• Director of Human Resources and Operations</li> </ul>
<b>Objective 3.2</b>	<ul style="list-style-type: none"> <li>• WCPS will ensure the cleanliness and functionality of all school learning facilities.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Maintain clean, safe and highly functional school learning facilities</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Schools that are clean, safe, well maintained and conducive to learning</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Inspections, facilities maintenance reports, safety meeting reports, policies and procedures</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Students</li> <li>• Custodial and Maintenance Staff</li> <li>• Teachers</li> <li>• Principals</li> <li>• Maintenance Supervisor</li> <li>• Division Instructional Team</li> <li>• Superintendent</li> </ul>
<b>Objective 3.3</b>	<ul style="list-style-type: none"> <li>• WCPS will provide full-time school nurses for all school buildings.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Secure budgetary support for a full-time nurse at all schools</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• <del>Completed Annually</del></li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Licensed nurses on site for medically fragile students and health maintenance/emergencies</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Personnel rosters for each school</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Supervisor of Health Services</li> <li>• Human Resources</li> <li>• Superintendent</li> <li>• WCPS School Board</li> </ul>
<b>Objective 3.4</b>	<ul style="list-style-type: none"> <li>• WCPS will seek to provide enhanced security systems at all its learning facilities.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Install security locks and cameras in all learning facilities</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>

<b>Intended Result</b>	<ul style="list-style-type: none"> <li>Enhanced safety and security of children and personnel</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>Safety audits, purchase orders, security checklists</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>Principals</li> <li>Technology Manager</li> <li>Maintenance Supervisor</li> <li>Director of Human Resources &amp; Operations</li> <li>Superintendent</li> <li>WCPS School Board</li> </ul>
<b>Objective 3.5</b>	<ul style="list-style-type: none"> <li>WCPS will ensure state and local inspections of its facilities.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Conduct regular inspections of facilities by local, state and federal agencies</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>Yearly</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>Facilities meet and are compliant with all appropriate standards</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>Completed inspection reports (i.e. Fire Marshall, Health Inspector reports, etc.)</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>School Nutrition Manager</li> <li>Maintenance Supervisor</li> <li>Director of Human Resources &amp; Operations</li> </ul>
<b>Objective 3.6</b>	<ul style="list-style-type: none"> <li>WCPS will provide an up-to-date student code of conduct handbook.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Create and distribute Student Code of Conduct Handbook</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li><u>Included in School Calendar and Handbook each year</u> <del>One to two years to develop, ongoing updates and distribution</del></li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>All students read and follow code of conduct handbook</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>Completed Student Code of Conduct Handbook</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>Principals</li> <li>Division Instructional Team</li> </ul>
<b>Objective 3.7</b>	<ul style="list-style-type: none"> <li>WCPS will provide an up-to-date Division Policy Manual.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Provide printed manuals to each school, ensure online Policy Manual is current</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>Accurate policy manuals available to all staff, parents, and students.</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>Bound policy manual at each school, online policy manual on website</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>Technology Manager</li> <li>Director of Human Resources &amp; Operations</li> <li>Director of Finance</li> <li>Assistance Superintendent</li> <li>Superintendent</li> <li>WCPS School Board</li> </ul>
<b>Objective 3.8</b>	<ul style="list-style-type: none"> <li>WCPS will use electronic access control systems to restrict access to the school buildings during school hours.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Ensure building doors are locked during school hours</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li><u>Currently 44 doors are protected with electronic security locks. Plan to add 20-30 more in the next year using funds from BOS</u> <del>Ongoing</del></li> </ul>

<b>Intended Result</b>	<ul style="list-style-type: none"> <li>No one should be able to access the school buildings without the approval of the office staff</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>Doors locked during school hours</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>Office Staff at each school</li> <li>Principals</li> <li>Director of Human Resources &amp; Operations</li> </ul>
<b>Objective 3.9</b>	<ul style="list-style-type: none"> <li>WCPS will ensure that each school has a networked video surveillance system.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Purchase and install networked video surveillance systems at each school</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li><del>One to two years</del> <b>Completed</b></li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>Video surveillance footage available for school safety, vandalism reports, etc.</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>Working video surveillance systems at each school</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>Technology Manager</li> <li>Director of Human Resources &amp; Operations</li> <li>Assistant Superintendent</li> </ul>
<b>GOAL 4.0</b>	<b>WCPS will employ systematic, long-range strategic resource management planning processes to support the purpose and direction of the system.</b>
<b>Objective 4.1</b>	<ul style="list-style-type: none"> <li>WCPS will develop a six year facilities improvement plan.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Provide a prioritized plan for facility improvements and capital outlay projects</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>One to six years</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>Focused planning for scheduled capital outlays</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>Completion of scheduled project improvements</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>Principals</li> <li>Maintenance Supervisor</li> <li>Director of Human Resources &amp; Operations</li> <li>Superintendent</li> <li>WCPS School Board</li> </ul>
<b>Objective 4.2</b>	<ul style="list-style-type: none"> <li>WCPS will develop energy and conservation strategies for its facilities which will reduce annual energy consumption.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Employ energy conservation strategies to reduce energy consumption</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>Reduced consumption and expenditure for energy</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>Reduced operating costs for energy</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>Teachers</li> <li>Principals</li> <li>Maintenance Supervisor</li> <li>Director of Human Resources &amp; Operations</li> <li>Superintendent</li> </ul>
<b>Objective 4.3</b>	<ul style="list-style-type: none"> <li>WCPS will seek to maximize purchasing power through cooperative purchasing ventures.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Reduce operating costs through group buying power</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

<b>Intended Result</b>	<ul style="list-style-type: none"> <li>Operational cost savings through group buying power</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>Reduced operating costs</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>Technology Manager</li> <li>School Nutrition Manager</li> <li>Maintenance Supervisor</li> <li>Director of Human Resources &amp; Operations</li> </ul>
<b>GOAL 5.0</b>	<b>WCPS will ensure the effectiveness of informational resources and related personnel to achieve the educational programs of the system.</b>
<b>Objective 5.1</b>	<ul style="list-style-type: none"> <li>WCPS will ensure the effective utilization of Instructional Technology Resource Teachers (ITRT).</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>ITRT's should be utilized in classrooms to ensure the effective use of technology in the classrooms</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>Teachers using technology competently in the classrooms and lesson plans to support instruction.</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li></li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>ITRT'S</li> <li>Principals</li> <li>Technology Manager</li> <li>Division Instructional Team</li> </ul>
<b>Objective 5.2</b>	<ul style="list-style-type: none"> <li>WCPS will offer technology-specific training sessions to all teachers during the year.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Offer afterschool, weekend, and summer technology training sessions for teachers</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>Ensure teachers have the training they need to effectively use technology in their classrooms</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>Schedules and attendance rosters for technology training sessions</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>ITRT's</li> <li>Technology Manager</li> <li>Division Instructional Team</li> </ul>
<b>Objective 5.3</b>	<ul style="list-style-type: none"> <li>WCPS will provide training on Internet safety for all students.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Internet safety training should be continuous and ongoing</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>Students know how to stay safe when using the Internet</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>Curriculum and Technology Plan detailing Internet safety training</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>ITRT's</li> <li>Principals</li> <li>Technology Manager</li> <li>Division Instructional Team</li> </ul>
<b>Objective 5.4</b>	<ul style="list-style-type: none"> <li>WCPS will refine the procedures for reporting and repairing technology problems.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>All staff should know the proper procedures for reporting problems and getting help with technology issues</li> </ul>

<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• All staff know and follow procedures for reporting technology problems</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• In-School processes for reporting problems to local resources, Technology Help Desk for reporting problems to district technician forms for sending in out-of-warranty equipment for repair</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Technology Manager</li> </ul>
<b>Objective 5.5</b>	<ul style="list-style-type: none"> <li>• WCPS will evaluate the usage and effectiveness of online databases.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Evaluate current online subscriptions to ensure we are purchasing and using the correct tools for our staff and students</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Yearly/ongoing</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Funds spent should be used for online subscriptions that are useful for our students and staff</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Survey regarding online databases, PO's for subscriptions</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Librarians</li> <li>• Technology Manager</li> <li>• Division Instructional Team</li> </ul>
<b>Objective 5.6</b>	<ul style="list-style-type: none"> <li>• WCPS will review and evaluate utilization of media centers.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Ensure effective use of media centers in our schools</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Yearly</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Consistent access and use of school media centers</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Annual reports of media center utilization, circulations, purchases, expenditures</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Librarians</li> <li>• Principals</li> <li>• Division Instructional Team</li> </ul>
<b>Objective 5.7</b>	<ul style="list-style-type: none"> <li>• WCPS will ensure adequate staffing and compensation of our Technology Department.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• The Technology Department should be staffed so that technology problems can be addressed in a timely manner</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Yearly/ongoing</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Technology Department is adequately staffed and compensation is competitive with other government agencies and private businesses</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Industry and state standards for SOQ's, salary comparisons</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Technology Manager</li> <li>• Assistant Superintendent</li> <li>• Superintendent</li> </ul>
<b>GOAL 6.0</b>	<b>WCPS will seek to provide a modern, fully functional technology infrastructure and equipment and a highly qualified technical support staff to meet the needs of the system.</b>
<b>Objective 6.1</b>	<ul style="list-style-type: none"> <li>• WCPS will utilize an up-to-date learning management system to meet the needs of teaching and learning in a progressive school division.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Use a Learning Management System (LMS) for online courses and blended learning opportunities</li> </ul>

<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Online and blended learning opportunities available for all students and staff.</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• LMS available with multiple classes and resources</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Technology Manager</li> <li>• Division Instructional Team</li> </ul>
<b>Objective 6.2</b>	<ul style="list-style-type: none"> <li>• WCPS will identify and evaluate robust online learning opportunities for our students and faculty.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Investigate and implement online learning opportunities for students and staff</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Yearly/<del>ongoing</del> <u>Periodic</u></li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Staff and students have access to online learning opportunities</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Enrollment reports for online classes</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Technology Manager</li> <li>• Division Instructional Team</li> </ul>
<b>Objective 6.3</b>	<ul style="list-style-type: none"> <li>• WCPS will annually review our division technology plan and revise as necessary.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Technology Plan should be reviewed and updated frequently to ensure relevance and alignment with state and division technology</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Yearly/ongoing</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Technology Plan should accurately indicate our division's technology goals and be aligned with the Virginia State Technology Plan</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Division Technology Plan, alignment report from the state</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• ITRT's</li> <li>• Technology Manager</li> <li>• Division Instructional Team</li> </ul>
<b>Objective 6.4</b>	<ul style="list-style-type: none"> <li>• WCPS will use a computer replacement plan to ensure all computers throughout the district are replaced at least every six years.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Develop and follow a computer replacement plan to ensure all technology and infrastructure is updated in a timely manner</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Ongoing/5-6 year cycle</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• All computers, servers, and network infrastructure is updated and staff can easily look to see when their technology equipment will be replaced</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Completed Computer Replacement Plan</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Technology Manager</li> <li>• Assistant Superintendent</li> </ul>
<b>Objective 6.5</b>	<ul style="list-style-type: none"> <li>• WCPS will explore the possibilities for 1:1 computer/tablet programs.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Read studies and speak with other school divisions about the effectiveness of their 1:1 programs</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• <u>Currently in grades 8-11</u></li> <li>• <u>Expanding soon to grade 6 One to two years for evaluation</u></li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Decision about whether to pilot or do further research into 1:1 programs</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Reports/surveys about 1:1 programs</li> </ul>

<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Technology Manager</li> <li>• Division Instructional Team</li> <li>• Superintendent</li> </ul>
<b>GOAL 7.0</b>	<b>WCPS will ensure a process to determine the physical, social, and emotional needs of each student and implement programs accordingly.</b>
<b>Objective 7.1</b>	<ul style="list-style-type: none"> <li>• WCPS will work cooperatively, through interagency agreements, with social and community agencies and organizations for provisions of specific physical, social, emotional, parenting and language services for our students and their families.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Involve community and social agencies to provide wrap-around services for our students and families</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Annually</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Wide ranging supports and accommodations for students and families</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Log of services provided and by whom, advisory meeting documents, collaboration agreements, meeting agendas</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Community Organizations</li> <li>• Teachers</li> <li>• Principals</li> <li>• Supervisor of Special Services</li> <li>• Division Instructional Team</li> <li>• Superintendent</li> </ul>
<b>Objective 7.2</b>	<ul style="list-style-type: none"> <li>• WCSP will ensure the implementation of bullying prevention programs in all our schools.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Promote anti-bully programs and reporting of bullying incidents</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Reduction of bullying incidents</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Evidence of anti-bullying training for teachers and students</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Safety Committee</li> <li>• Teachers</li> <li>• Principals</li> </ul>
<b>GOAL 8.0</b>	<b>WCPS will provide and implement a process to determine the counseling, assessment, referral, educational and career planning needs of all students.</b>
<b>Objective 8.1</b>	<ul style="list-style-type: none"> <li>• WCPS will ensure appropriate and effective counseling for all students.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Ensure effective strategies in academic, career, and personal/social counseling</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Effective guidance and counseling services</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Logs of services provided, calendars, agendas, referral logs, printed materials, and placement logs</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Guidance Counselors</li> <li>• Principals</li> <li>• Supervisor of Special Services</li> <li>• Assistant Superintendent</li> </ul>
<b>Objective 8.2</b>	<ul style="list-style-type: none"> <li>• WCPS will ensure timely assessments of students who may need extra learning supports.</li> </ul>

<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Ensure established guidelines/timelines are met for students who need special accommodations</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Compliance with required guidelines/timelines in meeting students' needs</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Referral logs, referral policies and procedures, timeline logs</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Special Education Teachers</li> <li>• Special Services Staff</li> <li>• Supervisor of Special Services</li> </ul>
<b>Objective 8.3</b>	<ul style="list-style-type: none"> <li>• WCPS will disseminate concise information regarding the IEP referral and follow-up process.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Ensure dissemination of current, concise, easy-to-read special education information</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Readily available, understandable information regarding the special education program and process in WCPS</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Special Education program materials for parents and community</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Special Education Teachers</li> <li>• Special Services Staff</li> <li>• Supervisor of Special Services</li> <li>• Division Instructional Team</li> </ul>

<b>Using Results for Continuous Improvement</b>	
<b>GOAL 1.0</b>	<b>Washington County Public Schools (WCPS) will utilize an assessment system that provides insight to student learning and the effectiveness of the school system.</b>
<b>Objective 1.1</b>	<ul style="list-style-type: none"> <li>• WCPS will establish and maintain a clearly defined system of student assessments.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Utilize data from assessments to guide focused instruction of a curriculum based on Virginia Standards of Learning, Career and Technical Education competencies, and associated essential knowledge, skills, and processes.</li> <li>• Utilize STAR testing, PALS testing, <a href="#">COGAT</a>, <a href="#">NNAT-OLSAT</a>, <a href="#">SAGES</a> and Interactive Achievement for monitoring of student growth and achievement.</li> <li>• Results of home language surveys given to all students are used to determine initial screenings using a WiDA-ACCESS Place Test (W-APT). English Language Learner (ELL) students are assessed using World-Class Instructional Design and Assessment (WiDA) to determine strengths and weaknesses associated with language difficulty.</li> <li>• Students with special needs are assessed on a triennial basis using Wechsler Individual Achievement Test (WIAT) to track academic and behavioral performance and to confirm program eligibility as determined by the student's eligibility date.</li> <li>• Students with weaknesses indicated by prior classes and/or SOL assessments are tested using Pearson Algebra Readiness Assessments three times each year.</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Ongoing as determined by administrators, staff, and according to Virginia Department of Education (VDOE) guidelines.</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Utilize formative and summative assessments intended to measure students' current and projected performance and growth at targeted points throughout the school career.</li> <li>• Utilize data from Interactive Achievement, <a href="#">IXL</a>, STAR, PALS, SOL, CTE credential, and benchmark assessments to identify areas of student success and areas of planning and instruction in need of improvement.</li> <li>• Student academic achievement meets or exceeds levels required for Virginia and Federal benchmarks Annual Measurable Objectives (AMO).</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Data from Interactive Achievement, end of course SOL data, CTE credential exams, DOE School/Division Report Card data, and benchmark testing.</li> <li>• Classroom projects, participation, performance, quizzes, tests, rubrics, benchmark tests, and exams.</li> <li>• Phonological Awareness Literacy Screening (PALS), Star Reading tests, Star Math tests, Achieve 3000, Aims Web, Criterion Writing, Read 180/360, <a href="#">IXL (Analytic Assessment)</a>.</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Classroom Teachers</li> <li>• Testing Coordinators</li> <li>• Instructional Leaders (Principal, Assistant Principal)</li> <li>• Division Instructional Team</li> </ul>
<b>Objective 1.2</b>	<ul style="list-style-type: none"> <li>• WCPS staff members will collect and analyze data from multiple sources in order to evaluate instruction, student learning, academic programs, and organizational conditions.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• Systematically evaluate student learning using collected data, including previous SOL test scores, <a href="#">IXL</a>, PALS data, STAR data, CTE credential test data, benchmark test scores, pre and post-test data, classroom formative and summative assessments, documented teacher notes, and observations.</li> <li>• Building administrators collect and analyze data to evaluate classroom instruction.</li> <li>• Self-assessments take place at building and district levels to determine effectiveness of school programs.</li> <li>• Evaluate organizational conditions at the school and district level.</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Ongoing as determined by administrators, staff, and according to Virginia Department of Education (VDOE) guidelines.</li> </ul>

<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Students will meet or exceed expected performance levels on utilized assessments.</li> <li>• Students performing below expected levels are identified and placed in appropriate intervention programs.</li> <li>• Provide instructors with constructive feedback to guide professional growth and improvement.</li> <li>• Identify strengths and weaknesses of school-level and district-level programs.</li> <li>• Allow school division employees opportunities to identify and implement plans to improve areas deemed deficient.</li> <li>• Identify areas of strength and weakness in organizational climate.</li> <li>• Employees provide professional input regarding school climate and positive organizational changes.</li> <li>• Additional key stakeholders (parents, members of business and industry, etc.) are involved in making positive changes in school and community relations.</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• <u>IXL</u>, SOL, CTE credential, STAR, PALS scores and Interactive Achievement Data.</li> <li>• Data analysis meetings.</li> <li>• Teacher evaluations using TalentED and the approved teacher evaluation instrument.</li> <li>• School and district level evaluation meetings using AdvancEd standards as guidance.</li> <li>• Use of surveys related to school and district level programming aimed at key stakeholders.</li> <li>• Use of Federal Program Monitoring Review System Self Assessment for CTE programs.</li> <li>• School and district level meetings regarding improvement of and sustaining a positive, professional work environment.</li> <li>• Use of anonymous surveys to determine levels of employee morale and inclusion in the decision making process.</li> <li>• Use of key stakeholder surveys (parents, members of business and industry, etc.) to determine current perceptions of school and community relations.</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Classroom Teachers</li> <li>• Testing Coordinators</li> <li>• Instructional Leaders (Principal, Assistant Principal)</li> <li>• Division Instructional Team</li> </ul>
<b>Objective 1.3</b>	<ul style="list-style-type: none"> <li>• WCPS will provide staff training related to interpretation and use of student assessment data.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>• In-service training is provided to teachers on interpretation and use of student assessment data.</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>• Ongoing as determined by administrators, staff, and according to Virginia Department of Education (VDOE) guidelines.</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>• Teachers develop data driven lesson plans.</li> <li>• Remedial/accelerated instruction provided as needed.</li> <li>• Increase in student achievement on various assessments.</li> <li>• Revision of pacing guides <u>just completed in Math and Social Studies</u>.</li> <li>• Data driven classroom instruction.</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>• Documentation of in-service training.</li> <li>• Data driven lesson plans.</li> <li>• Test Scores.</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>• Classroom Teachers</li> <li>• Testing Coordinators</li> <li>• Instructional Leaders (Principal, Assistant Principal)</li> <li>• Division Instructional Team</li> </ul>
<b>Objective 1.4</b>	<ul style="list-style-type: none"> <li>• WCPS will regularly analyze data to verify improvement in student learning and readiness for student academic progression.</li> </ul>

<b>Strategy</b>	<ul style="list-style-type: none"> <li>Utilize pre-test and benchmark testing data to determine student prior knowledge, content mastery at given increments, and plan for instruction that promotes student achievement.</li> <li>Analyze Standards of Learning and CTE credential end of course tests to determine areas of student success and weakness.</li> <li>Meet with stakeholders (parents, members of local business and industry, etc.) to disclose student achievement information and solicit input for how student achievement affects each stakeholder group.</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>Ongoing as determined by administrators, staff, and according to Virginia Department of Education (VDOE) guidelines.</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>Teachers understand levels of student readiness, maximize instructional time, and understand the effectiveness of their instruction.</li> <li>Teachers target areas in which students need remediation or acceleration and adjust instruction based on assessment data.</li> <li>Students demonstrate continued increase in levels of understanding and achievement.</li> <li>Data from student achievement, testing, etc. are passed to current teachers for the upcoming school year.</li> <li>Beginning instruction may be targeted to student ability and understanding.</li> <li>Stakeholders offer input and/or suggestions for increased student understanding and achievement.</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>Pretesting- may vary depending on level (Elementary, Middle, Secondary, CTE). May include course-long or unit pre-tests.</li> <li>PALS Testing, Reading Recovery Testing, STAR testing, Interactive Achievement, CTE credential, and benchmark testing.</li> <li>Advisory Board Meetings.</li> <li>Parent Conferences.</li> </ul>
<b>Person(s) Responsible</b>	<ul style="list-style-type: none"> <li>Classroom Teachers</li> <li>Testing Coordinators</li> <li>Instructional Leaders (Principal, Assistant Principal)</li> <li>Division Instructional Team</li> </ul>
<b>Objective 1.5</b>	<ul style="list-style-type: none"> <li>WCPS will effectively communicate information pertaining to student, school, and district achievement, as well as improvement goals to all stakeholders.</li> </ul>
<b>Strategy</b>	<ul style="list-style-type: none"> <li>Prepare and disseminate a division-wide “dashboard report” on results of all standardized tests and other measures of student achievement.</li> <li>Prepare and disseminate School Report Cards with results of standardized tests and other measures of student achievement, which may include information available on Virginia Department of Education division and school level report cards.</li> <li>Meet with individual stakeholders and advisory groups to share information related to student achievement.</li> </ul>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>Ongoing as determined by administrators, staff, and according to Virginia Department of Education (VDOE) guidelines.</li> </ul>
<b>Intended Result</b>	<ul style="list-style-type: none"> <li>Posted links to dashboard reports on the district website allow stakeholders access to division and school level information.</li> <li>Posted links to school report cards on each school’s website allow stakeholders access to school level information.</li> <li>Key stakeholders are made aware of student achievement in various areas of instruction.</li> </ul>
<b>Indicator</b>	<ul style="list-style-type: none"> <li>Division wide and school level reports made available on website.</li> <li>Parent conferences.</li> <li>Advisory Board Meetings.</li> </ul>

<b>Person(s) Responsible</b>	<ul style="list-style-type: none"><li>• Classroom Teachers</li><li>• Testing Coordinators</li><li>• Instructional Leaders (Principal, Assistant Principal)</li><li>• Division Instructional Team</li></ul>
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