



Division Strategic Plan

Albemarle County Public Schools
2013 – 2020

“Unleashing Each Student’s Potential”

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Overview

Every important journey begins with a destination in mind and starts with a clear view of the horizon ahead. The ***Horizon 2020*** strategic plan for Albemarle County Public Schools (ACPS) is designed to ***unleash each student's potential*** and equip them for success both now and in the future. To do this, we aim to foster deep learning experiences that develop essential competencies like communication, collaboration, creativity, critical thinking and problem-solving. We seek to inspire the natural curiosity of our students, not through compliance and testing, but by cultivating engaging learning environments, hands-on learning experiences, and real-world learning opportunities. These are important to us and our larger community as evidenced by feedback in our recent strategic plan review entitled "Expanding Our Horizons".

As we reflect on our strategic direction, we imagine what the world will be like when our entering kindergarten students graduate and what skills they will need to thrive in the future. For Albemarle County Public Schools, our destination is a place where every graduate leaves our schools prepared for a [lifetime of learning](#) in a rapidly changing world. Successful navigation of the route requires unity of purpose among those making the journey and dedication to following an established plan. The Albemarle County Public Schools Strategic Plan guides us toward the horizon.

"Today's learners must have every chance to walk through that door of opportunity as graduates who are ready to contribute positively to their community, prepared for post-secondary education, and competent to enter the workforce."

--- Superintendent Pamela R. Moran, Ed.D. (January 2012)

Expectations

Vision, Mission & Core Values

Our Vision

All learners believe in their power to embrace learning, to excel, and to own their future.

Our Mission

The core purpose of Albemarle County Public Schools is to establish a community of learners and learning, through relationships, relevance, and rigor, one student at a time.

Our Core Values

Excellence

We believe in meaningful learning that stretches people to the frontiers and boundaries of their abilities.

Young People

We believe young people deserve the best we have to offer. Each individual child is capable and has the right to safety, mutual respect, and learning.

Community

We believe in our collective responsibility to work together in a cooperative effort to achieve common goals by building communities of practice, establishing a high quality learning community, and listening to the community.

Respect

We believe in treating all individuals with honor and dignity.

One Student-Centered Goal

Our primary focus is on teaching and measuring the [lifelong-learner competencies](#) our students need to thrive as 21st century learners, producers and citizens. All ACPS students will be:

- Academically accomplished;*
- Effective communicators and collaborators who are confident in themselves and respectful of others;
- Globally aware, independent, responsible learners and citizens;
- Critical and creative thinkers, innovators and problem solvers;
- Technologically capable; and
- Ready to own their future.

Lifelong learning places emphasis on results. To develop the skills and habits associated with lifelong learning, students must:

- Learn beyond the simple recall of facts;
- Understand the connections to and implications of what they learn;
- Retain what they learn; and
- Be able to apply what they learn in new contexts.

ACPS has adopted a single Strategic goal:

All Albemarle County Public Schools students will graduate having actively mastered the [lifelong-learning skills](#) they need to succeed as 21st century learners, workers and citizens.

The Albemarle County School Board developed five objectives to support this goal and set specific priorities geared to move progress toward achieving the one student-centered goal.

**Defined as broader than just core subjects*

Objectives

Our guiding objectives are our *Commitments* for how we intend to achieve our One Student-Centered Goal.

We will engage every student.

We will implement balanced assessments.

We will improve opportunity and achievement.

We will create and expand partnerships.

We will optimize resources.

1. *We will engage every student.*

ACPS will engage every student in meaningful, authentic and rigorous work through the use of instructional best practices and supportive technologies that will motivate students to be self-directed and inquisitive [lifelong learners](#).

2. *We will implement balanced assessments.*

ACPS will implement a balanced assessment system that accurately reflects student demonstration and mastery of our [Lifelong-Learner Competencies](#).

3. *We will improve opportunity and achievement.*

ACPS will improve [lifelong-learning](#) opportunity and achievement for all students and enrollment groups.

4. *We will create and expand partnerships.*

ACPS will create and expand partnerships with parents, community and business leaders to fulfill their essential roles as actively engaged partners in supporting student achievement and [lifelong-learning](#) outcomes for student success.

5. *We will optimize resources.*

ACPS will optimize fiscal, tangible and human resources to proactively support student achievement.

Implementing Horizon 2020

Strategic Planning Process

Our strategic planning process guides the actions of Albemarle County Public Schools using stakeholder input, data analysis, and a continuous improvement approach.



The Division's one student-centered [Strategic Goal and five Objectives](#) are based on the [Vision and Mission](#) established by the Albemarle County School Board. Each year, the Board reviews and revises its Board Priorities to support the achievement of the Division's Goal and Objectives. The Board Priorities that were approved at a Special Board Meeting on July 25, 2013 established the basis of the Division's Strategic Improvement Plan (SIP). The SIP reflects continued commitment to preparing each and every student for the future. Board priorities are reassessed every two years in order to determine their effectiveness in meeting the School Division's goal(s) and objective(s).

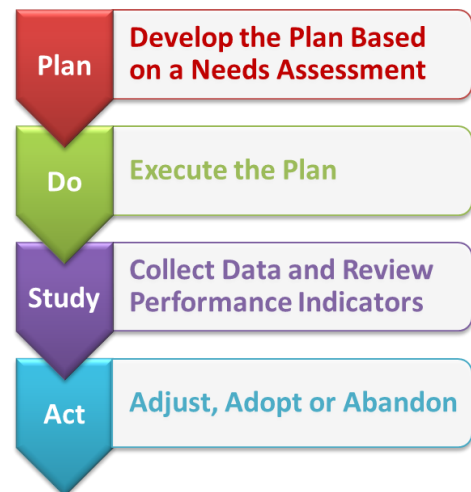
The Division's [strategic planning process](#) and [annual budget process](#) are closely aligned. Goals, objectives and priorities from the strategic planning process are used to develop the Superintendent's annual budget request to the Board and to guide school-level, department-level, and individual action plans.

Strategic Improvement Plans

The Division uses the [Plan-Do-Study-Act \(PDSA\)](#) iterative four-step process as a model to develop and execute Strategic Improvement Plans.

SIPs are completed at the start of each school year by Division leaders to provide focus in planning for continuous improvement. They are updated on a quarterly basis using key performance indicators that demonstrate progress toward stated goals.

Division, school and department SIPs follow the same execution, reporting and evaluation cycle.

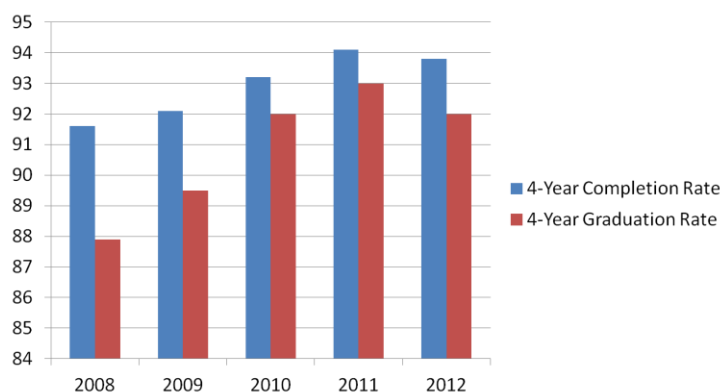


Measuring Progress

Our baseline measurable indicators of goal attainment for *Horizon 2020* will be focused on:

Percentage of a given class and percentages of enrollment groups who completed a credential within four years, a measure also known as the **on-time graduation rate**. In addition, progress toward this goal will be measured using the **Cohort Completion Rate** published by the Virginia Department of Education (VDOE), which includes all diploma types, GEDs and Certificates of Completion.

ACPS will consider students' graduation or completion of a credential as baseline evidence that they have mastered the lifelong-learner competencies needed to succeed as 21st Century learners, workers and citizens as a result of the curriculum design and opportunities provided throughout their educational career in the School Division. To measure our progress toward our one student-centered strategic goal, we will strive to increase both our on-time graduation rate and cohort completion rate to 97% or more by 2020. This represents a 5% increase in the 2012 on-time graduation rate and a 3.2% increase in the 2012 cohort completion rate. Our five year trends are as follows:



Albemarle County Public Schools uses a performance management system to monitor and report progress on strategic work. Key performance indicators (KPIs) aligned to School Board priorities reflect the status of key strategies and projects designed to support the Division's strategic plan. Generally quantitative in nature, key performance indicators represent work that is both operationalized and focused on student learning outcomes. These indicators serve as benchmarks and vital statistics on the health of Division work. Student learning outcomes indicators focus on student learning, opportunities, engagement and achievement. Operational indicators focus on educational resources, our work force, recognition of diversity, use of technology, safe schools, and community involvement.

These performance indicators are included in the annual State of the Division report as well as the semi-annual ACPS Division Strategic Improvement Plan progress reports.

Key Contacts

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Connect with our strategic process online at www.k12albemarle.org/strategicplanning.