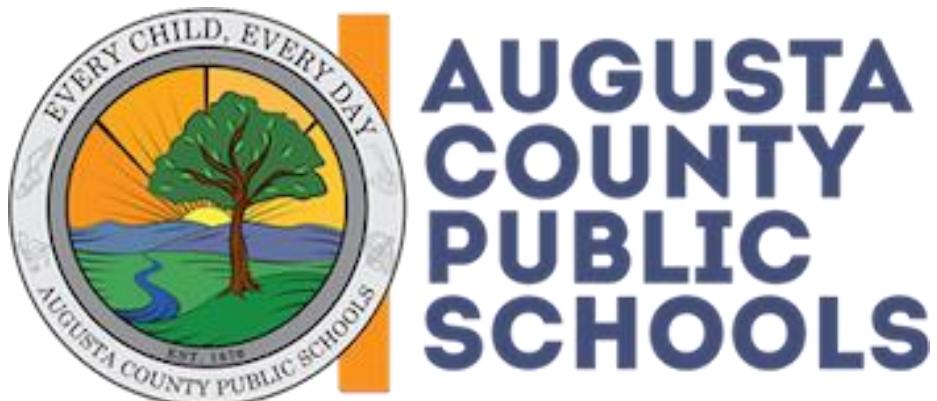


Strategic Plan

Standards of Quality Comprehensive Plan

June 2021 – July 2027



Where Students Grow Intellectually, Physically, and Emotionally

www.augusta.k12.va.us



INTRODUCTION

The Comprehensive (**Strategic**) Plan is submitted pursuant to § 22.1-253.13:6 of the Code of Virginia. Augusta County Public Schools (ACPS) has titled their Comprehensive Plan as the **Strategic Plan**. The document is a comprehensive, unified, long range plan based on data collection, analysis, and evaluation. The development process is a continuous cycle of input from staff and the school community. As stipulated in the Code of Virginia, the School Board revises the plan biennially in an effort to revise and adopt revisions. In addition, a report is presented by the School Board to the public by November 1 of each odd-numbered calendar year on the extent to which the objectives of the division's Strategic Plan have been met during the previous two school years.

The Strategic Plan document reflects the implementation process that the division follows in fulfilling the mandates of the Standards of Quality (SOQ). Various strategies selected to achieve each of the goals are indicated. Likewise, the department or committee responsible for the goals is named and possible assessment measures listed.

The Strategic Plan is designed to support educational progress for the students served in Augusta County. The Strategic Plan reflects input from various personnel including the School Board, Superintendent, staff, principals, teachers, parents and citizens.



“Every child, every day with equal amounts of determination”

---Superintendent, Eric W. Bond, Ed.D.

Committee

Division Level Strategic Plan Committee oversees the development of plan.

Dr. Eric W. Bond, Division Superintendent

Dr. Douglas W. Shifflett, Jr., Deputy Superintendent

Ms. Tina S. Kiracofe, Assistant Superintendent of Instruction/Technology

Dr. John L. Ocheltree, Jr., School Board Member

Mr. Timothy Z. Swortzel, School Board Member

Designated Lead Person coordinates the assessment process for each Strategic Plan Priority.

- Priority 1 Ms. Tina S. Kiracofe, Assistant Superintendent of Instruction/Technology
 - Priority 2 Dr. Douglas W. Shifflett, Jr., Deputy Superintendent
 - Priority 3 Ms. Miranda M. Ball, Executive Director of Personnel
 - Priority 4 Ms. Miranda M. Ball, Executive Director of Personnel
 - Priority 5 Dr. Douglas W. Shifflett, Jr., Deputy Superintendent



Mission for Augusta County Public Schools

- Augusta County Public Schools: Where students grow intellectually, physically, and emotionally.

Vision of Augusta County Public Schools

- The Augusta County Public Schools, in collaboration with community stakeholders, will empower every student to become a life-long learner who is a responsible, productive and engaged citizen within the global community.

Strategic Goal

- The primary goal of the Augusta County Public Schools is to engage students in an inspiring and challenging learning environment that provides them with the skills and dispositions they need to thrive as 21st century learners, employees and citizens. To that end, Augusta County Public Schools will focus on the following priorities as specified in this document.



PRIORITY 1

Academic Excellence, Well-Being, and Ownership of Learning for All Students

GOALS:

- Academic Excellence: Challenge and support every student to excel in the core content areas of English, Math, Science, and History and to embody the skills to become learners, innovators, and contributors in our community as outlined in the ACPS Profile of a Graduate.
- Student Well-Being: Create an inclusive learning environment that supports the personal well-being and strengthens the social well-being of every student to foster responsible, respectable, well-rounded, productive, and contributing members of the community.
- Student Ownership of Learning: Engage every student in authentic, rigorous, student-centered learning to promote ownership of their learning and foster planning for pursuing their postsecondary goals.

PRIORITY 2

Work with Parents and Community Stakeholders to engage as Partners in Supporting Student Achievement.

GOALS:

- Enhance partnerships with parents and community agencies.
- Enhance communication with parents, guardians, and school communities.

PRIORITY 3

Optimize Available Resources to Maintain Fiscal Stability and Cost Effectiveness

GOALS:

- Focus on improving employee salaries and maintaining benefits to ensure regional competitiveness.
- Review and revise, as needed, operating procedures throughout the division seeking avenues to reduce expenditures.
- Develop a prioritized list of capital improvements that maintains current facilities and addresses long-term needs.

PRIORITY 4

Invest in Human Resources

GOALS:

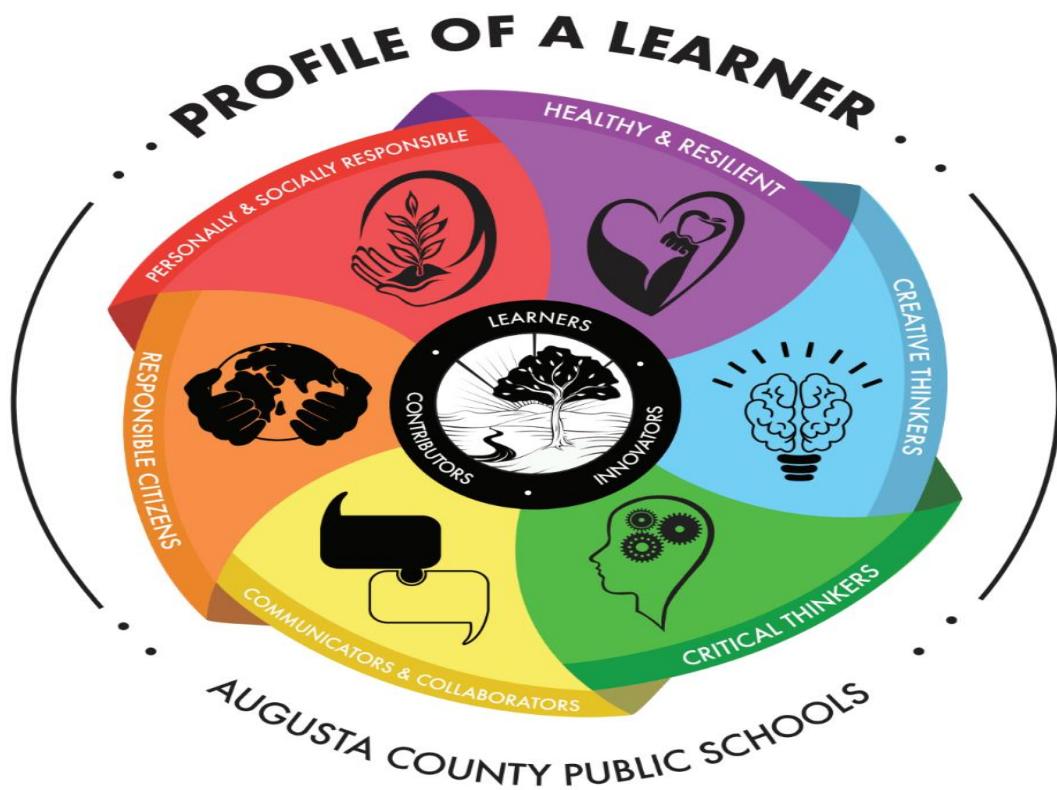
- Attract, retain and develop motivated, skilled professionals essential for student achievement.
- Develop and maintain salary scales and benefit packages for all classifications of employees that are regionally competitive.

PRIORITY 5

Complete Required S.O.Q. Operational Mandates

GOALS:

- Comply and submit all reports promptly to the federal, state, and local agencies.
- Review and revise, as needed, operating procedures throughout the division seeking avenues to reduce expenditures.



PRIORITY 1

Student Achievement

Goal 1: Academic Excellence

- Pursue opportunities to expand and improve early childhood education offerings within our schools and community.
- Integrate reading and writing across the curriculum and implement a plan for monitoring and improving achievement in these areas.
- Develop a K-12 mathematics plan that supports a comprehensive mathematics curriculum, enhances instructional practices, and allows for multiple pathways that lead to academic success for each student.
- Increase high school student access and opportunities for advanced level coursework.
- Ensure there are explicit connections within the curriculum to the 5Cs and the ACPS Profile of a Graduate Profile.
- Maintain a balanced assessment system with an emphasis on standards-based, performance-based, and student-led assessments to meet internal and external accountability requirements.
- Strengthen the use of Response to Instruction (RtI) to provide academic intervention and acceleration for learners at all school levels.

Goal 2: Student Well-Being

- Provide a safe, welcoming, and inclusive learning environment conducive to student learning.
- Integrate social-emotional learning (SEL) into the PreK-12 curriculum.
- Increase student participation in school and community activities.
- Use responsive practices such as morning meetings and student advisories to support SEL.
- Develop students' digital wellness by helping students learn to make responsible decisions in their use of technology.
- Address physical health through nutrition and fitness programs.
- Implement procedures to systematically evaluate behavioral and mental health needs and provide programs and services to meet identified needs.
- Continue to use Student Strategies Teams and the positive behavioral interventions and supports (PBIS) framework to provide social, emotional, and behavioral support to students.
- Foster family engagement in every school to positively impact student attendance and academic excellence.

Goal 3: Student Ownership of Learning

- Foster student ownership of learning through goal-setting and reflection with opportunities to make decisions in the learning process.
- Expand upon the effective and efficient use of technology to meet students' individual needs and provide them with the tools for accessing, creating, and sharing knowledge.

- Create and use online portfolios as a place for students to curate artifacts connected to the Graduate Profile to demonstrate their learning and inform the development of their post-secondary goals and Academic and Career Plan.
- Engage all stakeholders in ensuring that every student has an actionable plan for pursuing their post-secondary goals by effectively implementing the Academic and Career Planning process K-12.
- Provide increased opportunities for student leadership development and input into school-level decisions.
- Further promote and expand equitable access to services and programs that support students' future aspirations, including real-world learning opportunities such as mentorships, internships, and other work-based learning opportunities.

PRIORITY 2

Parents & Community Stakeholders

Goal: *Enhance partnerships with parents and community agencies. Enhance communication with parents, guardians, and school communities.*

Action
Strategy
#1

Use appropriate social media to enhance communication with parents and the Community.

- Incorporate the use of social media, when appropriate, to communicate school events to parents and the community. (Global Connect, ACPS Website, Facebook, Division Pamphlet)

Action
Strategy
#2

Collaborate with community agencies to meet the needs of a diverse student population.

- Enhance relationships with community agencies that provide student support. (Child Protective Services (CPS), Department of Social Services (DSS), Valley Community Services Board (VCSB), Court System in regards to truancy)

Action
Strategy
#3

Implement the use of parent tools in the division's Student Information System (SIS).

- Provide training and opportunities for stakeholders as SIS tools are purchased for implementation. (Parent Portal and Student Portal which include student grades and fees)

Partner with business and industry to provide mentorship and practical work experiences for students.

- Explore reinstating a full-time mentorship coordinator.

Action
Strategy
#4

Collaborate with the Augusta County Sheriff's Department and local community organizations to provide student programming initiatives.

Action
Strategy
#5

- Review available services and resources offered by community agencies.
(Sheriff's Dept., CPS, DSS, Office on Youth, VCSB)

PRIORITY 3

Optimize available resources to maintain fiscal stability and cost effectiveness

Goal: Focus on improving employee salaries and maintaining benefits to ensure regional competitiveness. Review and revise, as needed, operating procedures throughout the division seeking avenues to reduce expenditures. Develop a prioritized list of capital improvements that maintains current facilities and addresses long-term needs.

Action
Strategy
#1

Review student transportation system.

- Conduct a review of established bus routes seeking deficiencies in the system and reducing dead head miles. (Dec., June) Implementing new system (Versatrans) for our bus routing software. Implementation started in August of 2017.

Action
Strategy
#2

Review contracts for outside services.

- Conduct a review of contracted services and ensure pricing is advantageous to the school division. (September, February)

Action
Strategy
#3

Develop a working list of capital projects and maintenance items to be accomplished. Consideration should be given for space utilization in school facilities.

- Review the list of routine maintenance items needed to optimize efficiency and that address life safety issues. (March, June)
- Prioritize major capital projects to respond to population and demographic changes in the division.
- Conduct boundary line studies to address population and demographic changes. (completed) Implementation of boundary line changes started in August of 2017.

Action
Strategy
#4

Collaborate with County agencies to determine the possibility of shared services.

- The School Board staff will work in Augusta County officials to consider shared services in order to eliminate redundancies in operations.
- Participation in a cooperative procurement process considered with other County Agencies.



PRIORITY 4

Invest in Human Resources

Goal: Attract, retain and develop motivated, skilled professionals essential for student achievement. Develop and maintain salary scales and benefits packages for all classifications of employees that are regionally competitive.

Action
Strategy
#1

Recruit, induct and retain highly-qualified certified and non-certified professionals.

- Continue a recruitment plan with a regional focus.
- Support VCTC's efforts in the Teachers for Tomorrow program, including paid internship, mentorship or shadowing opportunities for interested students.
- Develop induction processes for all new hires that support growth in the profession.
- Conduct comparison of employee benefits in order to invest in our staff. (Family Health Plans, tuition reimbursement, conference and professional development opportunities)
- Utilize college/university partnerships for recruitment of teachers and to offer pathways towards teacher licensure for interested support staff.

Action
Strategy
#2

Maximize available human resources.

- Allocate human resources in order to comply with mandated student-teacher ratio and licensing requirements.
- Utilize provisional and alternate teaching licensure options available through VDOE.

Action
Strategy
#3

Implement a salary improvement plan for all classifications of employees.

- Conduct regular salary comparisons among school divisions across the region.
- Structure teacher and support pay scales in an effort to establish uniformity/equity between steps.
- Re-evaluate Support Staff pay scales in consideration of expected increases in minimum wage and competition with other employers across the region.
- Increase teacher salaries to better align with Bachelor's Degree-level positions in business/industry.
- Restructure of administrative pay scales that incorporates experience and responsibilities associated with various levels of administration.

Action
Strategy
#4

Support employee professional development through participation in conferences and appropriate course offerings.

- Maintain budgeted allocations for employee participation.

Action
Strategy
#5

- Design and offer robust, relevant coursework at the division level that fulfills all mandates.

Support employees in the development of new skills through the utilization of the Career Enhancement Apprenticeship Program.

- Maintain budgeted allocations to support funding the apprenticeship program.
- Continue to evaluate program structure in order for courses to be relevant to job responsibilities.

Action
Strategy
#6

Seek options to maintain health insurance benefits while controlling costs.

- Collaborate with Staunton/Augusta/Waynesboro (SAW) Consortium to choose insurance products that are cost effective as well as in the best interest of employees.
- Implement health and wellness incentives for employees.

PRIORITY 5

Complete Required S.O.Q. Operational Mandates

Goal: Comply and submit all reports promptly to the federal, state, and local agencies. Review and revise, as needed, operating procedures throughout the division seeking avenues to reduce expenditures.

Action
Strategy
#1

Establish and appoint representatives for standing and School Board Committees.

- School Board will review a list of officers for each school organization. (October)
- Superintendent will prepare a list of committees to be appointed by the Augusta County School Board to make plans for the division. (January)

Action
Strategy
#2

Create safe, secure and welcoming environments for student learning.

- Participate as stakeholders with environmental programs and initiatives.
- Conduct annual fire and safety audit inspections, drills, and surveys in conjunction with local and state officials.
- School Safety Audit Committee, appointed by the Superintendent, will analyze and evaluate data collected from surveys, audits and reports. (September)

Action
Strategy
#3

Review, update and revise the mandated Comprehensive (Strategic) Plan document.

- Adhere to the established timeline for receiving input and approval from all stakeholders.

Action
Strategy
#4

- Report on the status of the Plan's progress will be presented to the School Board during each odd numbered year. (November)
- Schools will adhere to the established timeline for evaluating their previous plan and receiving input from stakeholders to establish a new Comprehensive (Biennial) school plan.

Accreditation reports for all schools to the Department of Education (DOE)

- Review, discuss, and confirm accreditation standards with Central Office Personnel and principals. (June)
- Submit pre-accreditation report changes. (June)

Action
Strategy
#5

Submit required student information data for compliance with local, state, and federal mandates.

- Review, establish and adhere to timelines established for submission of student data and reports. (July, August, October, February, April)

Action
Strategy
#6

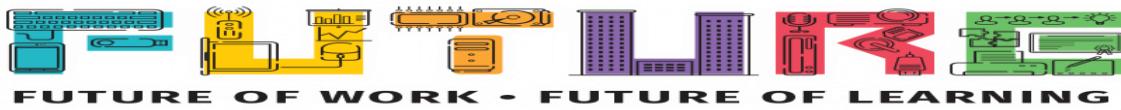
Review, update, and revise the Augusta County Administrative Manual that includes the Code of Conduct.

- Collect input for policy and/or regulation changes. (March)
- Implement new policies and/or regulations within one month of Board action.

Action
Strategy
#7

Compile a listing of required notices that are mandated to be posted, advertised and/or maintained on file.

- Confirm that the division is in compliance with mandated notices. (October)



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