

Poquoson City Public Schools Strategic Plan

2014-2019



Poquoson City Public Schools is comprised of four schools (primary, K-2; elementary, 3-5; middle, 6-8; high, 9-12), and the total student population is slightly over 2,200. All teachers in the division are highly qualified, having attained at least a bachelor's degree, demonstrated competency in each subject taught and being fully licensed by the state, as required by federal law. More than half of the teachers also have a master's degree. The division has a rich history of high achievement and success on state and federal accreditation and accountability standards. Both the primary and elementary schools provide enriched instruction in reading and math for students who meet the criteria for giftedness, and the middle and high schools meet the needs of these students and high achievers through honors and advanced placement courses. Title I, special education and limited English proficiency services are provided to students who may need assistance. Decreased enrollment, sharp economic decline and higher state standards of accountability for schools have presented challenges for the school division.

The strategic plan was developed with input from staff, students, parents and community members. It reflects analysis of multiple data, including a division and community survey, student engagement survey, advanced placement test results, standards of learning test results, SAT data, career and technical education credentialing results, attendance data, discipline data and multiple school-based achievement data. The most recent (2012-13) division achievement data on the Virginia Standards of Learning tests is summarized as follows:

Test	State	PCPS
Grade 3 Reading	72	80
Grade 3 Math	73	73
Grade 3 Science	84	93
Grade 3 History	87	95
Grade 4 Reading	70	76
Grade 4 Math	74	77
Grade 4 History	87	85
Grade 5 Reading	73	82
Grade 5 Writing	71	73
Grade 5 Math 5	69	69
Grade 5 Science	75	74
Grade 6 Reading	73	75
Grade 6 Math	77	88
Grade 6 History	83	89
Grade 7 Reading	74	83
Grade 7 Math	61	72
Grade 7 History	82	92
Grade 8 Reading	71	83
Grade 8 Writing	70	82
Grade 8 Math	61	38
Grade 8 Science	76	90
Grade 8 History	85	95

Algebra I	76	97
Geometry	76	100
English: Reading	89	96
English: Writing	87	94
Algebra I	76	81
Geometry	76	83
Algebra II	76	90
Biology	83	95
Chemistry	86	98
Earth Science	83	94
VA & US History	86	95
W History II	87	96
W Geography	86	99

For 2012-13 Poquoson City Public Schools' students were tested in 22 Advanced Placement (AP) courses that were taught at Poquoson High School (PHS), New Horizons Governor's School and through Virtual VA. In all, PHS students took 316 AP tests. Seventy percent of PHS seniors took the SAT tests during the 2012-13 school year, achieving a reading mean of 541, above the state average of 516, a math mean of 541, above the state average of 514, and a writing mean of 503, above the state average of 498.

At the end of the 2012-13 school year, students in career and technical education courses achieved 162 CTE credentials, 94 industry certifications, passed 48 Workplace Readiness Skills assessments and 17 National Occupational Competency Testing Institute assessments and earned 3 state licensures.

The on time graduation rate was 93.2% compared to the state's 89.1%, and the dropout rate in Poquoson schools was 2.9% compared to 5.9% for the state.

As a result of continued emphasis on instruction and learning, Poquoson City Public Schools are fully accredited by the state and have met the annual measurable objectives set by the federal accountability system. These data helped inform decisions and choices for setting benchmarks, goals and strategies in the development of the strategic plan.

Mission

Poquoson City Public Schools educates and prepares all students for success in college and career and for responsible citizenship.

Vision

Poquoson City Public Schools provides a respectful, safe and caring environment for students to master content as well as to learn and use the skills of critical thinking, collaboration and communication. The schools continue the tradition of enjoying strong community and family support. Furthermore, PCPS will meet and exceed student achievement requirements through the provision of:

- Quality instruction that promotes student engagement and reflects teaching innovation, research-based instruction and effective teaching strategies
- Highly qualified educators who receive professional development and
- Continuous student improvement through the implementation of quality programs that meet the needs of all students.

Challenges

Poquoson City Public Schools faces a number of challenges. Most recently, the economic recession led to deep cuts in the school division budget over a number of years. The budget cuts impacted instruction and operations. PCPS also faces challenges as a result of the many accountability requirements mandated by the federal and state governments.

A stakeholder survey was completed by 920 participants in 2013 and included parents, employees, community members and PCPS graduates. The survey participants identified eight important challenges facing Poquoson City Public Schools. The 2014 – 2019 Strategic Plan's goals and objectives will address these challenges.

The eight challenges identified as being most significant are:

1. Hiring and retaining quality educators in an increasingly competitive market
2. Providing a rigorous educational program that prepares students for college and career
3. Meeting the broadening academic and social needs of the entire student population
4. Keeping up to date with technology hardware, software, application and support
5. Maintaining the integrity of student programs and services despite a declining enrollment
6. Meeting the educational needs of students with disabilities
7. Meeting the educational needs of talented and gifted students
8. Maintaining physical facilities to include aging buildings and athletic facilities

Student Learning Targets

The 2013 PCPS Strategic Planning survey asked respondents to identify *what they believe to be the most important skills and abilities students need to know or be able to do*. The following areas were identified: (1) mastery of the core subjects of reading, mathematics, science and history/social science, (2) mastery of the oral and written communication skills, (3) the ability to think critically, (4) the ability to organize, prioritize, set goals and manage time, and (5) the ability to resolve conflicts and collaborate and work productively with others.

The student learning targets are presented below in terms that are specific, measurable, attainable, results-oriented and time-bound and represent what the Poquoson community wants students to know and be able to do.

1. By 2020, one hundred percent of students who attend Poquoson City Public Schools will meet or exceed grade-appropriate standards in the core subject of reading.
2. By 2020, one hundred percent of students who attend Poquoson City Public Schools will meet or exceed grade-appropriate standards in the core subject of mathematics.
3. By 2020, one hundred percent of students who attend Poquoson City Public Schools will meet or exceed grade-appropriate standards in the core subject of science.
4. By 2020, one hundred percent of students who attend Poquoson City Public Schools will meet or exceed grade-appropriate standards in the core subject of history/ social science.
5. By 2020, one hundred percent of students who attend Poquoson City Public Schools will meet or exceed grade-appropriate standards in oral and written communication skills.
6. By 2020, one hundred percent of students who attend Poquoson City Public Schools will demonstrate the ability to think critically.
7. By 2020, one hundred percent of students who attend Poquoson City Public Schools will demonstrate the ability to organize, prioritize, set goals, and manage time.
8. By 2020, one hundred percent of students who attend Poquoson City Public Schools will demonstrate the ability to resolve conflicts and challenges and to collaborate and work productively with others.

Goal Areas

Strategic Goal 1: Student Learning

Strategic Goal 2: School Safety and Learning Environment

Strategic Goal 3: High Quality Employee Development

Strategic Goal 4: Community and Parent Engagement and Satisfaction

Strategic Goal 5: High Quality Support System

Strategic Goal 6: Fiscal Responsibility

To meet or exceed the performance levels described in the student learning targets, the following goals and strategic objectives will be implemented or continued in PCPS.

Strategic Goal 1: Student Learning

- Students will engage in rigorous standards-based teaching and learning through curriculum, instruction and assessment in all areas
- Students will engage in learning activities that improve their written and oral communication skills throughout the instructional day
- Students will engage in instructional activities and programs that ensure they are expected to think critically
- Students will be provided opportunities in and out of the classroom that allow them to demonstrate organizational skills as well as to be able to prioritize, set goals and manage time
- Students will be provided the opportunity to collaborate and work productively with others in the classroom setting

Strategic Goal 2: School Safety and Learning Environment

- Students will learn in a safe and orderly environment
- Students and faculty and staff members will engage in safety procedures and activities throughout the school year
- Students will be provided opportunities to enhance their ability to resolve conflicts with others
- Students will be educated in clean and well maintained facilities

Strategic Goal 3: High Quality Employee Development and Retention

- Faculty and staff will be engaged in research-based, high quality professional development
- Faculty and staff will work in a collaborative, supportive and innovative climate and culture

- PCPS will provide benefits and salaries that will assist in the retention of high quality faculty and staff
- PCPS will support faculty and staff participation in higher education or advanced certification when possible

Strategic Goal 4: Community and Parent Engagement and Satisfaction

- Parents and community members will indicate satisfaction with the quality of education provided by PCPS
- Parents will be encouraged to engage in their children's education and in school activities
- Community members will be encouraged to provide support to PCPS in a variety of ways
- PCPS stakeholders will be encouraged to collaborate to address the division's challenges

Strategic Goal 5: High Quality Support System

- PCPS will ensure strategic and long range planning occurs with regard to capital improvements, use of resources, crisis management and instructional programming
- PCPS will make data based decisions whenever possible
- PCPS will utilize technology to support students and staff in their daily work

Strategic Goal 6: Fiscal Responsibility

- PCPS will be transparent in its fiscal operations and budgeting
- PCPS will use fiscal discipline in all decision making
- PCPS will align performance expectations with division resources
- PCPS will engage in efficient business practices

Performance Indicators for Strategic Goal 1: Student Learning

Goal	Category	Measure/ Indicator of Performance	Baseline	2015	2016	2017	2018	2019
Student Learning	English	Increase the percentage of students meeting or exceeding the PALS benchmarks	<u>Spring 2013</u> Division wide 93%	94%	95%	96%	97%	98%
		Increase the percentage of students scoring pass advanced on the writing SOL tests	<u>2012-2013</u> Division wide 12%	14%	16%	18%	19%	20%
		Increase the percentage of students scoring pass advanced on the reading SOL tests	<u>2012-2013</u> Division wide 11%	13%	15%	17%	19%	20%
		Exceed the state mean on the SAT critical reading subtest	PHS = 541 VA = 516	yes	yes	yes	yes	yes
		Exceed the state mean on the SAT writing test	PHS = 503 VA = 498	yes	yes	yes	yes	yes
	Mathematics	Increase the percentage of students scoring pass advanced on the mathematics SOL tests	<u>2012-2013</u> Division wide 12%	14%	16%	18%	19%	20%
		Exceed the state mean on the SAT mathematics subtest	PHS = 541 VA = 514	yes	yes	yes	yes	yes
	Science	Increase the percentage of students scoring pass advanced on the science SOL tests	<u>2012-2013</u> Division wide 15%	17%	19%	21%	23%	25%
	History/Social Studies	Increase the percentage of students scoring pass advanced on the history/social studies SOL tests	<u>2012-2013</u> Division wide 35%	38%	41%	44%	47%	50%
	Cross-curricular	Increase the number of CTE industry credentials earned relative to enrollment	<u>2012-2013</u> 162 <u>2013-14</u> 310	310	320	330	340	350
		Increase the percentage of students scoring 3 or higher on AP tests	PHS = 84% VA = 62%	86%	88%	90%	95%	100%
		Increase percentage of students demonstrating proficient keyboarding skills	Type 2 Learn Summative Assessment Grade 4 Grade 6	50% 60%	60% 70%	70% 80%	80% 90%	90% 100%

Performance Indicators for Strategic Goal 1: Student Learning

Goal	Category	Measure/ Indicator of Performance	Baseline	2015	2016	2017	2018	2019
	Critical Thinking Skills	Increase critical thinking skills	Research and determine appropriate instrument & grade level	Baseline 2015-16 school year				
	Organizational Skills	Prior to 9 th grade all students will receive instruction in organizational skills to include prioritizing, setting goals and managing time	Research and determine appropriate content	<u>2014-2015</u> Develop a middle school module	<u>2015-2016</u> Offer middle school module	100%	100%	100%
	Relational Skills	All students will be provided opportunities to collaborate in each course, K-12	Teachers report to principals	100%	100%	100%	100%	100%

Performance Indicators for Strategic Goal 2: School Safety

Goal	Category	Performance Indicator	Baseline		2015	2016	2017	2018	2019
School Safety and Learning Environment	Student Behavior	Increase the percentage of students with no suspensions or expulsions	<u>2013-14</u> Division wide 97%		98%	98%	98%	99%	99%
		Increase the percentage of students who have less than 5 unexcused absences per school year	<u>2013-14</u> Division wide 88%		90%	92%	94%	95%	97%
	Safety	Perform all required safety drills annually	100%		100	100%	100%	100%	100%
		Increase the percentage of students who agree that the school provides a safe environment for learning	Survey Administered Spring 2015	Always Often Sometimes	48 33 13	51 36 10	54 39 7	57 42 1	60 40 0
		Increase the percentage of students who believe they have the ability to resolve conflicts with others	Survey Administered Spring 2015	Always Often Sometimes Rarely	24 38 27 8	27 41 24 6	30 44 21 5	33 47 18 2	36 50 14 0
		Increase the percentage of students who believe they are able to get assistance from adults if they feel threatened by others or may harm themselves	Survey Administered Spring 2015	Always Often Sometimes Rarely Never	50 20 15 7 8	53 21 18 4 4	54 23 21 2 0	55 26 17 2 0	60 30 10 0 0
	Facility	Increase the percentage of staff who agree their schools are clean	Survey Administered Spring 2015	Very Sat Satisfied Unsatisfied Very Unsat	18 51 21 9	21 54 18 6	24 57 16 3	27 60 13 0	30 63 7 0
	Facility	Increase the percentage of staff who agree their schools are well maintained	Survey Administered Spring 2015	Very Sat Satisfied Unsatisfied Very Unsat	36 57 7 0	37 58 5 0	38 60 2 0	39 61 0 0	41 59 0 0

Performance Indicators for Strategic Goal 3: High Quality Employee Development and Retention

Goal	Category	Performance Indicator	Baseline		2015	2016	2017	2018	2019
High Quality Employee Development and Retention	Professional Development	All teachers participate in research-based, targeted and appropriate professional development	Develop PD plans that include all teaching groups		100%	100%	100%	100%	100%
	Climate	Increase the percentage of employees expressing satisfaction with school climate	Survey Administered Spring 2015	Very Sat	24	27	30	33	36
				Satisfied	45	48	51	54	57
	Salaries and Benefits	Among staff who resign from PCPS, increase the percentage of staff indicating that, given the opportunity, they would work for PCPS again.	Survey Administered Spring 2015	Unsatisfied	24	21	18	13	12
				Very Unsat	7	4	1	0	0
Definitely Would				70	70	80	80	90	
Probably Would				20	30	20	20	10	
Probably Would Not				10	0	0	0	0	
Salaries and Benefits	Increase PCPS ranking in terms of teacher pay among Peninsula (York, Williamsburg/ James City County, , Newport News, Hampton, Gloucester) schools for starting and midlevel teachers	2013-2014 Starting Rank 6/6 Mid-level Rank 6/6			Rank 6/6 in all areas	Rank 6/6 at start point	Rank 4/6 at start point	Rank 3/6 at start point	Rank 3/6 at start point
						Rank 5/6 at mid-point	Rank 5/6 at mid-point	Rank 3/6 at mid-point	Ran 3/6 at mid-point

Performance Indicators for Strategic Goal 4: Community and Parent Engagement and Satisfaction

Goal	Category	Performance Indicator	Baseline		2015	2016	2017	2018	2019
Community and Parent Engagement and Satisfaction	Parent Satisfaction	Increase the percentage of parents expressing satisfaction with the quality of PCPS education	Survey Administered Spring 2015	Very Sat	43	46	49	51	54
				Satisfied	50	53	51	49	46
				Unsatisfied	5	1	0	0	0
				Very Unsat	>5	0	0	0	0
		Increase number of parents who participate in family activity nights and back to school nights	Survey Administered Spring 2015		36	39	42	45	48
		Increase number of parents who participate in family back to school nights	Survey Administered Spring 2015		84	86	88	90	92
	Increase the number of students whose parent/guardian activated their Edline access	2013-2014 PPS 54% PES 62% PMS 62% PHS 56% District 58%		65%	70%	75%	80%	85%	
Increase the number of parents who access Parent Portal	2013-2014 PES 68% PMS 79% PHS 91%	PES	70	75	80	85	90		
		PMS	80	85	90	95	95		
		PHS	95	95	95	95	95		
Increase usage of Edline reported by parents	Survey Administered Spring 2015	Division	84	87	90	93	96		
Increase percentage of parents/guardians who attend conferences and scheduling conferences	2013-2014 PMS 56% PHS 49%	PMS	60%	64%	67%	71%	75%		
		PHS	54%	57%	61%	65%	70%		
Community Support	Increase number of volunteer hours	Installation of sign in/ID kiosks in schools	Division		2388.65	2500	2575	2650	2700
	Increase parent outreach programs	9		9	11	13	13	13	

Performance Indicators for Strategic Goal 5: High Quality Support Systems

Goal	Category	Performance Indicator	Baseline		2015	2016	2017	2018	2019
High Quality Support System	Planning	Maintain plans for crises, capital improvement, technology, and instructional programming	100%		100%	100%	100%	100%	100%
	Data	Create data-driven School Strategic Plans			October 2014 (baseline)	October 2015	October 2016	October 2017	October 2018
		Analyze test data annually from state and national tests with teachers			100%	100%	100%	100%	100%
		Provide a data presentation tied to the Performance Indicators in the strategic plan annually for the School Board			100%	100%	100%	100%	100%
	Technology and Maintenance	Increase staff satisfaction with response to completion of work orders for maintenance	Survey Administered Spring 2015	Very Sat	36	39	42	45	48
				Satisfied	54	57	57	55	52
				Unsatisfied	7	4	1	1	0
				Very Unsat	≤5	0	0	0	0
		Increase staff satisfaction with response to completion of work orders for technology	Survey Administered Spring 2015	Very Sat	45	48	50	53	56
				Satisfied	47	52	50	47	44
				Unsatisfied	≤5	0	0	0	0
				Very Unsat	0	0	0	0	0
		Increase staff satisfaction with instructional technology support	Survey Administered Spring 2015	Very Sat	38	41	44	44	47
				Satisfied	50	53	53	56	53
				Unsatisfied	9	6	3	0	0
Very Unsat				≤5	0	0	0	0	

Performance Indicators for Strategic Goal 6: Fiscal Responsibility

Goal	Category	Performance Indicator	Baseline	2015	2016	2017	2018	2019
Fiscal Responsibility	Budget	Communicate the budget annually to all employees and the community	100%	100%	100%	100%	100%	100%
		Maintain PCPS budget and processes so that annual audit is an unqualified opinion	100%	100%	100%	100%	100%	100%
		All critical processes will be documented at least once over the course of the Strategic Plan to ensure efficiency	23 processes in PCPS	5	5	5	5	5