

**AUGUSTA COUNTY PUBLIC SCHOOLS (ACPS)**  
**Standards of Quality (SOQ) Comprehensive (Strategic) Plan**  
**June 2013 - July 2019**

**Introduction**

The Comprehensive (**Strategic**) Plan is submitted pursuant to § 22.1-253.13:6 of the Code of Virginia. Augusta County Public Schools 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 a 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. 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.

Plan presented and approved by the Augusta County School Board on November 6, 2014

Status Report for June 2011 through July 2017 was presented to the School Board and Public on October 3, 2013

## **Committee**

Division Level Strategic Plan Committee oversees the development of plan for public review.

Mr. George R. Earhart, Assistant Superintendent for Administration  
Dr. Eric W. Bond, Division Superintendent  
Mr. John L. Matherly, Director of Instruction  
Dr. John L. Ochletree, Jr., School Board Member  
Mr. Timothy Z. Swartzel, School Board Member

Designated Lead Person coordinates the assessment process for each Strategic Plan priority

Priority 1 Mr. John L. Matherly, Director of Instruction

Priority 2 Mr. George R. Earhart, Assistant Superintendent for Administration

Priority 3 Dr. Douglas W. Shifflett, Jr., Assistant Superintendent for Personnel

Priority 4 Dr. Douglas W. Shifflett, Jr., Assistant Superintendent for Personnel

Priority 5 Mr. George R. Earhart, Assistant Superintendent for Administration

### **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.

## AUGUSTA COUNTY PUBLIC SCHOOLS

### STRATEGIC PLAN

#### PRIORITY 1: IMPROVE ACADEMIC ACHIEVEMENT FOR ALL STUDENTS

**GOALS** Master foundational skills including reading, writing, mathematics, science and technology.  
Prepare students for career readiness or further education/training.  
Develop critical thinking, problem-solving, collaboration and communication skills.

	<b>Strategies</b>	<b>Person Responsible for Implementation</b>	<b>Action Steps</b>	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
	<b>1. Enact a curriculum that reflects 21<sup>st</sup> century skills.</b>	Superintendent, Director of Instruction and Staff, Director of Pupil Services and Staff, Principals, Teachers	1. Research, document and support the implementation of researched best practices that promote 21st century skills.		X	X	X	X	
	<b>2. Develop and implement a master curriculum &amp; instruction plan that includes a professional development program.</b>	Director of Instruction and Staff, Director of Pupil Services and Staff, Principals, Teachers	2a. Develop a plan that focuses on the implementation of researched best practices through the professional development of teachers and administrators. 2b. Implement new and revised state and federal regulations. 2c. Focus division resources to support schools in improvement. 2d. Expand on the high school self-assessment process.	X 6/14	X	X			
				X 6/14	X	X	X	X	X
				X 6/14	X				
	<b>3. Enhance classroom experiences and learning opportunities for students through the use of appropriate instructional technology.</b>	Superintendent, Director of Instruction, Technology Coordinator, Principals, Teachers	3a. Implement a digital conversion model where technology becomes a primary instructional tool. 3b. Initiate a digital conversion model in a pilot school where technology becomes a primary instructional tool. 3c. Implement the digital model in the high schools. 3d. Implement the digital model in the middle schools. 3e. Implement the digital model in the elementary schools. 3f. Develop online curriculum within the divisions Learning Management System. (High School) 3g. Develop online curriculum within the divisions Learning Management System. (Middle School)	X 1/14	X	X	X		
				X 1/14					
					X	X			
					X				
							X		
					X	X	X		
						X	X		

	Strategies	Person Responsible for Implementation	Action Steps	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
	<p><b>4. Maximize available classroom resources.</b></p>	<p>Superintendent, Assistant Superintendent for Personnel, Director of Finance, Director of Instruction, Director of Pupil Services, Technology Coordinator</p>	<p>4a. Implement a technology plan that enhances the integration of technology in the classroom.</p> <p>4b. Competitively procure classroom supplies through analyzing supplier pricing, issuing quotes/bids, or participating in existing cooperative procurements.</p>	<p></p> <p>X</p> <p>6/14</p>	<p>X</p> <p>X</p>	<p>X</p> <p>X</p>	<p>X</p> <p>X</p>	<p>X</p> <p>X</p>	<p>X</p> <p>X</p>

<b>PRIORITY 2: WORK WITH PARENTS AND COMMUNITY STAKEHOLDERS TO ENGAGE AS PARTNERS IN SUPPORTING STUDENT ACHIEVEMENT.</b>										
<b>Goals</b>	<b>Enhance partnerships with parents and community agencies.</b>									
	Enhance communication with parents, guardians, and school communities									
	<b>Strategies</b>	<b>Person Responsible for Implementation</b>	<b>Action Steps</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	
	<b>1. Use appropriate social media to enhance communication with parents and the community.</b>	Superintendent, Technology Coordinator, Principals	1. Incorporate the use of social media, when appropriate, to communicate school events to parents and the community.		X	X	X	X	X	
	<b>2. Collaborate with community agencies to meet the needs of a diverse student population.</b>	Superintendent, Assistant Superintendent for Administration, Assistant Superintendent for Personnel, Director of Pupil Services and Staff, Principals, Director of Instruction and Staff	2. Enhance relationships with community agencies that provide student support.		X		X			X
	<b>3. Implement the use of parent tools in the division's Student Information System (SIS).</b>	Assistant Superintendent for Administration, SIS Manager, Principals, Teachers	3. Provide training and opportunities for stakeholders as SIS tools are purchased for implementation.	X 5/14	X	X				
	<b>4. Partner with business and industry to provide mentorship and practical work experiences for students.</b>	Director of Instruction, Mentorship Coordinator, Valley Technical Center (VTC)	4. Explore reinstating a full-time mentorship coordinator.	X	X					
	<b>5. Collaborate with the Augusta County Sheriff's Department and local community organizations to provide student programming initiatives.</b>	Assistant Superintendent for Administration, Instruction Department, Principals	5. Review available services and resources offered by community agencies.		X		X			X

<b>PRIORITY 3: OPTIMIZE AVAILABLE RESOURCES TO MAINTAIN FISCAL STABILITY AND COST EFFECTIVENESS</b>									
<b>Goals</b>	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.								
	<b>Strategies</b>	<b>Person Responsible for Implementation</b>	<b>Action Steps</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
	<b>1. Review student transportation system.</b>	Assistant Superintendent for Administration, Director of Transportation, Route Coordinator	1. Conduct a review of established bus routes seeking deficiencies in the system and reducing dead head miles. (Dec., June)	X 6/14	X	X	X	X	X
	<b>2. Review contracts for outside services.</b>	Director of Finance, Director of Operations and Maintenance, Director of Transportation, Benefits and Procurement Manager	2. Conduct a review of contracted services and ensure pricing is advantageous to the school division. (September, February)						
	<b>3. Develop a working list of capital projects and maintenance items to be accomplished. Consideration should be given for space utilization in school facilities.</b>	School Board, Superintendent, Assistant Superintendent for Administration, Assistant Superintendent for Personnel, Director of Maintenance and Operations	3a. Review the list of routine maintenance items needed to optimize efficiency and that address life safety issues. (March, June)	X 6/14	X	X	X	X	X
			3b. Prioritize major capital projects to respond to population and demographic changes in the division.	X 6/14	X	X	X	X	X
			3c. Conduct boundary line studies to address population and demographic changes.		X				
	<b>4. Collaborate with County agencies to determine the possibility of shared services.</b>	School Board, Superintendent, Assistant Superintendent for Administration, Assistant Superintendent for Personnel, Director of Finance, Benefits and Procurement Manager	4a. School Board staff will work with Augusta County officials to consider shared services in order to eliminate redundancies in operations.	X 6/14	X	X	X	X	X
			4b. Participation in a cooperative procurement process considered with other County agencies.	X 6/14	X	X	X	X	X
	<b>5. Request a school division efficiency review study through the VA Office of Budget and Finance</b>	School Board, Superintendent, Assistant Superintendent for Administration, Assistant Superintendent for Personal, Directors	4a. Letter of request sent to Office of Budget and Finance Spring 2014	X 4/14					
			4b. Conduct study 2014-2015 school year		X				

PRIORITY 4: INVEST IN HUMAN RESOURCES										
Goals	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.									
	Strategies	Person Responsible for Implementation	Action Steps	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	
	<b>1. Recruit, induct and retain highly-qualified certified and non-certified professionals.</b>	Assistant Superintendent for Personnel, Director of Instruction, Director of Pupil Services, Principals, VTC Administration	1a. Continue a recruitment plan with a regional focus.	X 6/14	X	X	X	X	X	X
			1b. Support VTC's efforts in the Teachers for Tomorrow program, including mentorship or shadowing opportunities for interested students.	X 6/14						
			1c. Develop induction processes for all new hires that support growth in the profession.	X 8/14 (E)	X	X				
	<b>2. Maximize available human resources.</b>	Assistant Superintendent for Personnel, Director of Instruction	2. Allocate human resources in order to comply with mandated student-teacher ratios and licensing requirements. (August, January)	X 6/14	X	X	X	X	X	X
	<b>3. Implement a salary improvement plan for all classifications of employees.</b>	Superintendent, Assistant Superintendent for Personnel, Director of Finance	3a. Conduct salary comparisons among school divisions across the region. (January)	X 1/14	X	X	X	X	X	X
			3b. Structure teacher and support pay scales in an effort to establish uniformity/equity between steps.	X 3/14	X	X	X			
			3c. Restructure of administrative pay scales that incorporates experience and responsibilities associated with various levels of administration.	X 3/14	X	X	X	X		
	<b>4. Support employee professional development through participation in conferences and appropriate course offerings.</b>	Superintendent, Assistant Superintendent for Personnel, Director of Finance, Director of Instruction, Director of Pupil Services and Staff	4a. Maintain budgeted allocations for employee participation.	X 3/14						
			4b. Design and offer relevant coursework at the division level that fulfills all mandates.	X 6/14	X	X	X	X	X	X



	Strategies	Person Responsible for Implementation	Action Steps	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
	<b>5. Support employees in the development of new skills through the utilization of the Career Enhancement Apprenticeship program.</b>	Assistant Superintendent for Personnel, Director of Finance, Director of Instruction, Director of Pupil Services, VTC Administration	5a. Maintain budgeted allocations to support funding the apprenticeship program. (March)	X 3/14	X	X	X	X	X
			5b. Continue to evaluate program structure in order for courses to be relevant to job responsibilities.	X 5/14	X	X	X	X	X
	<b>6. Seek options to maintain health insurance benefits while controlling costs.</b>	Assistant Superintendent for Personnel, Director of Finance, Benefits Manager	6a. Collaborate with Staunton/Augusta/Waynesboro (SAW) Consortium to choose insurance products that are cost effective as well as in the best interest of employees.	X 12/13	X	X	X	X	X
			6b. Implement health and wellness incentives for employees.	X 6/14	X	X	X	X	X

<b>PRIORITY 5: COMPLETE REQUIRED S.O.Q. OPERATIONAL MANDATES</b>											
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.										
	Strategies	Person Responsible for Implementation	Action Steps	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019		
	<b>1. Establish and appoint representatives for standing and School Board Committees.</b>	Division Superintendent, Assistant Superintendent for Administration, Director of Instruction, Central Office Staff	1a. School Board will review a list of officers for each school organization. (October)	X	X	X	X	X	X		
			1b. Superintendent will prepare a list of committees to be appointed by the Augusta County School Board to make plans for the division. (January)	X	X	X	X	X	X		
	<b>2. Create safe, secure and welcoming environments for student learning.</b>	Superintendent, Assistant Superintendent for Administration, Assistant Superintendent for Personnel, Director of Operations and Maintenance, Principals, Teachers	2a. Participate as stakeholders with environmental programs and initiatives.		X		X		X		
			2b. Conduct annual fire and safety audit inspections, drills, and surveys in conjunction with local and state officials.	X	X	X	X	X	X		
			2c. School Safety Audit Committee, appointed by the Superintendent, will analyze and evaluate data collected from surveys, audits and reports. (September)	X			X				
	<b>3. Review, update and revise the mandated Comprehensive (Strategic) Plan document.</b>	School Board Representative, Superintendent, Assistant Superintendent for Administration, Director of Instruction, Instructional Staff, Principals, Teachers	3a. Adhere to the established timeline for receiving input and approval from all stakeholders.		X		X		X		
			3b. Report on the status of the Plan's progress will be presented to the School Board during each odd numbered year. (November)	X		X		X			
			3c. 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.		X		X		X		
	<b>4. Accreditation reports for all schools to the Department of Education (DOE)</b>	Assistant Superintendent for Administration, Director of Instruction, Director of Pupil Services, Curriculum Supervisors	4a. Review, discuss, and confirm accreditation standards with Central Office personnel and principals. (June)	X	X	X	X	X	X		
			4b. Submit preaccreditation report changes. (June)	X	X	X	X	X	X		

Strategies	Person Responsible for Implementation	Action Steps	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
<b>5. Submit required student information data for compliance with local, state, and federal mandates.</b>	Assistant Superintendent for Administration, SIS Manager, Principals	5. Review, establish and adhere to timelines established for submission of student data and reports. (July, August, October, February, April)	X 6/14	X	X	X	X	X
<b>6. Review, update, and revise the Augusta County Administrative Manual that includes the Code of Conduct.</b>	Assistant Superintendent for Administration	6a. Collect input for policy and/or regulation changes. (March)	X 3/14	X	X	X	X	X
		6b. Implement new policies and/or regulations within one month of Board action.	X 6/14	X	X	X	X	X
<b>7. Compile a listing of required notices that are mandated to be posted, advertised and/or maintained on file.</b>	Assistant Superintendent for Administration	7. Confirm that the division is in compliance with mandated notices. (October)	X 10/13	X	X	X	X	X