



*Our focus is on our students and in partnering with the community.*

## **Superintendent's Priorities:**

### **I. We will ensure the progress of our students....**

To do so, we will recognize that all students have unique needs. This includes meeting the “average” learners’ needs as well as the special education and gifted learners. We will have high expectations (combined with the necessary supports) for all students, faculty and staff. Examples of actions include: ensuring that all students are exposed to challenging curricula and engaging instruction. Faculty/staff roles will align to student needs.

### **II. We will help our students graduate....**

To do so, we will know students by name and where they are in their progress towards graduation, and supply opportunities to ensure they graduate. Examples of actions include: creating a platform that enables us to monitor student achievement, student engagement, and other indicators of student progress. We will support initiatives that target specific student needs, and allow for flexible individualized student plans.

### **III. We will teach our students to be productive in the 21<sup>st</sup> century....**

To do so, we will continue to integrate technology as a natural part of classroom instruction and learning. To develop improved media literacy skills, students will access and critique information. Examples include: the continued funding of technology projects, including being open to opportunities for greater technology (multi-platform) solutions. These actions will include the necessary staffing to support our initiatives.

### **IV. We will partner with the community and focus our efforts and available resources....**

To do so, we will be purposeful and committed to creating partnerships with our community. We will seek to instill confidence in our school system by providing thoughtful and measured leadership. We will strengthen our public outreach and partnerships by listening and including the various voices of our community. Examples include: strengthening our relationships with our post secondary institutions and recognizing the tremendous resources available within our own community. Within this process, we will remain good stewards of finite public resources entrusted to us.

*In partnership with families and community...  
Lifelong learning, independent thinking, and responsible citizenship.*

## ACADEMIC SERVICES



### **I. We will ensure the progress of our students...**

- Monitor RtI initiative in year three for results of all learners in grades K-8.
- Provide Time Cohort recommendations for master schedule changes to enhance choices for high school learners in 2010 – 2012.
- Initiate Senior Year Cohort to review senior year options to maximize the fourth year of high school for all seniors.
- Expand Thinking Maps applications for learners in grades 3 – 6.
- Determine learning outcomes and identify essential understandings in a sequential pattern K – 12 in all subject areas.
- Develop curriculum units that are matched to VA standards of learning and ensure rigor and relevance for all learners.
- Assist administrators in collecting objective data during teacher observations that result in more thoughtful lesson plans and outcomes for learner achievement.
- Provide professional development on the new math standards in the elementary grades to ensure students' success with Algebra I in middle school.

### **II. We will help our students graduate...**

- Create a drop-out prevention action plan K-12 to increase graduation for all learners.
- Implement program with Student Services and Academic Services to enhance opportunities for at-risk learners via intervention services.
- Provide extended learning opportunities for middle school learners in ALL; enhance behavior modification options at ALL for appropriate middle school learners.
- Design a learner assessment database that enables administrators to access individual learner information instantly, and monitor tiered interventions of all learners.
- Administer an assessment of the WJCC curricula in reading and mathematics grades K – 8 to evaluate instruction and curriculum.
- Review current assessments to determine which are most appropriate and yield the best information regarding student progress.

## **ACADEMIC SERVICES** *(continued)*

- Further define early identification of at-risk learners especially in grades K-2 so that timely interventions can be delivered and monitored constantly to close the achievement gap.

### **III. We will teach our students to be productive in the 21st century...**

- Institute continuous and ubiquitous teaching opportunities via Academic Services that teach learners how to access and critique information.
- Provide instructional units that require critical analysis, are inquiry-based, and use technologies as tools to accomplish instructional objectives.
- Expand audio enhancements for learners to ensure greater participation in every classroom by all learners.

### **IV. We will partner with the community and focus our efforts and available resources...**

- Initiate literacy partnership dialogue with Joan Peterson at The College of William and Mary to serve any learner with deficiencies in literacy.
- Institute constitutional law partnership with Rebecca Hulse at The College of William and Mary Law School to expose high school learners to the study of law via evening programs.
- Review opportunities with Colonial Williamsburg to expand case study learning in social studies for secondary learners.
- Provide middle school learners and all parents with presentations on bullying and cyber bullying, in order to unite parents, learners, and community members on parent-child responsibilities.

## MULTICULTURAL AFFAIRS



### **I. We will ensure the progress of our students...**

- Increase achievement for all students, especially those at risk.
- Continue researching and developing the theoretical framework for student persistence behavior.
- Highlight local, state, and national strategies used to teach with a *multicultural perspective*.

### **II. We will help our students graduate...**

- Identify processes through which people can work together on school norms by examining values, beliefs, and developing mutual respect in the work place, schools, and the WJCC community.
- Understand the effects of adult behaviors, beliefs and values on the attitudes of school-age children. Highlight local, state, and national strategies used to teach with a *multicultural perspective*.

### **IV. We will partner with the community to ensure that we will meet our goals by focusing our efforts and available resources...**

- To monitor internal and external partnerships in WJCC schools.

## HUMAN RESOURCES



### **I. We will teach our students to be productive in the 21st century...**

- Enhance the Human Resource Department's Role as a Strategic Partner with All Leadership Levels. Every WJCC goal requires a human component. In order for these goals to be successful, employees must be provided with appropriate guidance, training, and feedback. HR will partner with supervisors and administrators to help them achieve their goals by facilitating more strategic approaches to managing their employees and their HR processes.

### **II. We will partner with the community and focus our efforts and available resources...**

- Partner with Academic Services and the Superintendent to Further Develop a Career Path and Succession Planning Model for Assistant Principals and Principals
- Through a partnership that strives to: a) develop and enhance a process that ensures a clear, achievable roadmap (certification, soft skill development, mentorship, etc.); and b) develop a strategic model for positioning potential candidates; outstanding employees/candidates who aspire to these positions will have a clear pathway to be competitive and to help them succeed.
- Partner with Academic Services and the Technology Department, and Administration at All Levels to Ensure an Evaluation System that Supports Employee Development and the WJCC Mission.
- For an evaluation system to be effective and strategic in nature, the system will communicate to the "evaluators" and the "evaluated" the criteria used, the roadmap for meeting and exceeding the criteria, and the evaluation system's role in helping all employees contribute to the success of WJCC's mission.
- Review HR-Related Policies, Practices, and Procedures for compliance and consistency to: a) Maximize the Contribution of WJCC Employees in Achieving WJCC Goals, and b) Minimize Risk to the School System.
- We live in a dynamic HR environment where new laws are established, existing laws are amended, and legal issues impact the way we do business, and HR must regularly monitor the need and appropriate vehicle for advising all leadership levels on any new/updated/ongoing issues. In order to enhance employees' contribution to the WJCC mission and to minimize risk to the school system, all HR policies/practices/procedures should be clearly communicated and consistently applied.



## **FINANCE**

### **IV. We will partner with the community and focus our efforts and available resources...**

- To implement Employee On-line, an internet based system that provides employees with access to demographic information, tax status, pay stubs and leave balances.
- To automate the substitute payroll processing, eliminating the manual data entry into the payroll system.
- In partnership with Operations/Child Nutrition Services, implement an internet-based system for parents to deposit funds into their child's meal account and give them the ability to check the status of the account
- Offer online payment options for parents to pay for field trips and other school related fees (yearbooks, etc.).

## **OPERATIONS**



### **I. We will ensure the progress of our students....**

- To do so, we will create a system for reducing excessive absenteeism within the department.
- We will use proven cleaning procedures that reduce biological hazards & contribute to improved attendance.
- Continue to improve and evaluate the new facility use and maintenance work order online systems.
- Reducing the number of Health Department deficiencies culminating in zero critical deficiencies.
- To do so, improvements to the student information system and related data will be researched and implemented to allow greater data detail, mining, and reporting.

### **II. We will help our students graduate...**

- To do so, we will create an Ops Institute providing students with insight into vocational/technical employment.
- We will know students by name and create a culture in which our students are respectful of the facility and all members in our buildings.
- Continue exploration of ways Facilities can improve safety of students as they travel to and from school, focusing heavily on Safe Routes to Schools.
- We will help our students through ongoing reviews on the tiered bussing process.

### **III. We will teach our students to be productive in the 21<sup>st</sup> century....**

- To do so, we will continue to integrate technology as a natural part of the cleaning environment.
- We will explore 21<sup>st</sup> century technologies to become more environmentally friendly by exploring the use of alternative fueled vehicles (natural gas, propane, and electric).
- Implementing an “On-Line” opportunity for parents to add funds to student meal accounts.
- Increased use of hand-helds and other portable learning tools will be piloted for further integration into the learning environment.

## **OPERATIONS** *(continued)*

### **IV. We will partner with the community & focus our efforts & available resources....**

- To do so, we will encourage and support our staff to continue their growth and receive a GED, Associate, or Higher education degrees.
- We will continue our partnership with the James City County and Thomas Nelson Community College. We will seek to instill confidence in our school system by providing thoughtful and measured leadership courses to our Operations Management staff.
- Work with staff to maximize limited resources in the CIP planning process

## TECHNOLOGY



### **II. We will help our students graduate...**

- Support teachers, principals, and administration in making data-driven decisions regarding student progress and achievement.
- To do so, improvements to the student information system and related data will be researched and implemented to allow greater data detail, mining, and reporting. An example includes upgrading to the new version of Starbase, SIS-Express.

### **III. We will teach our students to be productive in the 21<sup>st</sup> century...**

- Provide 21<sup>st</sup> century learning tools to 21<sup>st</sup> century students and educators.
- Increased use of hand-helds and other portable learning tools will be piloted for further integration into the learning environment. Platform-independent tools that support curriculum goals will be reviewed by cross-functional teams of technologists and educators to evaluate use, support, and potential for classroom immersion.

### **IV. We will partner with the community and focus our efforts and available resources...**

- Provide cost-effective infrastructure to support learning and administration.
- Examples include a needed telephone system upgrade that will reduce ongoing operating costs, researching on-demand data access and reporting tools to provide the right data at the right time, and personnel/training to support technology investments.