



# Arlington Public Schools 2024-30 Strategic Plan

The Arlington Public Schools Strategic Plan serves as a roadmap to guide and focus our work as a school division to support all students and build strong connections among schools, families and the community.

## VISION

APS provides a world-class education where every student develops the skills and knowledge to be a responsible global citizen, and graduates college- or career-ready.

## MISSION

APS will ensure all students learn, thrive, and excel in high-quality, safe, and supportive schools.

## CORE VALUES

- Excellence
- Equity & Inclusion
- Relationships
- Integrity
- Stewardship
- Whole Student
- Valuing Staff



## PRIORITIES



### Student Academic Growth and Success

APS will ensure each student achieves academic excellence through high-quality instruction and systems of support to eliminate opportunity and achievement gaps.



### Student Well-Being

In partnership with families, staff, and students, APS will create inclusive, safe, and supportive learning environments that foster all students' intellectual, physical, mental, social-emotional growth and well-being.



### Student-Centered Workforce

APS will support and invest in a culture that attracts and retains skilled, talented, and effective staff committed to student success and well-being.



### Operational Excellence

APS will plan and implement efficient, effective, sustainable system-wide operations to support student, staff, and our community's success.



### Student, Family, and Community Partnerships

APS will strengthen and develop partnerships built on trust with students, families, community members, organizations, and local government to support student learning.



## PERFORMANCE OBJECTIVES



### Student Academic Growth and Success

**SOL Proficiency** | By 2030, at least 90% of APS students will meet or exceed proficiency on the Virginia Standards of Learning (SOL's) assessments and all reporting groups will meet or exceed APS annual targets to demonstrate increased levels of proficiency and progress toward closing proficiency gaps.

**Growth in Reading and Math** | By 2030, at least 90% of elementary, middle school, and Gr. 9 students will annually meet defined growth targets in math and reading.

**Inclusion** | By 2030, at least 80% of students with disabilities will have consistent access to general education curriculum by spending 80% or more of their school day in a general education setting alongside their non-disabled peers, at all levels.

**College, Career and Civic Readiness** | By 2030, at least 95% students in the graduation cohort will meet at least one of the College, Career, Civic Readiness Indicators (CCCRI)



### Student Well-Being

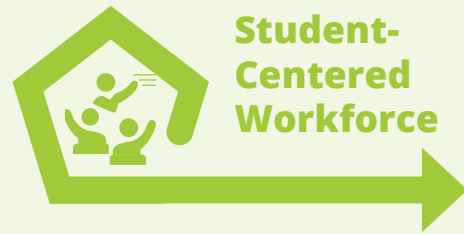
**School Climate and Mental Health** | By 2030, at least 80% of students will respond favorably about their school climate, mental health and self-management skills.

**Chronic Absenteeism** | By 2030, APS will reduce the chronic absenteeism rate to no more than 8% of students and reduce over-representation of student groups based on race/ethnicity, students with a disability and English learners to no more than 5% based on the group's enrollment.

**Suspensions** | By 2030, APS will reduce suspensions by 25% with a focus on incidents that do not pose a safety risk to self or others (e.g. attendance infractions, certain disruptive behaviors) and reduce over-representation of student groups based on race/ethnicity, students with a disability, and English Learners to no more than 5% based on the group's enrollment.

**LGBTQ+** | By 2030, at least 80% of LGBTQ+ students will respond favorably to questions related to a sense of belonging, trusted adult and if they are treated poorly by others due to their sexual orientation or gender identity.

**Student Safety** | By 2030, at least 90% of APS students will report feeling safe at school.



### Student-Centered Workforce

**Professional Learning** | By 2030, at least 70% of all staff will report that professional learning improved their professional practice.

**Workplace Climate and Staff Engagement** | By 2030, at least 75% of APS staff will report a positive workplace climate and staff engagement.

**Employee Retention and Diversity** | By 2030, APS will improve retention to at least 93% and focus recruitment efforts on hard to fill positions and increasing teacher diversity to be more representative of the APS student population.

**Staff Safety** | By 2030, at least 90% of staff will report feeling safe at their workplace.



### Operational Excellence

**Facility Conditions** | By 2030, 95% of APS schools will have a rating in the highest category [0-.15] on the building characteristics report.

**Free Meals** | By 2030, 100% of schools will be able to provide free meals to all students and the percentage of students accessing breakfast and lunch will increase 5% annually.

**On-Time Bus Arrival** | By 2030, APS will maintain 95% or above on-time arrival at schools currently at that level and improve on-time arrival by 10% annually at schools below 95%.

**Technology Systems** | By 2030, technology systems and operational services will be functional and available for use by students, staff, and community 99.9% of the year.

**Environmental Sustainability** | By 2030, APS will improve environmental sustainability and reduce its carbon footprint in collaboration with County government by:

- Transitioning 5% of current bus fleet (9 buses) to zero-emission with goal to reach 100% by 2050.
- Ensuring 75% of current APS facilities will have a site energy use intensity at or below 56 kBtu/sf/year.
- Reducing natural gas use by 20%.
- Reducing CO2 e 67% below 2007 levels
- Achieving 100% renewable electricity.



### Student, Family, and Community Partnerships

**Student Partnerships** | By 2030, at least 85% of students will report they are actively engaged as partners and collaborators in their educational experience.

**Family Partnerships** | By 2030, equitable family engagement will improve as measured by:

- % families who respond to APS countywide surveys.
- response demographics mirroring the demographics of the APS student population.
- 90% of parents responding favorably to family engagement.

**Community Partnerships** | By 2030, APS will develop and implement a comprehensive structure and process for defining community partnerships, setting expectations, monitoring performance, and ensuring alignment with the strategic plan.