

Goal 1: Student achievement - Amherst County Public Schools shall appropriately motivate, educate, and inspire every student, every day to achieve his or her maximum academic potential

Objective 1: Teachers and instructional staff will be trained to build expertise in content area knowledge, instructional strategies, differentiation techniques, and meet "highly qualified" state and federal guidelines

Strategy	Time Frame	Person(s) Responsible	Evidence of Implementation	Status	Resources Needed
1.1.1 - Use data to identify professional development needs.	Annually	Assistant Superintendent; Director of Human Resources; Principals; Teachers	Written plan updated; ongoing training delivered as scheduled		Identified needs; school calendar; time and resources for training; student assessment data; classroom observation data
1.1.2 - Update and implement a Pre-K-12 division-wide professional development plan for all staff (PK-12) based on data that reflects professional development needs	Annually with implementation ongoing	Assistant Superintendent; Director of Human Resources; Principals	Written plan updated; ongoing training delivered as scheduled		Identified needs; school calendar; time and resources for training; student assessment data; classroom observation

Strategy	Time Frame	Person(s) Responsible	Evidence of Implementation	Status	Resources Needed
					data
1.1.3 - Working collaboratively with school administrative staff, each school will update and implement individual professional development plans to learn and implement new strategies and best practices.	Annually	Principals; Teachers	Written plan developed; ongoing training delivered as scheduled		Individual identified needs data; time and resources for training
1.1.4 - Measure effectiveness of new strategies and share feedback with colleagues	Ongoing	Principals; Teachers Central Office Instructional Team	Classrooms document best practices; student achievement data collected and reviewed; best practices shared with colleagues and shared at school level, division-level and professional activities		Classroom observation data; student performance data
1.1.5 - Preschool teachers participate in training that will help bridge the gap between home and student success in primary grades	Annual	Elementary Supervisor; Supervisor of Student Services; Principals; Teachers	Ongoing training delivered as scheduled and participation documented		
1.1.6 - Curriculum guides for math, English, history, and science updated regularly and aligned with Virginia SOL. Teachers provided with updates and available practice materials	As needed	Assistant Superintendent; Instructional Supervisors; Principals; Teachers	Teachers receive updated curriculum guides and available practice		Document printed and updated as needed
1.1.7-Implement an	Annually	Assistant	New staff orientation; personnel report of		Funds for

Strategy	Time Frame	Person(s) Responsible	Evidence of Implementation	Status	Resources Needed
expanded division-wide pre-service mentoring program for all new teachers		Superintendent; Elementary Supervisor; HR Director; Principals	staff attrition		materials and training; new teacher survey data
1.1.8 - Continue the Tuition Assistance Program for all full-time personnel	Annually	Superintendent; HR Director	Tuition reimbursement reports; school report card data		Continued funding

Goal 1: Student Achievement - Amherst County Public Schools shall appropriately, motivate, educate, and inspire every student, every day to achieve his or her maximum academic potential

Objective 2: Implement instructional practices and programs that prepare students to meet established standards of academic achievement

Strategy	Time Frame	Person(s) Responsible	Evidence of Implementation	Status	Resources Needed
1.2.1 - Each school will develop, monitor, and maintain school improvement plans based on student achievement data	Annually	Principals; School Improvement Team members; Assistant Superintendents; Superintendent	School Improvement Plans		SOL and benchmark test data
1.2.2 - Build school level master schedules to provide time to analyze data and plan effective instruction	Annually	Principals	Schedules for data analysis and instructional planning		
1.2.3 Provide supplemental instructional materials	Annually	Assistant Superintendent; Central Office Instructional Team; Principals	Instruction materials provided		Funds for materials
1.2.4 - Implement instructional programs that are aligned with Virginia SOL curriculum and local curriculum and pacing guides	Ongoing	Assistant Superintendent; Central Office Instructional Team; Principals; Assistant Principals; Teachers	Documentation of participation		Funding for programs
1.2.5 - Provide remediation, intervention, and	Ongoing	Principals; Teachers Enrichment	Programs planned and delivered as scheduled		Master and individual

Strategy	Time Frame	Person(s) Responsible	Evidence of Implementation	Status	Resources Needed
enrichment programs based on student's need during the instructional day as well as before school, after school, and summer school		Specialists; Reading Specialists; Central Office Instructional Team			teacher schedules; funding; limited transportation; support materials
1.2.6 - Explore the possibility of K-1 transitional programs	2008-2009 School Year	Assistant Superintendent; Central Office Instructional Team	Meeting documentation		
1.2.7 - Expand preschool if mandated by the General Assembly to prepare Amherst County four year olds for academic/literacy skills success in kindergarten	Annually	Assistant Superintendent; Central Office Instructional Team			State and/or Federal funding

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Objective 3: Monitor student achievement and modify classroom instruction as determined by student needs

Strategy	Time Frame	Person(s) Responsible	Evidence of Implementation	Status	Resources Needed
1.3.1 - Administer benchmark assessments (grades 2-12) in all core content areas	Annually	Assistant Superintendent; Instructional Supervisors; Principals; SOL Resource Specialists	Nine-week benchmark assessment schedule and results		Item Test Bank Management System
1.3.2 - Analyze and use division-level 9-week benchmark assessment data and SOL assessment results to determine instructional needs, inform instructional practices and develop instructional support programs	Nine-week intervals	Assistant Superintendent; Instructional Supervisors; Principals; SOL Resource Specialists	School-level and division-level data analysis documentation; school improvement plans; division-level professional development plan implementation; remediation and enrichment plans developed and implemented		Data Analysis and Reporting System
1.3.3 - Evaluate benchmark assessment program	Annually	Assistant Superintendent; Instructional Supervisors; Principals; SOL Resource Specialists; Teachers	Benchmark assessments results are correlated to SOL pass rates; benchmark test items reflect SOL test items		Assessment data
1.3.4 Communicate standards and progress toward benchmarks to	Nine-week intervals	Assistant Superintendent; Instructional	Grade-level and content area SOL provided to staff, parents, and students annually; SOL test results and the School		

Strategy	Time Frame	Person(s) Responsible	Evidence of Implementation	Status	Resources Needed
staff, parents, and the community		Supervisors; Principals; Teachers SOL Resource Specialists	Performance Report Card released to media and shared in parent/community newsletters		
1.3.5 - Monitor professional development activities to measure the effect on student achievement	Nine-week intervals; ongoing classroom observations	Assistant Superintendent; Central Office Instructional Team; Principals; Teachers	Classroom observation data; student performance data		
1.3.6 - Review and revise K-12 grading practices and K-5 report cards to reflect student progress in content and skills	2008-2009 school year; Implementation 2009-2014	Assistant Superintendent; Instructional Supervisors; Principals; Teachers	Revised report cards developed and utilized		Team and committee planning and collaboration
1.3.7 - Monitor classroom instruction, assessment, and pacing to ensure curriculum is taught at an appropriate level of challenge and rigor	Ongoing classroom observations	Principals; Assistant Principals; Smart Walk Teams; Central Office Instructional Team	Classroom observation forms; data collected and analyzed; end of unit or grade-level tests evaluated		SOL curriculum and pacing guides; informal classroom trend data

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Objective 4: Prepare students for a changing and diverse, global society

Strategy	Time Frame	Person(s) Responsible	Evidence of Implementation	Status	Resources Needed
1.4.1 - Expand educational opportunities in various academic content areas and in career-technical education	As requested and needed	Assistant Superintendent; Principals; School Counselors; Career-Technical Teachers	Early College enrollment data; Dual enrollment data; Evening classes at ACHS or MEC; Enrollment in career-technical courses		
1.4.2 - School counselors will provide career counseling services (K-12)	Ongoing	Assistant Superintendent; Assessment Coordinator; School Counselors	Include job search skills and placement services for high school students; transition services inclusive of special needs students		
1.4.3 - Develop and enhance student awareness of a changing and diverse global society utilizing partnerships with businesses, community-civic organizations and other education institutions	Ongoing	Principals; School Counselors; Central Office Instructional Team; Teachers	Internships Funding programs		Evaluation instrument
1.4.4 - Leverage opportunities for utilizing technology and media in classroom learning	Ongoing	Supervisors of Technology	Grant proposals; Division-wide technology plan; Technology budget; Partnerships; Internships		
1.4.5 - Conduct an evaluation of career and technical course	Ongoing	Assistant Superintendent; Principals; Career-	Business/community partnerships to provide feedback regarding current program of studies and curriculum as related to		Feedback instrument; committees

offerings that correlate with community and global changes/needs		Technical Teachers; High School Counselors	global/business needs		
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Goal 1: Student Achievement - Amherst County Public Schools shall appropriately, motivate, educate, and inspire every student, every day to achieve his or her maximum academic potential

Objective 5: Close the achievement gap with students of color, students with disabilities, students for whom English is a second language, and students who are economically disadvantaged

Strategy	Time Frame	Person(s) Responsible	Evidence of Implementation	Status	Resources Needed
1.5.1 - Develop school level strategies for meeting AYP targets and academic indicators	Annually	Principals; School Improvement Teams; Teachers; School Counselors	Disaggregated SOL and nine-week benchmark assessment data; by sub-group		Data Data Analysis and Reporting System
1.5.2 - Professional development for all teachers, school counselors and administrators in building equity and closing achievement gap	Annually	Central Office Instructional Team; Principals; School Counselors	Documentation of professional development activities delivered		
1.5.3 - Develop a comprehensive school counseling program in alignment with the American Counselor Association National Model.	2009-2010 school year	Assessment Coordinator; School Counselors; Principals	School Counseling program that is aligned with ASCA National Model is developed and implemented in order to enhance academic achievement, personal/social competency, and career development for all students		Needs assessment instrument
1.5.4 - Provide training and professional development for all staff in	Annual development and	Superintendent; Assistant Superintendent;	Professional development delivered as scheduled		

Strategy	Time Frame	Person(s) Responsible	Evidence of Implementation	Status	Resources Needed
cultural competency, creating culturally responsive schools, fostering culturally and responsive teaching to promote improved student performance	implementation	Central Office Instructional Team; Principals; Teachers			
<p>1.5.5 - Support early learning opportunities in the home and in the community (e.g., county library, preschools, etc.,) such as:</p> <ul style="list-style-type: none"> • Mentorships with preschool programs • Partnerships with the county's library children's time reading programs • Utilization of school assets to draw in community involvement/ provide training resources 	Ongoing	Assistant Superintendent; Elementary Supervisor; Principals	Opportunities outlined in the Superintendent's <i>InFocus</i> publication; school newsletters; local media; ACPS website		
1.5.6 - Re-evaluate selection criteria for the gifted program to ensure that students are being recognized for creative problem solving, divergent thinking, and artistic talent.	Annually	Assistant Superintendent; Central Office Instructional Team; Principals			
1.5.8 - Establish or enhance partnership	Annually	Assistant Superintendent;	Documentation of partnership agreements		

Strategy	Time Frame	Person(s) Responsible	Evidence of Implementation	Status	Resources Needed
agreements with community agencies to provide support for eliminating the achievement gap		Central Office Instructional Team; Principals			

Goal 2: Safety - Amherst County Public Schools shall provide a safe, courteous, and professional environment for all school activities

Objective 1: Further develop and annually review and revise ACPS crisis management plans

Strategy	Time Frame	Person(s) Responsible	Evidence of Implementation	Status	Resources Needed
2.1.1 - ACPS school officials will hold a meeting with the Amherst Sheriff's Office, Amherst Town Police Department and the Amherst Public Safety Department to review/revise evacuation procedures	Annually	Assistant Superintendent; Assessment Coordinator; Principals	Meeting minutes and procedure updates		
2.1.2 - Establish standard lockdown codes to be implemented in all schools	2008-2009 school year; Annually thereafter	Assistant Superintendent; Assessment Coordinator; Principals	Standardized codes as part of all school lockdown/evacuation		
2.1.3 - Conduct "table top" crisis simulation activities and make any necessary changes to ACPS crisis management plans	Annually	Assistant Superintendent; Assessment Coordinator; Principals	Crisis management plans are updated as needed based on "table top" crisis simulation and planning activities		
2.1.4 - Notify staff, parents, and community of relevant evacuation and lockdown procedures	Annually	Principals	Documentation of notification (i.e., newsletters, Back to School nights, meeting minutes)		
2.1.5 - Maintain the ACPS Safety Team to disseminate pertinent	Annually	Assistant Superintendent; Assessment	Meeting minutes		

Strategy	Time Frame	Person(s) Responsible	Evidence of Implementation	Status	Resources Needed
safety information and engage in meaningful dialogue about Amherst County safety issues		Coordinator			
2.1.6 - Involve law enforcement and public safety officials to establish and maintain a safety plan for community events held on ACPS property	2008-2009 school year and annual review	Superintendent; Assistant Superintendent; Director of Public Safety; Amherst County Sheriff's Office and Amherst Town Police	Safety plan developed and implemented		

Goal 2: Safety - Amherst County Public Schools shall provide a safe, courteous and professional environment for all school activities

Objective 2: Maintain safe, inviting, and supportive facilities

Strategy	Time Frame	Person(s) Responsible	Evidence of Implementation	Status	Resources Needed
2.2.1 - Conduct facility "walkthroughs" in each facility	Quarterly	Principals; Supervisor of Maintenance Public Safety/Fire Marshal	Documentation of facility walks		Facility maintenance checklist
2.2.2 - Improve online facility work order procedures and practices	Annual review	Supervisor of Maintenance Assistant Superintendent	Online order use		

Goal 2: Safety - Amherst County Public Schools shall provide a safe, courteous and professional environment for all school activities

Objective 3: Encourage safe, responsible, and healthy student and staff behavior

Strategy	Time Frame	Person(s) Responsible	Evidence of Implementation	Status	Resources Needed
2.3.1 - Continue to improve and implement programs to decrease incidents of bullying in schools	Annually	Assistant Superintendent; Principals; School Counselors	Programs implemented		
2.3.2 - Continue to improve and implement programs to promote student health and well-being including employee wellness programs, division and school level incentives	Annually	Wellness committee members; Child Nutrition Coordinator; School Nurses; School Health Assistants; Athletic Trainer; Health and PE Teachers	Documentation of training and professional development opportunities offered		
2.3.3 - Develop and implement training and professional development opportunities to establish and maintain culturally responsive schools	Annual	Assistant Superintendent; Human Resource Director	Documentation of training and professional development opportunities offered		
2.3.4 - Maintain School Resource Officer program	Annually	Superintendent; Assistant Superintendent	Continuation of program		Local funding
2.3.5 - Maintain Student Accountability Committee programs	Annually	Superintendent; Assistant Superintendent	Continuation of program		

Strategy	Time Frame	Person(s) Responsible	Evidence of Implementation	Status	Resources Needed
2.3.6 - Collaborate with community agencies (i.e., DSS, Court Services, Community Services Board, etc.) to provide a support system for students and their families	Ongoing	Superintendent; Assistant Superintendent; Central Office Instructional Team; Principals; School Counselors,			
2.3.7 - Maintain work with Health Advisory Council	Quarterly				

Goal 3: Communication - Amherst County Public Schools shall continue open lines of communication to enhance school, parent and community collaboration

Objective 1: Expand community involvement in, and awareness of school division activities

Strategy	Time Frame	Person(s) Responsible	Evidence of Implementation	Status	Resources Needed
3.1.1 - Utilize current and evolving technology to provide up-to-date information about school-related initiatives and activities to students, staff, parents, media, and other stakeholders	Annual	Assistant Superintendent; Technology Team	Documentation/ACPS Website postings		
3.1.2 - Post school closings and other vital information on the ACPS website and via instant alert notification	As needed	Technology Team	Documentation/ACPS Website postings		
3.1.3 - Make school calendars available on the ACPS website	Weekly	Superintendent; Assistant Superintendent	Documentation/ACPS Website postings		
3.1.4 - Create and distribute school newsletters	At least monthly	Principals; Assistant Superintendent	Copies of newsletters and dates of distribution		
3.1.5 - Publish In-Focus newsletter	3 times a year	Superintendent	Copies of newsletters		
3.1.6 - Maintain Diversity Council, Parent Council and	4 times a year	Superintendent	Documentation of meeting minutes		

Teacher Council					
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GOAL 3: Communication - Amherst County Public Schools shall continue open lines of communication to enhance school, parent and community collaboration

Objective 2: Cultivate partnerships in the community to maximize resources that support high quality programs and services for "Every Child, Every Day"

Strategy	Time Frame	Person(s) Responsible	Evidence of Implementation	Status	Resources Needed
3.2.1 - Hold regularly scheduled partnership development meetings between school administration office personnel and each school	Quarterly	Superintendent; Assistant Superintendent; Principals	Meeting minutes		
3.2.2 - Develop and conduct school-community needs assessment at both the division and school levels	2008-2009 School Year	Superintendent; Assistant Superintendent; Principals	Documentation of survey instrument and results		Business-partnerships contacts
3.2.3 - Based upon the needs assessment results, identify and establish partnerships to fill gaps and meet needs	Annually	Assistant Superintendent; Principals	Documentation of creating new partnerships		

GOAL 3: Communication - Amherst County Public Schools shall continue open lines of communication to enhance school, parent and community collaboration

Objective 3: Cultivate an atmosphere of respect for individual differences in students, staff, and community

Strategy	Time Frame	Person(s) Responsible	Evidence of Implementation	Status	Resources Needed
3.3.1 - Provide professional development and training in creating culturally responsive schools and building a division-wide framework of equity	Ongoing	Superintendent; Diversity Council members; Principals; School Counselors; Teachers	Documentation of meeting minutes and training opportunities		
3.3.2 - Continue programs that embrace diversity and promote proper social behaviors (e.g., anti-bullying, Character Counts)	Ongoing	Assistant Superintendent; Principals; School Counselors; Central Office Instructional Team; Teachers	Documentation of programs presented		

GOAL 3: Communication - Amherst County Public Schools shall continue open lines of communication to enhance school, parent and community collaboration

Objective 4: Report progress meeting Six-Year Plan Goals and Objectives

Strategy	Time Frame	Person(s) Responsible	Evidence of Implementation	Status	Resources Needed
3.4.1 - Create or modify school improvement plans to address how each constituency will work to meet the overall goals, objectives, and strategies of this plan	Annually	Principals; School Improvement Team members	Copy of School Improvement Plans		
3.4.2 - Review evidence of implementation and report status to the school board	Annually	Superintendent; Assistant Superintendent	Copy of status report; School Board meeting minutes		

Goal 4: Leadership- Amherst County Public Schools shall provide educational programs and opportunities that produce responsible citizens who are life-long learners and contributors to the community

Objective 1: Attract and retain a highly qualified diverse staff of teachers, paraprofessionals, and administrators

Strategy	Time Frame	Person(s) Responsible	Evidence of Implementation	Status	Resources Needed
4.1.1 - Develop and implement a comprehensive, multifaceted and diversified recruitment and retention plan that ensures quality teachers	Annually	Superintendent, Assistant Superintendent, HR Director, Principal/Assistant Principals	Documentation of staff recruitment and retention plan to include, but not limited to: recruitment schedule; list of recruiters; personnel reports; ACPS recruitment materials and follow up contact with candidates Documentation of compensation and benefits		
4.1.2 - Maintain division-wide orientation and mentor programs for all new staff to ACPS	Annually	Superintendent; Assistant Superintendent; HR Director; Principals	Documentation of meetings and new staff induction events		Evaluation document
4.1.3 - Promote leadership opportunities to encourage professional growth	Annually	Superintendent; Assistant Superintendent; Human Resource Director; Principals	Documentation of selection criteria. list of candidates, and selected participants		
4.1.4 - Maintain division-wide Salary Committee to develop, adopt, and maintain a progressive and competitive salary schedule for all employees	Annually	HR Director; Salary Committee members	Documentation of salary committee meeting minutes and the committee recommendations; yearly school operational budget information; and adopted salary schedule and implemented		

Strategy	Time Frame	Person(s) Responsible	Evidence of Implementation	Status	Resources Needed
4.1.5 - Maintain Health Insurance Advisory Committee to develop, adopt and implement a progressive and competitive health insurance and benefit program	Annually	Assistant Superintendent; HR Director; Health Insurance Advisory Committee	Documentation of health advisory committee meeting minutes and the committee recommendations; yearly school operational budget information; and adopted health insurance program		

GOAL 4: Leadership - Amherst County Public Schools shall provide educational programs and opportunities that produce responsible citizens who are life-long learners and contributors to the community

Objective 2: Build leadership in the school community

Strategy	Time Frame	Person(s) Responsible	Evidence of Implementation	Status	Resources Needed
4.2.1 – Develop new and enhance existing programs that promote student leadership	Annually	Assistant Superintendent; Principals; Teachers	List of existing and desired student leadership organizations		
4.2.2 - Provide opportunities to participate in school and division-level leadership activities	Annually	Superintendent; Assistant Superintendent; HR Director;	Documentation of professional development offerings; participation documentation		
4.2.3 - Provide professional development for personnel in supervisory capacities	Annually	Superintendent; Assistant Superintendent; HR Director	Documentation of administrative meeting minutes; list of in-service activities for supervisors; documentation of professional development participation		

GOAL 4: Leadership - Amherst County Public Schools shall provide educational programs and opportunities that produce responsible citizens who are life-long learners and contributors to the community

Objective 3: Formulate school-based development plans focused on leadership and community needs

Strategy	Time Frame	Person(s) Responsible	Evidence of Implementation	Status	Resources Needed
4.3.1 - Participate in school-based and division-level committees and community projects	Annually	Superintendent; Assistant Superintendent; HR Director; Principals; Teachers	Documentation of meeting minutes; list of committee members; list of school-community projects		
4.3.2 - Implement community speaker series events	Review annually	Superintendent; Assistant Superintendent; HR Director;	List of selected events		
4.3.3 – Offer opportunities for student-adult and student-student mentoring relationships	Annually	Assistant Superintendent; Principals; Teachers	Documentation of opportunities offered and participation list		
4.3.4 - Establish a division-wide transition team to develop and maintain a transition plan for students moving from grade level to grade level, school level to school level and into postsecondary education and work experiences	Annually	Assistant Superintendent; Principals; Assessment Coordinator; Teachers	Documentation of member list, meeting minutes, and of the ACPS Transition Plan		
4.3.5 – Provide web-based learning links for staff and students	Annually	Assistant Superintendent; Supervisor of Technology	List of learning links provided		

