



**OUR MISSION**  
 To ensure all students learn and thrive in safe, healthy, and supportive learning environments

**OUR VISION**  
 To be an inclusive community that empowers all students to foster their dreams, explore their possibilities, and create their futures

**OUR CORE VALUES**

- **Excellence:** Ensure all students receive an exemplary education that is academically challenging and meets their social and emotional needs.
- **Equity:** Eliminate opportunity gaps and achieve excellence by providing access to schools, resources, and learning opportunities according to each student's unique needs.
- **Inclusivity:** Strengthen our community by valuing people for who they are, nurturing our diversity, and embracing the contributions of all students, families, and staff.
- **Integrity:** Build trust by acting honestly, openly, ethically, and respectfully.

- **Collaboration:** Foster partnerships with families, community, and staff to support the success of our students.
- **Innovation:** Engage in forward-thinking to identify bold ideas that enable us to be responsive to the expectations of our organization and community while cultivating creativity, critical thinking, and resourcefulness in our students.
- **Stewardship:** Manage our resources to honor the community's investment in our schools; create safe, healthy, and environmentally sustainable learning environments; support civic and community engagement; and serve current and future generations.

## STUDENT SUCCESS

Ensure that every student is challenged and engaged while providing multiple pathways for student success by broadening opportunities, building support systems and eliminating barriers. APS will eliminate opportunity gaps so all students achieve excellence.

### STRATEGIES – How we will achieve our goals

- 1) Embed the 5Cs (critical thinking, creative thinking, collaboration, communication, and citizenship skills) into curriculum and instruction.
- 2) Deliver curriculum through innovative and relevant instruction that is differentiated to meet the diverse needs of each student.
- 3) Provide learning opportunities in a variety of settings, times, and formats that include opportunities for students to align knowledge, skills, and personal interests with career and higher educational opportunities including internships and externships.
- 4) Address unconscious racial bias by implementing implicit bias training throughout APS.

### PERFORMANCE OBJECTIVES – How we measure our progress

- 1) By 2024, APS will reduce opportunity gaps for all reporting groups on state assessments
- 2) By 2024, all elementary and middle school students will annually demonstrate growth by a minimum of one level using district assessments and students performing at the advanced level will continue to perform at the advanced level.

## STUDENT WELL-BEING

Create an environment that fosters the growth of the whole child. APS will nurture all students' intellectual, physical, mental, and social-emotional growth in healthy, safe, and supportive learning environments.

- 1) Integrate culturally relevant concepts and practices into all levels of school interactions.
- 2) Establish and promote a culture of physical, social, emotional, and mental health wellness.
- 3) Implement an evidence-based curriculum that focuses on students' physical, social, emotional, and mental health needs.
- 4) Ensure all students can identify at least one school-based adult who supports and encourages their academic and personal growth.
- 5) Establish systematic, proactive, and positive strategies, interventions, and Restorative Justice practices that support student learning and well-being in all areas involving student conduct.
- 6) Increase co-taught sections of courses and classes to support the inclusion of students.

- 1) Disproportionally in suspension rates by race/ethnicity, students identified with a disability, and English Learners will be annually reduced and overall suspensions will not increase.
- 2) By 2024, at least 80% of students with disabilities will spend 80% or more of their school day in a general education setting.
- 3) Key findings on the Your Voice Matters survey will show improvements in student social, emotional, and mental Health.

## ENGAGED WORKFORCE

Recruit, hire, and invest in a high-quality and diverse workforce to ensure APS is the place where talented individuals choose to work.

- 1) Recruit, retain, and advance high-quality employees.
- 2) Provide growth opportunities by implementing a competency-based professional learning and evaluation framework inclusive of all staff members.
- 3) Grow and develop current and future high-quality leader/managers.
- 4) Develop integrated approaches that promote employee health and wellness.
- 5) Establish intentional and focused recruitment and retention efforts to bolster a diverse workforce.
- 6) Ensure leader/managers have access to high-quality workforce data.

- 1) By 2024, at least 70% of APS staff will respond favorably that opportunities for professional learning meet their needs, as indicated on the Your Voice Matters survey.
- 2) By 2024, APS staff will respond at the 75th percentile or better on staff engagement and climate, as indicated by the Your Voice Matters survey.
- 3) By 2024, all staff participate in training that meets or exceeds industry standards for their position.

## OPERATIONAL EXCELLENCE

Strengthen and improve system-wide operations to meet the needs of Arlington's growing and changing community.

- 1) Manage available resources equitably.
- 2) Provide high-performance learning and working environments that support Universal Design for Learning standards.
- 3) Identify and redesign or eliminate inefficient services.
- 4) Use long-term and systematic processes to ensure academics and operations are financially sustainable.
- 5) Systematically improve the quality of organizational operations.

- 1) Organizational operations will continuously improve their effectiveness as measured by identified KPIs.

## PARTNERSHIPS

Develop and support strong connections among schools, families, and the community to broaden opportunities for student learning, development, and growth.

- 1) Provide training and resources for staff and families to create meaningful partnerships that support student success and well-being.
- 2) Partner with local, state, and national businesses, organizations, and governments to support a variety of learning experiences.
- 3) Partner with advisory committees, nonprofits, and other local organizations to strengthen engagement with all families and provide wrap-around services to students including healthcare, nutrition, academic, and social and emotional supports.
- 4) Build a comprehensive structure for defining strategic partnerships, setting expectations, monitoring performance, and measuring quality.

- 1) By 2024, at least 90% of APS families will respond favorably on student and family engagement on the Your Voice Matters survey results.