VISION
Together, we inspire all students and staff to explore paths leading to personal and collective success.

MISSION
Ensure every student is valued, supported, and challenged through learning experiences, which prepare them for a successful future.

CORE VALUES
Our core values reflect the division’s fundamental commitment, to serve our community with excellence.

ENGAGEMENT
Cultivate meaningful, collaborative relationships with students, families, staff, and community members.

SAFETY
Provide safe, secure, and caring environments that support the whole child.

INTEGRITY
Demonstrate mutual trust and respect by acting honestly and ethically.

GROWTH
Invest in supports and resources so students and staff can realize their individual potential.

INNOVATION
Foster creativity, critical thinking and problem-solving to support new ideas and solutions that advance progress.

PRIORITY

COLLECTIVE COMMITMENT
Students, staff, families and community members are invested in student outcomes and actively engaged in meaningful, collaborative relationships to support student success.

SUPPORTIVE CULTURE
Provide safe, welcoming and caring environments in which all students and staff have a sense of belonging and purpose.

HIGHLY EFFECTIVE TALENT
Attract and retain highly skilled, compassionate, diverse, and committed team members by providing personalized and differentiated pathways for professional growth, improvement, and advancement.

FUTURE READY GRADUATES
Students will acquire knowledge, skills, habits, and traits necessary for success in future educational experiences, the workforce, and life.
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The core value I will model in Year 1 is ____________________.

__________________________________________________________
  (signature)
I help the division successfully implement our priorities:

(Please select one or more below)

- **COLLECTIVE COMMITMENT**
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- **SUPPORTIVE CULTURE**
  Provide safe, welcoming and caring environments in which all students and staff have a sense of belonging and purpose.

- **HIGHLY EFFECTIVE TALENT**
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- **FUTURE READY GRADUATES**
  Students will acquire knowledge, skills, habits, and traits necessary for success in future educational experiences, the workforce, and life.

and impact student success by __________________________ (describe how you help students succeed)

_____________________________________
(signature)
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EMBRACE
Engage
Empower

EMBRACE
ENGAGE
EMPOWER

THEORY OF ACTION
Our theory of action expresses how YCSD will use identified core values, priorities and strategies to achieve our mission and vision.
The York County School Division believes:
If we
• establish a shared sense of responsibility for student and division outcomes
• create working and learning environments shaped by compassion, respect and connectedness
• support and build the capacity of a diverse, dedicated team of leaders, teachers and staff
• and provide a range of educational opportunities to prepare students for their future
Then all students and staff will have the confidence to shape their personal course of success.

Strategic plans are meant to be adaptive and responsive to meet the evolving needs of our students, families and community. The division will provide regular updates to the community regarding the work underway and how we monitor our progress towards achieving our mission and vision. This information will be available through School Board meetings and the division website: YORKCOUNTYSCHOOLS.ORG/STRATEGICPLAN

YORK COUNTY SCHOOL DIVISION
FISCAL YEARS 23-27
**COLLECTIVE COMMITMENT**

Students, staff, families and community members are invested in student outcomes and actively engaged in meaningful, collaborative relationships to support student success.

**AREAS OF FOCUS**

**Communication:** The use of division platforms, channels and tools to share and receive information with internal and external groups in a timely, clear, open, and consistent manner.

**Outreach:** Staff members take ownership of identifying the needs of those they serve and seek the appropriate individuals, organizations, or businesses to support those needs.

**Engagement:** An intentional approach to ensuring families, students, team members and community members have a voice, and believe their feedback, input and participation is meaningful and valued.

**WHY THIS IS IMPORTANT**

The division must be intentional in how, when and why we communicate with team members, families and students to ensure our messages are not lost in the communication overload of a digitally connected society.

- Good communication increases family engagement, which in turn helps prepare students to enter school, promote student success, and prepare youth for their post-graduation future (Harvard GSE, 2022).
- Community partnerships provide opportunities to integrate resources and services which strengthen school programs, support student learning and student development (Johns Hopkins University, 2022).

**SUPPORTIVE CULTURE**

Provide safe, welcoming and caring environments in which all students and staff have a sense of belonging and purpose.

**AREAS OF FOCUS**

**Learning Environment:** Positive, student-centered learning through student voice and access to instruction and school connections in a safe, supportive, and well-maintained environment.

**Working Conditions:** Positive and supportive environment in our schools and worksites, through staff voice, enabling all team members to perform their best work according to established responsibilities and standards, leading to increased job satisfaction and employee retention.

**Professional Growth:** A deliberate and personalized approach to building team members’ capacity and well-being through the development of individual skills, traits and competencies, which supports individual and collective well-being as well as the division’s needs.

**WHY THIS IS IMPORTANT**

A school environment is broadly characterized by its facilities, classroom practices, school-based health supports, and disciplinary policies and practices.

- There is a strong connection between school climate and academic achievement of students (National Center on Safe Supportive Learning Environments, June 2022).
- A work environment characterized by positive working conditions has a direct relationship on employee retention (Vogta, 2015).
- A majority of employees (94%) report they would stay with an employer longer if it invested in their career (Workplace Learning Report, 2018).

**HIGHLY EFFECTIVE TALENT**

Attract and retain highly skilled, compassionate, diverse, and committed team members by providing personalized and differentiated pathways for professional growth, improvement and advancement.

**AREAS OF FOCUS**

**Compensation Package:** The combination of salaries and various benefits, such as insurance, leave, retirement plans and career advancement opportunities, offered to employees.

**Recruitment:** An intentional approach to attracting a targeted number of qualified applicants, selecting the candidate best fit for the position, offering them employment, and onboarding the new employee.

**Retention:** Preserving the integrity of the workforce, and the division’s efficacy, through purposeful approaches to reduce employee turnover rates.

**Professional Growth:** A deliberate and personalized approach to the development of individual skills, traits and competencies, which supports furthering team member’s professional goals as well as the division’s needs.

**WHY THIS IS IMPORTANT**

Every team member in the division plays a role in supporting student success; therefore, the division must adapt to address current trends affecting the workforce.

- National teacher shortages are expected to exceed 100,000 each year beyond 2019 (Sutcher, Darling-Hammond, & Carver-Thomas, 2019).
- Employee compensation and fringe benefits increase employee job satisfaction and reduce employee turnover (Dale-Olsen, 2006).
- Teachers are more satisfied and plan to stay longer in schools that have a positive work context, independent of the school’sdemographic characteristics (Johnson, Kraft, & Papay, 2013).
- If a student has a high performing teacher for just one year, the student will remain ahead of peers for up to three years. If a student has an ineffective teacher, without remediation, the influence on achievement will extend up to three years (Grant, Stronge, & Popp, 2008).

**FUTURE READY GRADUATES**

Students will acquire knowledge, skills, habits, and traits necessary for success in future educational experiences, the workforce, and life.

**AREAS OF FOCUS**

**High Quality Instruction:** Rigorous curricula, evidence-based teaching practices, and active learning environments that are differentiated, standards-based, and data-driven.

**Engaging Educational Experiences:** Learning opportunities intentionally designed to activate students’ curiosity as they apply critical thinking skills in contexts that are within and beyond the classroom.

**College and Career Readiness:** The knowledge and skills needed to be successful in postsecondary education and/or training leading to meaningful employment in a highly complex, diverse, and evolving workforce.

**Life Readiness:** The dispositions and character traits that improve the learning environment, promote student achievement, and develop civic-minded students of high character.

**WHY THIS IS IMPORTANT**

YCSD recognizes the need to prepare students to meet the demands of a highly complex, diverse, and evolving workforce.

- In 2021, the U.S. Bureau of Labor Statistics released an Employment Projections (EP) summary that indicates that by 2030 employment is projected to increase by 11.9 million jobs across all major industries and occupations.
- The availability of a well-trained and educated workforce remains the top concern for Virginia’s businesses.
- Virginia’s Board of Education has determined that a life-ready Virginia graduate must:
  - achieve and apply appropriate academic and technical knowledge;
  - demonstrate productive workplace skills, qualities, and behaviors;
  - build connections and value interactions with others as a responsible and responsive citizen;
  - align knowledge, skills, and personal interests with career opportunities.

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**PRIORITIES**

**COLLECTIVE COMMITMENT**

**SUPPORTIVE CULTURE**

**HIGHLY EFFECTIVE TALENT**

**FUTURE READY GRADUATES**

**EQUAL OPPORTUNITY AGENCY**

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**PRINCIPAL’S OFFICE**

Equal Opportunity Agency
Compliance Coordinator: (757) 898-0349

**YORKCOUNTYSCHOOLS.ORG/STRATEGICPLAN**