OUR VISION
We aspire to be an inclusive community that empowers all students to thrive.

OUR MISSION
We ensure students have the knowledge, skills and dispositions necessary to embrace rigorous challenges, navigate personalized pathways, and enrich their civic communities.

STRATEGIC PLAN: EMPOWER 2025

Learner Empowerment
All students will cultivate and assert their voice and choice as they deepen their understanding in essential knowledge, skills and dispositions, while nurturing their personal, social and emotional well-being.

Staff Empowerment
Each member of the WPS team engages in a culture of equitable and empowered learning by developing individual and shared professional goals while executing continuous improvement actions through collective efficacy and shared accountability.

Community & Family Empowerment
Winchester families, caregivers, community members and school staff engage in strong and mutually supportive partnerships to ensure students’ personal, social, emotional and academic growth.

Organizational Empowerment
Winchester Public Schools practices responsive, transparent stewardship in an efficient, cost effective and equitable manner, while galvanizing the trust, support and satisfaction of internal and external stakeholders.
Superintendent's Message

Dr. Jason Van Heukelum

As I reflect on the past year, I am so proud of the ways our teachers and staff rose to the occasion to meet the needs of our community and families during the COVID-19 pandemic.

In spite of the challenges that arose, our outcomes remain strong. Each page of this report tells the story that Winchester Public Schools is an exemplary division as we continue to pursue our vision of “an inclusive community that empowers all students to thrive.”

As we look to the coming years, we have renewed our commitment to the Empower 2025 strategic plan. Specifically, I am excited about our focus on project-based learning that fosters the development of 21st century skills and dispositions that our graduates need to navigate an ever-changing world.

Finally, it is important to recognize that a “solid foundation” for each child is essential for our community’s future success. A solid foundation requires strong public education, and we are so fortunate to have widespread community and family support for Winchester Public Schools. I am grateful for this support and excited to embrace the challenges ahead together.

Sincerely,
21-22
DISTRICT
QUICK STATS

3,989 STUDENTS
726 EMPLOYEES
402 INSTRUCTIONAL STAFF

26 LANGUAGES SPOKEN
22.4% ENGLISH LANGUAGE LEARNERS
5th HIGHEST PERCENTAGE ELL POPULATION IN VIRGINIA

14.4% ENROLLED IN SPECIAL EDUCATION*

APPROXIMATELY 77% OF WPS STUDENTS QUALIFY FOR FREE AND REDUCED MEALS

*AS REPORTED IN DECEMBER 2021

Photo Credit: RANDI HAGI/WMRA
FIRST ALL-female WELDING TEAM

Three Handley students competed as the first ever all-female team at the District SkillsUSA Welding Competition at the Academies of Loudoun in February. Pictured from left to right: John Crosen (welding teacher), Elizabeth Imoh (12th place), Sarah Roberson (11th place), Alivia Ricci (4th place), and Sara Weinstein (work-based learning coach).

INNOVATION CENTER SHOWCASE

Students showcased their year-long projects at the new Emil & Grace Shihadeh Innovation Center in April. Students highlighted the ways the Innovation Center's flexible schedule allowed for more creativity and independent study. Student-made items were auctioned off to raise over $2,000 for the EGSIC Future Endeavors Fund, which provides postsecondary support for students.

DECISION DAY: CAREER PLACEMENT

Traditionally held as one event with students celebrating college and military decisions, students entering the workforce gathered with family and community partners for their very own Decision Day in 2022. Students Collin Bayliss (left) and Quinton Mudd (right) pose for a photo with Pepper Martin, Outside Sales Executive for Fabritek-Winchester Tool. Both students are now employed with Fabritek.

45% INCREASE IN CTE COMPLETERS

57% INCREASE IN INDUSTRY CREDENTIALS

22% INCREASE IN NON-TRADITIONAL CTE REPRESENTATION
With a mile-long list of achievements, Stephen Daley was a Judges star in football, track & field, and basketball before he graduated in 2022. He even added baseball to his list of sports as a senior, assisting the team in seven games. Now, you can find him on the football field and in the classroom at Division 1 Kent State University in Kent, Ohio.

Daley ultimately chose Kent State because he could see himself being happy there for four years. So far, so good - Daley is studying Business Management and thriving in the football program. Daley has started on 2 special teams and plays on defense as well. He recorded his first sack recently and was instrumental in an overtime win for the Golden Flashes!

Daley gives all the credit for his success to his family, coaches, and others who have supported him along the way. The foundation his family helped build is serving Daley well as he transitions into the college world. Like many other first-generation college students, Daley wasn’t quite sure what to expect, but he says he loves being in a new place and building relationships with other freshmen and upperclassmen.

Stephen Daley is making strides at Kent State - and we can’t wait to see what he does next.
In October 2021, WPS received a $7.8 million Teacher and School Leader Incentive Grant from the U.S. Department of Education. Through this grant, WPS has established REACH: an innovative, sustainable model that reconsiders traditional, performance-based compensation. Instead, REACH focuses on teacher leadership and extending the reach of our most effective teachers through a Multi-Classroom Leadership model. Multi-Classroom Leaders lead small, collaborate teams of teachers and reach multiple classrooms with help from their Reach Assistants.

Redesigning Educator pathways And Connecting HR Systems

- 44 NEW TEACHERS SERVED BY MENTORS
- 22 BEGINNING TEACHER MENTORS TRAINED
- 15 REACH ASSISTANTS SELECTED
- 14 MULTI-CLASSROOM LEADERS SELECTED
- 01 BEGINNING TEACHER SPECIALIST HIRED
- 01 DATA ANALYST HIRED
- 01 DIVERSITY RECRUITMENT SPECIALIST HIRED

I've really enjoyed mentoring other teachers and getting to know students outside of my classes. I am there to help and provide support!
- Julia Kogut, Biology MCL
CONVOCATION 2022
RECOGNIZING OUTSTANDING WPS EMPLOYEES

2022 STEWART BELL JR. EXCELLENCE IN TEACHING AWARD

Cathy White, Special Education Teacher
John Handley High School

Joy Colton, JHHS-EGSIC Cafeteria Director
Sandy Miller, FDES Administrative Assistant
Jill McDaniel, Transportation Bus Driver

WPS Teacher of the Year
MS. KATIE LAMB
Garland R. Quarles
Elementary School

J.C. Quinn
Daniel Morgan Middle School

Connie Banton
John Handley High School

Patricia Acuña
Frederick Douglass Elementary School

Nicole Shimek
John Kerr Elementary School

Emily Headley
Daniel Morgan Intermediate School

Rita Peters
Virginia Avenue Charlotte DeKart Elementary School
WINCHESTER — Nyles Cassimere, a recent Handley High School graduate, has grown to love carpentry and the idea of possibly having his own construction company. He discovered his passion for construction in Winchester Public Schools.

Cassimere took two carpentry classes at Handley High School and then participated in work-based learning programs in the school division's new Emil and Grace Shihadeh Innovation Center. Cassimere was one of 170 Handley students who participated in some sort of programming at the Innovation Center during its first year of operation, according to WPS Work-Based Learning Coach Sara Weinstein. Part of Weinstein's job is to connect with local business owners and help students connect with them. She also helps students with job shadowing opportunities and internships.

Total Remodeling Systems CEO John Willingham, who hired Cassimere, served on Winchester City Council when the Innovation Center initiative was in its infancy. He now employs two of its students. "Not every kid wants to go to college, and we saw kids who lived in our community or who wanted to be in our community but didn’t have a pathway for success," Willingham said. "So, to be able to be part of that original plan and now to hire guys into our system, it’s so fulfilling. It feels great to be a part of this and to see these opportunities open up for students."

INWOOD, W.Va. — By the time 18-year-old Marquis Faust graduated from Handley High School on June 7, he already knew what he wanted to do for a living: Join the Winchester Police Department. Faust is taking all the steps to make sure that happens. He enrolled at Laurel Ridge Community College in Middletown to take the general education courses he’ll need to pursue a degree in criminal justice, and he volunteers whenever the Police Department needs an extra hand at public events.

"I remember the first time a police officer helped me, I felt good," Faust said on Thursday. "Ever since then, I've just wanted to help people and make them feel safe and welcome."

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-Excerpts from article by Brian Brehm, The Winchester Star

WORK-BASED LEARNING PARTNER: TOTAL REMODELING SYSTEMS

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-Excerpts from article by Matt Welch, The Winchester Star
EGSIC OPEN - AUGUST 2021
The cutting-edge Emil and Grace Shihadeh Innovation Center was completed in time for the start of the 21-22 school year. EGSIC, a $17 million facility, prepares students and community members for the skilled workforce of tomorrow. This joint venture with Laurel Ridge Community College and local industry partners provides Career & Technical Education (CTE) and core academic courses to students in an interdisciplinary environment.

CAO SOLD - JUNE 2022
The 11,340-square-foot building that houses the WPS Central Administrative Offices at 12. N. Washington St. was sold for $1.85 million in June 2022 by Winchester City Council. WPS is currently leasing the building until the renovation of the historic Douglas School is complete. Photo Credit: JEFF TAYLOR / The Winchester Star

DOUGLAS SCHOOL RENOVATIONS
Renovations continue at the historic Douglas School at 598 N. Kent St. The Douglas School educated Black students from the city of Winchester and surrounding counties from 1927 to 1966. Douglas School Alumni have been a key part of the renovation, projected to be complete in December 2022. The $15.4 million renovation includes an exhibit hall that will share the building’s story, a community meeting space, and the WPS central offices.
FY 2023 BUDGET PROCESS

**FY23 OPERATING EXPENDITURES**

- Instruction: 74.2%
- Operations & Facilities: 10.5%
- Admin, Attendance, & Health: 6.1%
- Technology: 5%
- Transportation: 4.1%

**PAY INCREASES**

- Pay increases were a top priority during the FY23 budget cycle.
- 5% cost of living increase for all employees
- 25% pay increase for substitute teachers & nurses
- 10% pay increase for bus drivers & aides
- 7% pay increase for teaching assistants
- 7% pay increase for school nurses & psychologists

**DIGITAL READERS:**


**FY23 REVENUE**

Total Budget: $103,860,624

- Federal: 13.3%
- City: 43.9%
- State: 42.1%
- Other Local: 0.8%

**Historical Local vs State Per Pupil Funding**

Per Pupil Expenditure by Local Revenue

- Year: 2019-2020
- Amount: $7,382

Per Pupil Expenditure by State Revenue

- Year: 2019-2020
- Amount: $6,477
OUR SCHOOL BOARD

Pictured from left
Axel Vega-Mancinas  Student Representative
Vincent Di Benedetto III  Interim, At Large
Michael Birchenough  Ward 1
Carmen Crawford  Ward 2
Elyus Wallace  Ward 3
Jason Van Heukelum  Superintendent
Marie Imoh (Chair)  Board Chair, At Large
Bryan Pearce-Gonzales  Board Vice-Chair, Ward 4
Alivia Ricci  Student Representative
Erica Truban  At Large

BOARD MEETINGS
Board meetings are usually held on the second and fourth Mondays of each month at 6 p.m. For additional info, visit the WPS website:
https://www.wps.k12.va.us/domain/58

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