



Mission

The mission of the York County School Division, working in partnership with our community, is to engage all students within a safe and secure environment in rigorous educational experiences that prepare them to contribute positively as citizens and as productive participants in the global community.

We Believe...

- Student achievement is the core priority of the school division.
- Student achievement is more than performance on standardized tests.
- Division employees must be dedicated to positive learning outcomes for all students.
- Parental and community involvement are essential.
- Exceptional school divisions recruit and retain highly qualified and diverse staff.
- Multiple educational programs help prepare students for career choices.
- Mutual respect is essential in all interactions.
- Technology enhances student learning.
- Data should be used to inform and adjust instruction.
- Student wellness supports student achievement.

Goals

1. York County students will consistently demonstrate excellence in the skills and knowledge needed for citizenship and productive participation in the global community.

- The division and each school will meet or exceed annual NCLB targets and goals.
- By 2014, the difference in the SOL Pass rate of Middle School African American and Caucasian students will not exceed 10 percentage points for math and reading.

Year	Milestones	
	Math	Reading
2008	23%	19%
2010	21%	17%
2011	18%	15%
2012	15%	13%
2013	12%	11%
2014	10%	10%

- The statewide rank of the York County School Division in SOL performance in English and Math for students with disabilities will improve by five ranking placements annually.

Goals

- The number of students scoring in the top quartile nationally on the SAT, as defined by 2008 data, will increase 10 percent by 2014.

Milestones	
Year	Number of Students
2010	218
2011	222
2012	227
2013	232
2014	235

* In 2008, 214 YCSD students scored in the top quartile nationally on the SAT.

- The point difference between the total mean SAT scores of African American and Caucasian students will be reduced by 10 points annually.
- The number of scores of 3 or higher on Advanced Placement Exams will increase by 5 percent annually.
- By 2014, the percentage of high school graduates earning an Advanced Studies diploma out of the total number of diplomas awarded will increase 5 percentage points above the number awarded in 2008.

Milestones	
Year	Percentage
2010	56%
2011	57%
2012	58%
2013	59%
2014	60%

* In 2008, 55% of YCSD high school graduates earned an Advanced Studies diploma.

- By 2014, the percentage of students who entered ninth grade in the 2010-2011 school year and graduate "on time" will increase 5 percent over the percentage of students who graduated "on time" in 2008.

Milestones	
Year	Percentage
2010	87
2011	88
2012	89
2013	90
2014	90.44

* In 2008, the YCSD "on time" graduation rate was 86.14%.

- All NCLB subgroups will meet or exceed an 85 percent on-time graduation rate by 2012.

Sub-Groups	Milestones			
	2008	2010	2011	2012
Black	73.75%	75%	80%	85%
Hispanic*	90.91%			
White*	88.30%			
With Disabilities	81.93%	83%	84%	85%
Disadvantaged	74.39%	76%	80%	85%
Limited English*	100%			

* Sub-groups without listed data have already met the NCLB 85 percent graduation rate.

Goals

2. The York County School Division will recruit, hire, retain and support a diverse staff whose members meet the highest standards for their jobs.

- By March 2010, staff will assess current recruitment, hiring and retention practices and develop a plan for enhancing these practices.
- All staff will participate annually in a high-quality professional development program that supports the goals of the strategic plan.
- The compensation package for licensed staff will move into the top three of the local comparator market of 9 school divisions by July 1, 2013, and will remain in the top three in subsequent years.

	Milestones
Year	Rank
FY 11	Rank of 5 or better
FY 12	Rank of 4 or better
FY 13	Rank of 4 or better
FY 14	Rank of 3 or better

3. The York County School Division will engage all students in rigorous educational experiences.

- The division average class size at the elementary level will be at or below 20:1 for students in grades K-2 and 25:1 for students in grades 3-5, subject to available resources. The division average class size in core courses at the secondary level will be below 30 students, subject to available resources.
- The division will develop a new technology implementation plan by June 30, 2009, that provides greater access, more frequent and smaller upgrades, and service-oriented support of users. The plan will be reviewed and revised annually.
- The division will continue to provide engaging, rigorous opportunities for student learning through multiple magnet/thematic programs.
- By 2010, staff will review and make recommendations regarding the implementation of an assessment tool which measures critical thinking, analytical reasoning, problem solving and written communication skills.
- Beginning in 2010 staff will integrate the use of digital technologies into curriculum guides to support the development of 21st Century learning skills.
- The division will develop a plan by October 1, 2009, for offering a new sequence of Career and Technical Education courses in at least one high school. The plan will be implemented by the start of the 2010-2011 school year.
- The number of high school students earning career and technical certifications, state licenses, or successfully completing national occupational assessment credentials will increase annually by 5 percent.

Goals

4. The York County School Division will promote safe and secure school climates and positive relationships among and between students, staff members, parents and our community.

- Staff will continue to implement and refine strategies annually to promote positive relationships among students.
- By 2010, a plan will be developed for school board consideration regarding the implementation of a citizenship/community service requirement prior to graduation for the class of 2015.
- Each Board member will interact and engage with the local and broader community in a variety of ways, including at events at the local, state and national levels. The board will utilize a self-evaluation process to assess its effectiveness.
- By September 30, 2009, all crisis management plans will be revised to include incident command procedures. All crisis management plans will be standardized and reviewed annually.
- By June 30, 2010, a plan to expand the video surveillance system will be developed to include elementary schools. The plan will be implemented by June 30, 2012.
- By August 2009, a playground safety video will be developed by staff. All elementary students and staff will view the video annually. Playground safety inspections will be performed monthly with a timely completion of required maintenance procedures.

5. The York County School Division will maintain efficient, effective, service-oriented operations that support student achievement.

- Resources will be allocated to maximize student achievement. Annual budget documents will include quantitative and qualitative information pertaining to how the allocation of resources maximizes student achievement.
- Performance measures will be used as an ongoing means of guiding efficient, effective, service-oriented operations. Annual measures will be articulated by June 30 of each year.
- SBO and operational staff members will participate in annual professional development pertaining to relationships and customer service.
- Staff members will be surveyed regarding the customer service they receive from Division staff members by November 1 of each year. The survey results will be used as a means for improving the efficiency and effectiveness of Division operations.