Objective			Baseline			20	16-17	2017-18	2018-19	2020
	Key Performance Indicator	2012-13	2013-14	2014-15	2015-16	TARGET	ACTUAL	ACTUAL	ACTUAL	TARGET
1.1 Educational Excellence ACPS will regularly assess and respond to the needs, interests, and abilities of	1.1.1 PALS % above the benchmark on fall Kindergarten assessment	84%	87%	84%	82%	88%	78%			91%
	1.1.2 % of fall-identified K-2 students who meet the PALS spring benchmark assessment	41%	36%	35%	36%	49%	38%			63%
individual students.	1.1.3 % of students passing the third grade Reading SOL assessment	70%	64%	75%	75%	76%	70%			82%
	1.1.4 % of students in Grades 6-12 with Individual Career and Academic Plans (ICAP's) [1]	94%	84%	95%	100%	100%	100%			100%
	1.1.5 Advanced Placement & Dual Enrollment:									
	% of students taking an AP assessment (gr 10, 11, 12)	38%	40%	38%	31%	41%	33%			44%
	% of AP scores earning '3', '4', or '5'	58%	62%	55%	57%	60%	61%			63%
	% of students taking a dual-enrollment class	6%	7%	8%	10%	10%	10%			13%
	1.1.6 Algebra by 8 <sup>th</sup> Grade:									
	A. % of participation in Algebra I by end of Grade 8	84%	87%	96%	90%	91%	94%			94%
	B. % pass on Algebra/Geometry for Grade 8 students	58%	73%	67%	70%	72%	<b>67</b> %			80%
	1.1.7 Overall SOL Pass Rate:									
	A. Reading	67%	66%	71%	73%	74%	71%			81%
	B. Math	63%	64%	69%	68%	72%	66%			80%
	C. History	78%	76%	77%	77%	81%	76%			87%
	D. Science	68%	66%	68%	69%	73%	68%			80%
	E. Writing	70%	71%	70%	69%	76%	68%			82%
	1.1.8 VA on-time graduation rates for all students.	86%	84%	80%	82%	87%	83%			90%

Objective			Baseline	,		201	l <b>6-17</b>	2017-18	2018-19	2020
	Key Performance Indicator	2012-13	2013-14	2014-15	2015-16	TARGET	ACTUAL	ACTUAL	ACTUAL	TARGET
1.2 Achievement Gaps	1.2.1 Standards of Learning Examinations									
ACPS will target academic achievement gaps and	% Pass on Reading SOL – SWD students	35%	36%	37%	42%	48%	39%			62%
increase positive educational outcomes across race/	% Pass on Math SOL – SWD students	32%	30%	35%	34%	45%	32%			60%
ethnicity, income, disability,	% Pass on Reading SOL – EL students	46%	45%	51%	57%	57%	<b>57</b> %			69%
and language subgroups.	% Pass on Math SOL – EL students	51%	51%	55%	55%	61%	54%			72%
	% Pass on Grade 3-5 Reading SOL – all students	67%	66%	72%	74%	74%	<b>73</b> %			81%
	% Pass on Grade 6-8 Reading SOL – all students	61%	62%	67%	70%	70%	70%			78%
	% Pass on TCW Reading SOL – all student s	85%	82%	79%	79%	86%	69%			89%
	% Pass on Grade 3-5 Reading SOL – Black/Hispanic students	57%/53%	54%/52%	65%/59%	68%/60%	67%/64%	66%/63%			76%/74%
	% Pass on Grade 6-8 Reading SOL — Black/Hispanic students	51%/51%	53%/49%	59%/53%	61%/55%	63%/60%	<b>63%/</b> 56%			73%/71%
	% Pass on Grade 3-5 Math SOL – all students	65%	66%	70%	70%	73%	69%			80%
	% Pass on Grade 6-8 Math SOL – all students	57%	64%	68%	71%	70%	70%			78%
	% Pass on Grade 3-5 Math SOL — Black/Hispanic students	56%/51%	58%/55%	62%/60%	66%/58%	67%/64%	64%/57%			76%/74%
	% Pass on Grade 6-8 Math SOL — Black/Hispanic students	47%/48%	54%/52%	61%/55%	60%/57%	63%/61%	60%/55%			73%/72%
	% Pass on TCW Math SOL – all students	66%	60%	66%	59%	71%	54%			79%
	1.2.2 Average SAT Total Score									
	A. Black	N/A	N/A	N/A	N/A	Baseline Year	938			TBD
	B. Hispanic	N/A	N/A	N/A	N/A	Baseline Year	891			TBD
	C. White	N/A	N/A	N/A	N/A	Baseline Year	1154			TBD

Objective			Baseline			201	2017-18	2018-19	2020	
	Key Performance Indicator	2012-13	2013-14	2014-15	2015-16	TARGET	ACTUAL	ACTUAL	ACTUAL	TARGET
	1.2.3 On-Time Graduation Rates									
	% On-time graduation rate – SWD	90%	82%	81%	86%	87%	90%			90%
	% On-time graduation rate – EL students	80%	72%	60%	68%	77%	74%			83%
	% On-time graduation rate – Black students	88%	86%	81%	85%	88%	88%			91%
	% On-time graduation rate – Hispanic students	80%	75%	67%	71%	79%	<b>73</b> %			85%
	% On-time graduation rate – White students	91%	94%	92%	93%	94%	94%			96%
1.3 Disproportionality	1.3.1 Talented and Gifted Services									
ACPS will focus on increasing representation of minority students in talented and gifted programs and in Honors and Advanced Placement courses;	% Disproportionality between K-5 TAG identification and K-5 enrollment – FARM	45%	36%	35%	36%	31%	39%			22%
	% Disproportionality between K-5 TAG identification and K-5 enrollment – Black students	17%	16%	10%	12%	12%	11%			9%
decreasing suspension rates of minority students, particularly males; and preventing over-	% Disproportionality between K-5 TAG identification and K-5 enrollment – Hispanic students	22%	23%	25%	24%	19%	24%			13%
identification of racial/ethnic	1.3.2 Suspensions									
minorities for remedial or special education services.	Total # of short-term suspensions									
ACPS will also focus on	Elementary school Black male students	N/A	96	57	65	66	40			48
eliminating gender and racial/ethnic disparities among	Middle School Black male students	N/A	210	198	194	181	122			132
students enrolling in science, technology, engineering, math, and literature classes and in advanced classes such as honors and Advanced Placement.	High School Black male students	N/A	52	149	165	110	<b>57</b>			80
	% Disproportionality between short-term suspensions and enrollment – Elementary School Black male students	35%	51%	37%	41%	33%	29%			24%
	% Disproportionality between short-term suspensions and enrollment – Middle School Black male students	23%	24%	21%	25%	19%	18%			13%
	% Disproportionality between short-term suspensions and enrollment – High School Black male students	19%	23%	28%	25%	19%	17%			13%

Objective			Baseline	,		20	16-17	2017-18	2018-19	2020
	Key Performance Indicator	2012-13	2013-14	2014-15	2015-16	TARGET	ACTUAL	ACTUAL	ACTUAL	TARGET
	1.3.3 Disproportionality between SWD identification and enrollment – Black students	6%	5%	5%	6%	3%	8%			≤ 2%
	1.3.4 Drop-Out Rates									
	% Dropout Rate – All students	11%	9%	12%	11%	9%	12%			6%
	% Dropout Rate – SWD students	10%	17%	15%	8%	12%	8%			9%
	% Dropout Rate – Black/Hispanic students	10%/15%	8%/14%	9%/21%	7%/19%	7%/14%	7%/22%			4%/11%
	% Dropout Rate – EL students	18%	19%	26%	23%	17%	22%			12%
	1.3.5 Participation in Algebra I by end of Grade 8									
	White students	89%	91%	94%	95%	93%	98%			96%
	Black students	81%	82%	86%	87%	87%	90%			90%
	Hispanic students	83%	86%	94%	89%	90%	95%			93%
	SWD	58%	53%	51%	50%	63%	55%			73%
	EL	71%	63%	90%	81%	80%	90%			86%
1.4 Educational Equity ACPS will provide each student with opportunities to be	1.4.1 % of youth who are no longer in secondary school, had IEPs in effect at the time they left school, and were: [2]									
challenged and supported regardless of his/her	A. Enrolled in higher education within one year of leaving high school.	34%	30%	32%	39%	34%	32%			37%
background and abilities.	B. Enrolled in higher education or competitively employed within one year of leaving high school.	57%	63%	66%	78%	70%	74%			76%
	C. Enrolled in higher education or in some other postsecondary education or training program; or competitively employed or in some other employment within one year of leaving high school.	80%	75%	77%	84%	81%	82%			87%

Objective		Baseline				20	16-17	2017-18	2018-19	2020
	Key Performance Indicator	2012-13	2013-14	2014-15	2015-16	TARGET	ACTUAL	ACTUAL	ACTUAL	TARGET
	1.4.2 % of families and community members reporting that ACPS provides each student opportunities to be challenged and supported (annual survey)									
	A. Families of Black students  B. Families of Hispanic students  C. Families of White students  D. Families of EL students  E. Families of SWD students  F. Families of TAG students			N/A	80% 81%	82% 83%	74% 76%			87% 88%
		N/A	N/A		70%	73%	67%			80%
					87% 68%	88% 71%	88% 64%			91% 79%
					70%	73%	<b>73</b> %			80%
	1.4.3 % of parents with a child receiving special education services who report that schools facilitated parent involvement as a means of improving services and results of children with disabilities [3]	61%	87%	64%	79%	81%	70%			87%
1.5 Teacher Resources and Supports  ACPS will make available to each teacher the resources and supports needed to provide an outstanding education for each and every student, differentiated according to the student's learning style and background.	1.5.1 TELL Survey: Teachers have sufficient access to appropriate materials.	No Survey	68%	No Survey	75%	N/A	No Survey			77%
	1.5.2 TELL Survey: Sufficient resources are available for professional development in my school.	N/A	67%	No Survey	73%	N/A	No Survey			76%

Objective			Baseline			200	16-17	2017-18	2018-19	2020
	Key Performance Indicator	2012-13	2013-14	2014-15	2015-16	TARGET	ACTUAL	ACTUAL	ACTUAL	TARGET
1.6 Early Childhood Education ACPS will continue to participate with the Early Care and Education Work Group to create an early care and education (ECE) system focused on improved access, quality, and public awareness of ECE services available for children and families.	1.6.1 % of students who participate in early childhood programs the year prior to entering ACPS kindergarten classrooms (based on analysis of kindergarten registration forms)	N/A	76%	73%	76%	76%	77%			82%
1.7 Adult Education and Services for Adult English Language Learners In pursuit of its desire to provide life-long learning opportunities, ACPS will facilitate English-language education programs in support of individual economic advancement and civic engagement in Alexandria.	1.7.1 % of Adult English language learners meeting the Virginia state target of Educational Functional Gains in reading, writing, listening, and speaking English (as measured by Best Plus and the Futures Placement assessments).	60%	47%	51%	58%	49%	50%			58%
1.8 Alternative Education ACPS will create or expand	1.8.1 Number of students enrolled in Alternative Programs.									
alternative education strategies and programs that	A. Chance for Change	N/A	N/A	N/A	34	40	51			50
will respond to individual	B. TCW Satellite Campus	N/A	N/A	N/A	44	75	71			105
learning styles, minimize out of school suspensions, and	1.8.2 Number of suspensions after placement in Alternative Program:									
improve opportunities for all students.	A. Chance for Change	N/A	N/A	N/A	38	30	33			15
Stadents.	B. TCW Satellite Campus	N/A	N/A	N/A	0	0	11			0

Objective	V. Doufours and Indiana		Baseline	,		201	l6-17	2017-18	2018-19	2020
	Key Performance Indicator	2012-13	2013-14	2014-15	2015-16	TARGET	ACTUAL	ACTUAL	ACTUAL	TARGET
1.9 Cultural Competence and an Atmosphere of Respect  ACPS will implement practices that maximize the benefits of	1.9.1 % of faculty TELL survey results and student Developmental Assets survey results reflecting positive answers by respondents about indicators of organizational culture.									
cultural, linguistic, racial, ability, religious, gender, gender-identity, and ethnic diversity within the student body to ensure optimal levels	A. Faculty: TELL Survey [4]	No Survey	57%	No Survey	67%	N/A	No Survey			70%
of cultural competence among staff members and students, and that engage every student in a respectful school environment.	B. Students: Developmental Assets survey [5]	No Survey	55%	No Survey	60%	N/A	No Survey			64%
1.10 Civic Engagement and Civic Responsibility  ACPS will engage with its students in an atmosphere conducive to mutual respect, civic engagement, and good citizenship.	1.10.1 Young person serving in the community one hour per week (Developmental Assets survey).	No Survey	46%	No Survey	40%	N/A	No Survey			60%
1.11 Ethics and Behaviors for Success  ACPS will set expectations for the habits and behaviors students need to succeed and	1.11.1 % of schools implementing a positive behavior intervention and supports system, including Responsive Classroom and restorative practices, which foster positive and respectful learning environments within the school as a learning community.	71%	59%	82%	100%	94%	100%			100%
will lay the foundations for student explorations of ethical conduct.	1.11.2 Perceptions on the TELL Survey of the schools as a positive and engaging environment for learning. [6]	No Survey	74%	No Survey	79%	N/A	No Survey			81%

**1.** *Academic Excellence and Educational Equity:* Every student will be academically successful and prepared for life, work, and college.

Objective			Baseline			<b>20</b> 1	l6-17	2017-18	2018-19	2020
	Key Performance Indicator	2012-13	2013-14	2014-15	2015-16	TARGET	ACTUAL	ACTUAL	ACTUAL	TARGET

### Footnotes:

- [1] Data collected from different sources each year.
- [2] Data source (VDOE Special Education Performance Report) lags by one year.
- [3] Data source (VDOE Special Education Performance Report) lags by one year.
- [4] Strongly agree + agree on question Q7.1b: "There is an atmosphere of trust and mutual respect in this school."
- [5] Young person has knowledge of and comfort with people of different cultural/racial/ethnic backgrounds. See Developmental Assets: A Profile of Your Youth prepared by the Search Institute for ACPS, April 2013.
- [6] Strongly agree + agree on question Q10.6 "Overall, my school is a good place to work and learn."