**Elevate: Beyond Excellence**, the strategic plan for WJCC Schools, guides the work of the school division to advance learning opportunities for children and support student success.

**GOAL 1**
**Academic Achievement/College & Career Readiness**
Transform teaching and learning to prepare students for success in post-secondary education and careers.

**GOAL 2**
**Educational Equity**
Foster a learning environment that respects the diversity of students and provides targeted, equitable opportunities for success.

**GOAL 3**
**Communication & Engagement**
Cultivate a culture of open and effective communication to inform and engage all stakeholders.

**GOAL 4**
**Safety & Security**
Ensure a fully integrated approach to safety and security that encompasses both the physical environment and the social/emotional needs of students.

**GOAL 5**
**Human Capital & Positive Culture**
Recruit high-quality staff and retain the division’s exemplary workforce by creating an environment where transparency and trust are the norm.

**GOAL 6**
**Organizational Efficiency & Effectiveness**
Optimize division effectiveness and efficiency by establishing and strengthening processes and systems.

**STUDENT DEMOGRAPHICS**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economically Disadvantaged</td>
<td>35%</td>
</tr>
<tr>
<td>English Learners</td>
<td>880</td>
</tr>
<tr>
<td>Special Education</td>
<td>1,917</td>
</tr>
<tr>
<td>Gifted Education</td>
<td>1,937</td>
</tr>
</tbody>
</table>

**STUDENT ETHNICITY**

<table>
<thead>
<tr>
<th>Race</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>53.7%</td>
</tr>
<tr>
<td>Black</td>
<td>18%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>16.1%</td>
</tr>
<tr>
<td>Asian</td>
<td>2.7%</td>
</tr>
<tr>
<td>American Indian or Alaska Native</td>
<td>0.5%</td>
</tr>
<tr>
<td>Two or more</td>
<td>9%</td>
</tr>
</tbody>
</table>

**2023 PORTRAIT OF A GRADUATE**

<table>
<thead>
<tr>
<th>Category</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-Time Graduation</td>
<td>92.7%</td>
</tr>
<tr>
<td>Advanced Studies</td>
<td>54.3%</td>
</tr>
<tr>
<td>Drop-Out Rate</td>
<td>3.3%</td>
</tr>
<tr>
<td>Career &amp; Tech. Education</td>
<td>1,907*</td>
</tr>
</tbody>
</table>

**ADVANCED PROGRAMS**

<table>
<thead>
<tr>
<th>Program</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dual Enrollment</td>
<td>111</td>
</tr>
<tr>
<td>AP Course Enrollment</td>
<td>1,189</td>
</tr>
</tbody>
</table>

*Preliminary data from VDOE.
EMPLOYEE DATA

**1,018**
Total Number of Teachers

**35%**
Bachelor’s Degree

**64%**
Master’s Degree

**1%**
Doctoral Degree

**54**
National Board Certified

**$62,606**
Average Teacher Salary

**$52,700**
Starting Teaching Salary w/ Bachelor

FINANCIAL DATA

**$171,631,500**
Total FY23 Operating Budget

**$16,387**
FY23 Per Pupil Expenditure

WHERE DOES THE MONEY COME FROM?
Amount from each funding source.

- **$103,618,561**
  Local [60.4%]

- **$721,000**
  Other [0.4%]

- **$721,000**
  State [39.2%]

WHERE DOES THE MONEY GO?
Percent showing the division’s annual budget.

- **73.5%**
  Instruction

- **8.5%**
  Operations & Maintenance

- **6.1%**
  Technology

- **2.3%**
  Student Attendance & Health

- **3.4%**
  Administration

- **6.2%**
  Pupil Transportation

- **$87,913,775**
  Five-Year Capital Improvement Plan (FY24-28)

TARGET STUDENT/TEACHER RATIOS

- **20:1**
  Grades K-2
  *Except James River

- **23:1**
  Grade 3-5

- **19:1**
  James River (all grades)

- **25/25.5:1**
  Grades 6-8

- **25/26:1**
  Grades 9-12

STAY CONNECTED ON SOCIAL MEDIA

FOLLOW US ON SOCIAL MEDIA @WJCCSCHOOLS

DIVISION LEADERSHIP

Sarah Ortego, Jamestown District Chair
Andrea Donnor, City of Williamsburg Vice Chair
Kimberley Hundley, Powhatan District Parliamentary
Daniel R. Cavazos, M.D., Roberts District
Amy Chen, M.A.T., City of Williamsburg
Michael T. Hosang, J.D., Stonehouse District
Randy J. Riffle, Berkeley District
Olwen Herron, Ed.D., Superintendent