

District Strategic Directions & Strategic Goals

2016-17





SPECIAL INTEREST
STUDENTS
RESEARCH

POLITICAL
FEDERAL
DISTRICT

STATE
COMMUNITY

BUSINESS
SCHOOL BOARD

PARENTS
TEACHERS

Environmental
Scan

Vision
Mission
Core Values
Federal, State Mandates
Professional Expertise

**VALID STRATEGIC
REQUIREMENTS**

**District Strategic
Directions**

Student Achievement

Area of focused actions based on federal, state, student, and community requirements for academic excellence.

Learning in a Safe Environment

Area of focused actions based on student, faculty, staff, parent, and community requirements for learning in a safe, orderly, and secure environment.

Equity with Excellence for All

Area of focused actions based on student performance data, federal, state, district, and community requirements for equity and excellence in education in all schools.

College- and Career-Readiness

Area of focused actions based on college- and career- readiness standards, Florida curriculum standards, higher education, and business requirements for graduates to be prepared for post-secondary, career, and life.

Effective and Efficient Use of Resources

Area of focused actions based on federal, state, staff, business, operational, and community requirements to manage all resources responsibly for increased student success.

District Strategic Directions

Student Achievement

Goal 1:

Increase student achievement resulting in improvements for each school's learning gains, grade level proficiency rates, graduation rates, and school grade designations of A, B or C.

Goal 2:

Ensure curriculum, instruction, and assessment are designed and delivered with a focus on content rigor, student engagement, and continuous improvement of academic achievement.

Learning in a Safe Environment

Goal 3:

Develop and sustain a healthy, respectful, caring, safe learning environment for students, faculty, staff, and community resulting in individual employee learning, student achievement, and overall school improvement.

Goal 4:

Provide equity and excellence of education by increasing overall performance and eliminating the gaps between minority and non-minority student outcomes by reducing the disparity in graduation rates, proficiency scores on assessments, participation and performance in accelerated courses, disciplinary infractions, and placement in Exceptional Student Education programs.

Equity with Excellence for All

Goal 5:

Achieve the District's mission for college and career-readiness for all students by adopting high quality standards, interdisciplinary curriculum content, aligned instructional practices, appropriate student supports, necessary resource allocations, and parent and community engagement.

College- and Career-Readiness

Goal 6:

Develop and sustain effective and efficient use of all resources for improved student achievement and fiscal responsibility.

Effective and Efficient Use of Resources

Goal 7:

Provide quality technology and business services to optimize operations, communications, and academic results.



Equity with Excellence
for All

Goal 4:

Provide equity and excellence of education by increasing performance and eliminating the gaps between minority and non-minority student outcomes by reducing the disparity in graduation rates, proficiency scores on assessments, participation and performance in accelerated courses, disciplinary infractions, and placement in Exceptional Student Education programs.

1. In recognition of the District's ongoing commitment to its African-American community and as further describe in the *Bridging the Gap* plan, the District shall:
 - Eliminate the gap between the graduation rate for black and non-black students.
 - Eliminate the gap between the proficiency rates on state required assessments for black and non-black students.
 - Eliminate the gap between accelerated participation and performance rates for black and non-black students.
 - Reduce the disparity in the rates of disciplinary infractions between black and non-black students.
 - Reduce the number of black students being found eligible for Exceptional Student Education programs.
2. Increase achievement levels of minority students in all grades as measured by local, state, and national assessments by implementing and monitoring plans to place minority students in courses and programs including Gifted, Honors, STEM, and Advanced Placement using appropriate technology, resources, collaborations and partnerships.
3. Increase the number of K-12th grade minority students who score on or above grade level on the Florida Standards state test and End of Course (EOC) exams in reading, math, and science by providing needed resources, research-based strategies, and needed support to students, teachers, and staff.
4. Increase the percentage of minority students who score at or above grade level as measured by the Florida Kindergarten Readiness Screener by improving the participation and performance of minority students in effective PreK programs.
5. Increase the percentage of minority and socio-economically disadvantaged students in gifted and talented programs at the elementary level and in advanced courses at the middle and high school levels.
6. Increase teacher recruitment and retention efforts to ensure faculty diversity mirrors the student population by utilizing various methods including: recruitment at targeted institutions noted for graduating Black, Hispanic, and other needed educators; mentoring teachers; providing incentives; and hosting job fairs to ensure minority teacher numbers represent the District minority population.



Equity with Excellence for All

7. Ensure the implementation of plans to provide one-to-one mentoring for minority students.
8. Ensure all schools have approved, research based, and fully operational behavior plans that include teachers and staff training to assure effective implementation and the use of best practices to reduce minority student referrals and in- and out- of school suspension rates.
9. Develop, implement and monitor, plans to decrease minority students absences by executing an attendance incentive program and other efforts to increase daily attendance and decrease the number of students missing 10% or more days of school.
10. Engage parents and the community in efforts of the District to close minority and non-minority student outcome gaps.
11. Develop, implement and monitor, plans to increase the number of minority students who demonstrate readiness for college and careers after graduation.
12. Develop and sustain partnerships with universities and community colleges to design programs to support minority students in graduation , post-graduation, college, career and life goals.
13. Increase ready access to data tracking systems and reports for minority student outcomes to monitor all efforts and guide users on how to access the information for decision-making to close gaps and reduce disparity among student subgroups.
14. Improve the promotional selection process for future District and site administrators to increase the percentage of minority candidates selected for the Level 2 Principal Preparation, Targeted Selection, and Turn-Around Leader's Programs.
15. Ensure School Improvement Plans have effective and documented efforts to address the professional culture and provide an environment reflective of the District's core value of Cultural Competence.