



District Strategic Plan

2015-2016



The District's Strategic Plan is comprised of the vision, mission, values, strategic directions and goals of Pinellas County Schools. This strategic plan is a dynamic, living document. We will use it to guide us in decision-making at the school and District level, and to help evaluate current programs for their effectiveness and contribution to our District goals, mission and vision. The plan has measures for our initiatives and programs that monitor our success and illustrate areas for improvement. Input into our Strategic Plan included analysis of student, school, and District performance data, state and federal mandates, School Board recommendations, and stakeholder input.

Annually, as the strategic plan is developed, approved, and adopted in conjunction with the District budget, we will submit for approval a District Strategic Plan for the forthcoming school year. The goals and action plans of the District Strategic Plan are the focus and driving force of the District. All decision-making, planning, resource allocations, and other activities affecting the plan year and beyond shall support these goals and action plans.

This Strategic Plan is for our Board, administrators, faculty, and staff and it is designed to bring together the most important initiatives that define our success as a school district.

Our intent is that everyone in the District understand and work to accomplish the efforts contained in our District Strategic Plan in order to achieve 100% Student Success.

We Can Do This Together,



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Overview

The District Strategic Plan is based on the vision, mission, values, strategic directions and goals for Pinellas County Schools. Input into the Strategic Plan included analysis of student, school and District performance data, state and federal mandates, focus group contributions from District and school staff, the community, the Pinellas County School Board, and the state strategic plan.

Strategic Action Plans, owned by specific District administrators, are managed and monitored to accomplish the District Goals. These Action Plans are used to create Department Plans and School Improvement Plans which support the District Strategic Plan.

OUR VISION

100% Student Success

OUR MISSION

Educate and prepare each student for college, career, and life

OUR VALUES

Commitment to Children, Families, and Community; Respectful and Caring Relationships; Cultural Competence; Integrity; Responsibility; Connectedness

Strategic Directions

1

Student Achievement

Broad area of focused efforts based on federal, state, student, and community requirements for academic excellence.

Learning in a Safe Environment

2

Broad area of focused efforts based on student, faculty, staff, and community requirements to learn in an orderly, safe, and secure environment.

3

Effective & Efficient Use of Resources

Broad area of focused efforts based on business, fiscal, operational, state and community requirements to manage all resources for increased student achievement.

Action Goals



GOAL 1

Increase student achievement resulting in improvements for each school's learning gains, higher promotional rates (each level) and graduation rates.



GOAL 2

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



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

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



GOAL 5

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

Goal 1

Increase student achievement resulting in improvements for each school's learning gains, higher promotional rates (each level) and graduation rates.

ACTIONS:

- 1 Increase successful promotion rates to achieve 95% for each grade K-11 and each student subgroup through rigorous content and instruction and regular monitoring of status reports for identified indicators for needed adjustments such as course recovery programs within all secondary schools, and student progression reports to monitor student academic progress.
- 2 Increase graduation rates for each student group leading to the achievement of at least 80% district wide graduation rate and increase the standard diploma graduation rates of students qualifying for ESE services to at least 56%.
- 3 Increase achievement levels of minority students in all grades as measured by local, state, and national assessments by implementing and monitoring appropriate placement in courses and programs including Honors, Advanced Placement (AP) and Career Technical Education (CTE) using proven learning strategies, resources, and partnerships.
- 4 Increase student access to college opportunities through scholarships (National Merit, National Achievement, Hispanic Scholars, etc.), fee waivers and Advanced Placement credit by administering the revised PSAT/NMSQT to at least 25% of all 11th grade students.
- 5 Determine the baseline Advanced Placement Capstone certificate and diploma success rates at three high schools and use this success rate to set goals for expansion to a total of ten schools in 2016-2017.
- 6 Increase the number of K-8th grade gifted students who score at the top levels of proficiency to meet or surpass the state average for gifted student achievement on the Florida Standards state tests in reading, math, science and writing and End of Course (EOC) exams in Algebra, Geometry and Civics.
- 7 Administer the PSAT 8/9 to at least 90% of all 8th grade students and the revised PSAT/NMSQT to at least 90% of all 9th & 10th grade students in order to obtain baseline data to inform student course selection, curriculum revisions, and professional development offerings, and to increase student participation in courses of rigor.

Goal 1 (cont'd)

Increase student achievement resulting in improvements for each school's learning gains, higher promotional rates (each level) and graduation rates.

ACTIONS:

- 8 Increase yearly the percentage of students earning industry certifications to enable each school to reach 35% of graduates receiving industry certification by 2017.
- 9 Increase the number of K-12th grade English Language Learners (ELL) who score on or above grade level on the Florida Standards state test and End of Course (EOC) exams in reading, math, and science to surpass the ELL state average by providing needed resources, research-based strategies, and support to faculty, students and families.
- 10 Increase the number of K – 12th grade Exceptional Student Education (ESE) who score at or above grade level on the Florida Standards state test or End of Course (EOC) exams in reading, math, science and writing to surpass the state average through academic interventions and progress monitoring in all academic areas.
- 11 Increase reading and language arts (writing) proficiency rates at each grade level and for each subgroup to meet or exceed the state average using Florida Standards Assessment comparisons.
- 12 Increase mathematics proficiency rates at each grade level and for each subgroup to meet or exceed the state average using Florida Standards Assessment comparisons.
- 13 Increase the percentage of students scoring at 3.0 or above on Science FCAT from 54% to 60% in grade 5; at 3.0 or above on Science FCAT from 51% to 56% in Grade 8; and at 3% above the state average for Biology EOC in high school.
- 14 Increase the percentage of students scoring proficient on the US History EOC to exceed the state average by at least 3%.
- 15 Develop and implement a district-wide freshmen orientation and mentoring system to include engagement events to ensure that the transition of students from middle school to high school is successful as measured by freshman attendance rates, credits earned per semester of freshman year, and maintenance of a 2.0 minimum Grade Point Average (GPA).

Goal 1 (cont'd)

Increase student achievement resulting in improvements for each school's learning gains, higher promotional rates (each level) and graduation rates.

ACTIONS:

- 16 Increase the percentage of District VPK students who score at or above grade level to 95% as measured by the Florida Kindergarten Readiness Screener.
- 17 Increase the percentage of District Students With Disabilities (SWD) who score at or above grade level to 70% as measured by the Florida Kindergarten Readiness Screener.
- 18 Increase participation in and scores for Music Performance Assessment (MPA) and Thespian Festival events and establish baseline participation and music achievement levels for elementary music.
- 19 Increase participation and selections for Visual Arts exhibits and participation and passing scores for AP Art courses.
- 20 Increase the Advanced International Certificate of Education (AICE) Diploma success rate by 3% in 2016.
- 21 Increase the number of AP exam scores of 3 or above by 2%.
- 22 Increase the International Baccalaureate Diploma success rate to 90%.
- 23 Increase the percent of students earning AP Scholar distinctions by 1%.
- 24 Increase the percent of graduates earning the Advanced Scholar Diploma designation by 10% annually for the next three years using 2015 as the baseline year.
- 25 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 by 10%.
- 26 Increase the graduation rate of students who are in AVID programs for at least two years to 97%.

Goal 1 (cont'd)

Increase student achievement resulting in improvements for each school's learning gains, higher promotional rates (each level) and graduation rates.

ACTIONS:

- 27 Increase the post-secondary readiness rates in reading and in mathematics of AVID seniors to at least 5% greater than non-AVID seniors as measured by college ready cut scores for ACT and SAT.
- 28 Increase the post-secondary readiness rates five percentage points in reading and in mathematics as measured by the college ready cut scores for ACT and SAT.
- 29 Increase completion rates for students enrolled in Pinellas Virtual School from 65% to 75% to accelerate or maintain grade level performance.
- 30 Increase the percentage of ESE students who had IEPs in effect at the time they left secondary school and are enrolled in higher education or other postsecondary education or training program; or competitively employed or in some other employment within one year of leaving high school to surpass the state average for students with disabilities in higher education (27%), higher ed/competitively employed (38%), and any employment or continuing education (50%).
- 31 Implement Future Plans during the 2015-16 school year to ensure a minimum of 60% of all graduates apply to enter either colleges/universities, the military, career technical schools, or employment.
- 32 Maintain a District attendance rate of 95% for all schools and implement an attendance incentive program to reduce the number of students with absences of 21 or more days.

Goal 2

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

ACTIONS:

- 1 Ensure that all content area professional development is aligned to the Florida Standards or Next Generation Sunshine State Standards.
- 2 Increase the quality of reading, writing, math, and science instruction to prepare minority and economically disadvantaged students at all levels for rigorous coursework and multiple program opportunities by using proven strategies that lead to increased student learning.
- 3 Monitor curriculum implementation through the use of Instructional Support Model (ISM) site visits to collect implementation data and to provide support to schools based on individual needs.
- 4 Evaluate Summer Bridge effectiveness using pre/post assessments developed through Assessment Accountability Research to improve learning opportunities for the summer of 2016 and increase the achievement levels of struggling students.
- 5 Increase attendance of targeted students participating in Summer Bridge in order to increase opportunities for improving proficiency levels
- 6 Increase the number of opportunities for and participation in district-wide summer reading and math programs that provide incentives for students and schools.
- 7 Increase participation in Beyond the Classroom activities for all students by monitoring usage reports and providing incentives for students and schools.
- 8 Analyze learning benchmarks for grades K-2 to determine and monitor curriculum effectiveness and readiness for grades 2 and 3 using yearly comparisons with Stanford Achievement Test (SAT) 10 results.
- 9 Utilize formative assessments in reading ELA, writing, math, and science aligned to Florida Standards at all levels as a part of the District assessment plan to ensure effective instructional decisions.

Goal 2 (cont'd)

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

ACTIONS:

- 10 Utilize comprehensive curriculum guides including appropriate formative and summative assessments in all subject areas and support teachers in using the curriculum guides through professional development.
- 11 Increase the number of science labs in elementary schools from 49 to 58 and track student achievement data and information through weekly progress monitoring capturing the use of lab equipment, vocabulary development, scientific methods, hands-on materials, and lessons that support and reinforce the Common Core Standards/Next Generation standards for all levels.
- 12 Increase participation of Pinellas Talented Identification Program to 800 7th grade students while also increasing the number who sit for the SAT exam and participate in the Summer TIPS program.
- 13 Ensure appropriate placement of secondary students in rigorous courses through the effective use of scheduling protocols and software programs monitored by master schedule reviews and the correlation between identified students' potential for rigorous courses and their enrollment in those courses.
- 14 Assist schools in data review of nine-week reports to ensure the Read 180 program is implemented as designed for maximum results measured by frequency and effectiveness of reviews per school.
- 15 Increase the number of opportunities for math/science/technology competitions, fairs, and clubs at the elementary, middle, and high school levels.
- 16 Improve instructional leadership skills of Principals and Assistant Principals through monthly curriculum professional development monitored and measured by the Administrative Appraisal.
- 17 Increase the level of effectiveness of Professional Learning Communities (PLC) by using PLC survey results.

Goal 2 (cont'd)

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

ACTIONS:

- 18 Increase students' proficiency levels in English/Language Arts (writing) by expanding the implementation of professional development for teachers in targeted grades during the summer 2015 (grades 4, 5, 8, 11, and 12) and follow-up opportunities during the school year (grades K-5, 6,7, and 10).
- 19 Focus the Leading the Learning Cadres on implementation of the Florida Standards, formative assessments, and lesson study using effective PLCs as measured by professional development survey results.
- 20 Increase the percentage of students receiving industry certification by providing industry certification exam prep for all available exams to CTAE teachers so that 100% of the teachers are certified in 2 years.
- 21 Increase the number of feeder middle school academy programs to Academies of Pinellas high school programs.
- 22 Increase the quality of all high school career technical programs by conducting comprehensive program reviews using the Academies of Pinellas Rubric with all programs reviewed by June 2016.
- 23 Increase the numbers of students participating in youth pre-apprentice work-based learning programs in all appropriate occupational areas with an emphasis on high demand occupations.
- 24 Ensure AVID tutor recruitment and training is conducted to meet AVID certification requirements at each secondary site.
- 25 Earn at least one additional AVID National Demonstration site for traditional secondary schools by February 2017.

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.

ACTIONS:

- 1 Increase the effectiveness of school counselors' use of student performance data (e.g., 9th/10th PSAT) in advising students on their College Board AP potential as indicated by the correlation between potential for AP courses and enrollment in AP courses.
- 2 Ensure that 100% of School Counselors are trained and complete a Comprehensive School Counseling Program following Florida Core Standards to better serve students and parents/guardians.
- 3 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 all teacher positions are filled with a highly effective teacher in a competitive timeframe.
- 4 Provide a continuous support system through a high quality teacher induction program (Embrace Pinellas) focused on effective and equitable instruction for all students by incrementally building the expertise of our developing teachers in their first three years including mentoring, coaching, and job-embedded professional development based on needs.
- 5 Develop required qualifications and monitor the role, and effectiveness of all academic coaches as measured by the increase in achievement levels of subject areas of assignment.
- 6 Provide professional development offerings based on prioritized needs identified through teacher appraisal data and deliberate practice processes evaluated by teacher survey results.
- 7 Ensure 100% of Advanced Placement teachers attend College Board trainings in their subject areas at least once every three years.
- 8 Ensure all teachers who are new or veteran to a Pinellas Innovates school program participate in Personalized Learning, Project-Based Learning professional development, and have access to continuing in-service professional development in these areas.

Goal 3 (cont'd)

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.

ACTIONS:

- 9 Enhance the Employee Wellness Program to encourage and reward employee participation in preventive screenings, fitness and nutrition/weight loss programs and carrier provided clinical programs.
- 10 Engage each school in wellness efforts through the Alliance for a Healthier Generation's Healthy Schools Program and provide all physical education students the opportunity to achieve the level of Healthy Fitness Zone in the Presidential Youth Fitness Program.
- 11 Continue School Board members participation in Florida School Boards' professional development.
- 12 Conduct focus group meetings with various employee groups to discuss potential improvements to the District.
- 13 Conduct Parent/PTA cadre meetings throughout the District.
- 14 Conduct speaking engagements at Chambers of Commerce and Rotary(s).
- 15 Participate in meetings with local and state officials on issues directly impacting education and the community.
- 16 Participate in meetings with state, college and university officials.
- 17 Represent the Pinellas County School District by participating in meetings with various education and business groups throughout the community, state, and nation.
- 18 Improve the promotional selection process and increase the percent of District and site administrators including minority candidates selected to receive training on effective school's research incorporating Level 2 Principal Preparation Program, The Aspiring Leaders; Targeted Selection Program, and Turn-Around Leader's Programs.
- 19 Develop and sustain partnerships with universities and community colleges that deliver teacher and leader preparation for the development and recruitment of teachers for the District.

Goal 3 (cont'd)

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.

ACTIONS:

- 20 Develop a succession plan that includes criteria for candidates and a pool of cross-trained successors for employees at every level as measured by a succession plan and a list of candidates capable of filling identified positions.
- 21 Conduct professional development for administrators and staff on progressive discipline using a training model and reporting training results using the number of training sessions and administrators and staff attending.
- 22 Ensure schools have an active and documented Principal's Multicultural Advisory Committee (PMAC) program which addresses the responsibilities of school's to provide an environment reflective of the District's core value of cultural competence.
- 23 Ensure all schools have approved, research based, and fully operational behavior plans that include teachers and staff training to assure effective implementation resulting in improved student behavior, reduction of referrals, reduction of in- and out- of school suspension rates, and the use of best practices for in-school suspension alternatives to decrease out-of-school suspensions.
- 24 Decrease the number of infractions leading to arrests as measured by monthly reports of arrests and year to date comparisons.
- 25 Increase safety in each school through collaborations and agreements among administrators, School Resource Officers, and Campus Activity Monitors to proactively address behavior and safety issues.
- 26 Monitor and review District and school Emergency Plans to ensure the documented plans: address the unique issues and locations of each school, are regularly reviewed by school personnel, and are ready to execute in the event of an emergency.
- 27 Improve the professional culture and morale at each school site by improving identified areas of needed improvements on the annual District and school-based AdvancED survey.
- 28 Establish recognition and reward process for employees with outstanding attendance records.
- 29 Establish and implement a District-wide process to access one-to-one mentoring for students throughout the District.

Goal 4

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

ACTIONS:

- 1 Ensure that 100% of all Title I and IDEA expenditures can be correlated with student growth scores or learning gains using reviews of progress monitoring data with school staff to track student progress and make necessary adjustments.
- 2 Implement Pinellas County Early Childhood Education Plan and monitor through regular status checks of programs (sites, numbers, funding, effectiveness) with VPK/Early childhood providers as well as other progress monitoring methods.
- 3 Review, evaluate, and enhance the District Application Program process (School Choice Option) including application, student selection, selection of offerings, and locations resulting in positive family feedback.
- 4 Increase and promote the opportunities for school choice in the District by offering an engaging curriculum, competitive school programs, and attractive campuses selected by parents and students.
- 5 Continue to reduce the number of leased Portable Classrooms to realize a cost savings to the District and keep students in the main school building(s).
- 6 Maintain and continuously improve the established process for class size as measured by the number of schools meeting class size.
- 7 Improve and document the process for allocation of units at schools and district work sites including evidence of school-level autonomy over staffing, scheduling, and budgeting to support student achievement.
- 8 Evaluate and provide recommended “Green” initiatives and sustainable design certifications in new construction, retrofits, and maintenance activities.
- 9 Update educational space standards, design/construction standards, and educational specifications to 100%.
- 10 Provide safe, healthy, and efficiently operated schools to ensure the success of our students and responsibility to stakeholders.
- 11 Provide safe and efficiently operated bus transportation to ensure the success of our students by increasing on time performance, reducing accidents, breakdowns, and fuel costs.

Goal 4 (cont'd)

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

ACTIONS:

- 12 Decrease the number of vacant teacher positions daily in each school beginning on the first day of school and improve teacher attendance overall and by each day of the week in each Area of the District.
- 13 Decrease the number of unfilled substitute positions in each school beginning on the first day of school by monitoring the substitute fill rate in each Area of the District daily.
- 14 Improve the review and processing of FTE data, including transportation records, to ensure the district receives all FTE monies entitled.
- 15 Implement, monitor, and improve Extended Learning Programs (academic remediation and/or academic enrichment) in all schools as measured by student achievement data, student participation, and cost.
- 16 Conduct revenue vs. expenses analysis of school sites, District offices, educational programs, and District operations.
- 17 Ensure a minimum of 5% contingency is accomplished by 2016.
- 18 Ensure any audit comments are corrected within a calendar year.
- 19 Examine all new state mandates to determine funding sources and identify significant unfunded mandates as a part of the District's legislative efforts.
- 20 Ensure that the budget process includes steps that incorporate appropriate stakeholders and a timely sequence of all essential components.
- 21 Improve the development and monitoring of the School Improvement Plan (SIP) by plan reviews of SIP goals, action plans, timelines and alignment of SIPs with the District Strategic Plan.
- 22 Incorporate the AdvancED Report in the District Strategic Plan and in school, department, and work site plans to ensure accomplishment of Priority Improvements and to maintain successful Powerful Practices.
- 23 Monitor the progress on the plans for Turnaround schools for 2014-15 and establish and communicate improved plans for Turnaround Schools in 2015-16.

Goal 5

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

ACTIONS:

- 1 Implement the District's 2014-2019 technology plan on schedule based on the refresh recommendations.
- 2 Increase reports in DecisionED aligned to the District Strategic Plan and the School Improvement Plan and inform the Board, principals, and other users on how to access the information to guide decision-making.
- 3 Maintain a District dashboard of Key Performance Indicators for the communication of District data to inform the Board, administrators, teachers, staff and the public on the District's progress.
- 4 Communicate the District's Digital Classroom Plan for the use of electronic resources (digital content, textbooks, devices) for student access for in-school, after-school, and out-of-school time.
- 5 Improve the process for conducting all computer assessments for the EOC exams including sufficient computers capable of completing the exams on schedule with minimum disruption to daily instruction and the student/teacher day.
- 6 Continue the communication and number of offerings of the Superintendent's Annual State of the District event to address community leaders of the progress on the District's Strategic Plan.
- 7 Develop a Superintendent's Educator of the Year Teacher Task Force to provide input and feedback as it relates to student achievement, instruction, and the District's continuous improvement efforts.
- 8 Continue the Superintendent's focus group meetings for teachers, staff, community members, and administrators to gather input and feedback as it relates to student achievement, instruction, and the District's continuous improvement efforts.
- 9 Continue to implement an Information Technology Simplification Assessment Initiative as recommended by the program review as appropriate.

Goal 5 (cont'd)

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

ACTIONS:

- 10 Ensure that each school has a brochure containing its major accomplishments, programs, and needed parent information.
- 11 Continue to improve the new District website utilizing Schoolwires technology as a robust communication and promotional tool to keep internal and external stakeholders apprised of District progress, programs and initiatives.
- 12 Ensure that all schools have websites utilizing Schoolwires technology that efficiently and effectively communicates information to the schools' internal and external stakeholders.
- 13 Expand upon current methods utilized to raise awareness of the District's profile by creating and deploying multi-pronged promotional strategies aimed at internal and external stakeholders.
- 14 Utilize best practices in promotional communication to continue to position Pinellas County Schools as the district of choice for quality teaching, learning and student achievement.
- 15 Provide communication training for PCS employees by developing a series of employee communication workshops and marketing them to staff.
- 16 Increase the number of industry/corporate advisory committees for all high school career technical programs of study with all career technical programs of study having an industry/corporate advisory committee by June 2016.
- 17 Deploy a well-designed communication plan for Pinellas Virtual School in order to increase enrollment and the percentage of successful course completions and earn at least 375.0 FTE in 2015-16, with an annual increase of at least 75.0 FTE for a minimum of three years.



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for college, career and life

Our VALUES

- Commitment to Children,
Families and Community
- Respectful and Caring
Relationships
- Cultural Competence
 - Integrity
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School Board Members

Linda S. Lerner

CHAIRPERSON

Peggy L. O'Shea

VICE CHAIRPERSON

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