



DISTRICT STRATEGIC PLAN

2013-2014



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 both 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 will create measures for our initiatives and programs that will become tools to monitor our success, and it will illustrate areas for improvement. Input into our Strategic Plan included analysis of District performance, state and federal mandates, school, community, School Board recommendations, and student performance data.

Annually, as the strategic plan is developed, approved, and adopted in conjunction with the District budget, I will submit for School Board 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 for us to achieve 100% Student Success.

We Can Do This Together,

SCHOOL BOARD MEMBERS

- | | | |
|---------------------|---------------------|--------------------|
| Ms. Carol J. Cook | Ms. Peggy L. O’Shea | |
| Ms. Janet R. Clark | Ms. Rene Flowers | Ms. Terry Krassner |
| Ms. Linda S. Lerner | Ms. Robin L. Wikle | |

SUPERINTENDENT

Michael A. Grego, Ed.D



STRATEGIC PLAN

TABLE OF CONTENTS

Overview 1

Strategic Directions 2

Action Goals 3

 Goal 1 4

 Goal 2 7

 Goal 3 10

 Goal 4 12

 Goal 5 14

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 District performance, state and federal mandates, focus group contributions from District and school staff, the community, the Pinellas County School Board, state strategic plan, state requirements, and student performance data.

Strategic Action Plans, owned by specific District administrators, are managed and monitored to accomplish the District Goals. 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 improvement in every school (A, B, C Grade) learning gains, higher promotional (each level) and graduation rates.

GOAL 2

Ensure curriculum, instruction, and assessment is designed and delivered with a focus on continuous improvement of student engagement and 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 learning, and overall school improvement.

GOAL 4

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

GOAL 5

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

Goal 1

Increase student achievement resulting in improvement in every school (A, B, C Grade) learning gains, higher promotional (each level) and graduation rates.

ACTIONS:

1

Increase promotion and graduation rates to achieve, or maintain, a 95% promotion rate for each grade level K-11 and achieve an 80% district wide graduation rate. Continue district and school processes to monitor monthly status reports on multiple indicators for adjustments to identified strategies.

2

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, AP, and CTAE using proven learning strategies and resources in partnership with community organizations.

3

Implement a rigorous ACT/SAT/advanced course preparatory program (in addition to the on-line resources) to support all high schools in increasing the percentage of 11th and 12th grade students who qualify for National Merit Scholarship Semifinalist, National Hispanic Scholars, National Achievement Scholars, and other quality scholarships.

4

Increase the percentage of 11th grade students taking the PSAT to 30% by 2017 to increase the percentage of students who qualify for National Merit Scholarship Semifinalist, National Hispanic Scholars, National Achievement Scholars, and other quality scholarships.

5

Increase the number of 9th and 10th grade students taking the PSAT to represent at least 80% of 9th and 94% of 10th grade students taking the PSAT.

6

Increase yearly the percentage of students earning industry certifications to enable each school to reach 30% of graduating students receiving industry certification by 2015.

7

Increase the number of K-12 English Language Learners (ELL) who score at or above grade level on the Florida Comprehensive Assessment Test (FCAT) in reading, math, science and writing to surpass the ELL state average by providing needed resources and training to faculty, students and families.

8

Increase the number of K-12 Exceptional Student Education (ESE) students who score at or above grade level on the Florida Comprehensive Assessment Test (FCAT) in reading, math, science and writing to surpass the state average through academic interventions and progress monitoring in all academic areas.

Goal 1

(cont'd)

Increase student achievement resulting in improvement in every school (A, B, C Grade) learning gains, higher promotional (each level) and graduation rates.

ACTIONS:

- 9 Increase the number of students scoring a 4.0 on Writing Standards with Grade 4 increasing from 39% to 52%; Grade 8 increasing from 35% to 48%; and Grade 10 increasing from 44% to 54% through continued professional development for teachers in effective strategies to connect reading and writing.
- 10 Increase the percentage of students scoring at 3.0 or above on Science FCAT from 49% to 56% in Grade 5 and 48% to 55% in Grade 8 and increase performance from 68% to 72% on the Biology EOC in 2014.
- 11 Improve and increase the training, development, monitoring, and review of the School Improvement Planning (SIP) process by quarterly reviews of progress on SIP goals, action plans, and timelines.
- 12 Increase the promotional rate for each grade in middle school by monitoring students below the proficiency rate for each grade level and providing the resources and support needed for learning.
- 13 Increase college readiness from 78% to 83% in reading and from 64% to 68% in math as measured by PERT/ACT/SAT assessments.
- 14 Increase the number of district VPK students who score at or above grade level from 88% to 92% as measured by the Florida Kindergarten Readiness Screener.
- 15 Increase the number of district Students With Disabilities (SWD) who score at or above grade level from 57% to 70% as measured by the Florida Kindergarten Readiness Screener by using identified test items to target needed learning areas prior to Kindergarten.
- 16 Increase participation in and scores at Music Performance Assessment (MPA), Thespian Festival events and Visual Arts selections for exhibits and AP Art courses by 20%.
- 17 Utilize additional credit/course recovery programs in all schools to reduce the number of retained students at each grade level.

Goal 1 (cont'd)

Increase student achievement resulting in improvement in every school (A, B, C Grade) learning gains, higher promotional (each level) and graduation rates.

ACTIONS:

- 18 Increase number of college tutors at each AVID secondary school to meet AVID certification by developing district-wide tutor recruitment/training program and ensure post-secondary commitment to AVID students.
- 19 Seventh and eighth grade students will be administered the ReadStep assessment.
- 20 Students enrolled in a yearlong AP course during the October FTE or in the case of a semester course, during the October or February FTE, over 90% will complete the course and sit for the exam.
- 21 The May 2014 District pass rate for AP exams will increase to 48% from 41.7% in 2012 and 45.1% in 2013.
- 22 The number of students earning AP Scholar distinctions will increase by 1% annually using 2013 results as the baseline.
- 23 The percentage of low SES students that access AP courses will increase in 2013-14 and mirror the District high school student population for 2014-15.
- 24 Increase the graduation rate of students who are in AVID programs for two years to 90%.
- 25 Increase the post-secondary readiness rate of AVID seniors to over 90% as measured by the college ready cut scores for ACT, SAT, and/or PERT.

STRETCH ACTIONS:

- 26 Maintain a district attendance rate of 95% for all schools and implement an attendance incentive program.
- 27 All Pinellas County Schools will be rated a "C" or above on the state grading system.

Goal 2

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

ACTIONS:

- 1 Include all Common Core content in professional development PreK-12 as measured by the percentage of teachers participating in Common Core identified professional development opportunities.
- 2 Increase the quality of engaging writing, science, mathematics and reading instruction to prepare minority 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 observation rubrics to gather data at both the school and district level to determine effectiveness of implementation and inform professional development plans.
- 4 Evaluate Summer Bridge effectiveness using pre/post assessments to improve learning opportunities for the summer of 2014 and increase the achievement levels of struggling students.
- 5 Increase the number of opportunities for and participation in community-wide summer reading and math programs that include incentives for students and schools.
- 6 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.
- 7 Utilize formative assessments for reading, writing, math, and science aligned to Common Core Standards and Next Generation Standards (blended curriculum) at all levels as a part of the District assessment plan.
- 8 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.

Goal 2 (cont'd)

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

ACTIONS:

- 9 Increase the number of science labs in elementary schools from 12 to 22 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.
- 10 Utilize subject and grade level comprehensive instructional and assessment plans to support teachers in making effective instructional decisions.
- 11 Increase participation in Pinellas Talented Identification Program to 500 7th grade students.
- 12 Ensure proper placement of middle school students in rigorous coursework through use of scheduling protocols provided to guidance counselors and administrators.
- 13 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.
- 14 Implement math/science/technology competitions, fairs, and clubs at the elementary, middle, and high school levels.
- 15 Conduct monthly curriculum trainings for all principals and assistant principals monitored through surveys to check for understanding.
- 16 Increase the number of engaging writing, science, mathematics and reading professional development opportunities for teachers aligned to Common Core/Next Generation standards to build district capacity to better prepare students for rigorous coursework beginning in summer 2013 and extending throughout 2013-2014.
- 17 Increase the level of effectiveness of Professional Learning Communities by using Lesson Study and Professional Learning Communities' rubrics.
- 18 Expand the implementation of the district's writing program by conducting site-based follow-up workshops increasing by 75% the number of teachers completing the training.

Goal 2 (cont'd)

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

ACTIONS:

- 19 Focus the Leading the Learning Cadres on implementation of the Common Core Standards through implementation of the Professional Development System measured by professional development survey results.
- 20 Provide industry certification exam prep for all available exams to CTAE teachers so that 100% of the teachers are certified in 3 years.
- 21 Increase the number of feeder middle school academy programs to Academies of Pinellas high school programs.
- 22 Conduct comprehensive program reviews using the Academies of Pinellas Rubric of all high school career technical programs beginning in October 2013 with all programs reviewed by June 2015.
- 23 Increase the numbers of students participating in youth pre-apprentice work-based learning programs by 10% annually.
- 24 All AP teachers will attend College Board training in their subject area at least once every three years.
- 25 Traditional middle and high schools will earn AVID certification annually with at least one high school and one middle school achieving demonstration status by June 2015.

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 Train guidance counselors in the College Board Advance Placement potential as measured by an increase in the number and % of students qualified and enrolled in AP courses segmented by student subgroup in the District and in each high school.
- 2 Increase teacher recruitment and retention efforts to ensure faculty diversity mirrors the student population by utilizing various methods including recruitment at historically Black colleges, mentoring new teachers, providing incentives and hosting job fairs to ensure all teacher positions are filled with a highly effective teacher in a timely, competitive manner.
- 3 Increase the percentage of counselors trained on how to complete a Comprehensive School Counselor Program to 100% in order to better serve students/parents.
- 4 Provide training offerings based on prioritized needs identified through teacher appraisal results in the Professional Development System and evaluated by teacher survey results.
- 5 Conduct focus groups to meet with various employee groups to discuss potential improvements to the District.
- 6 Conduct Parent/PTA cadre meetings throughout the District.
- 7 Conduct speaking engagements at Chambers of Commerce and Rotary(s).
- 8 Participate in meetings with local and state elected officials on issues directly impacting education and the community.
- 9 Participate in meetings with state, college and university officials.
- 10 Participate and represent the Pinellas County School District in meetings with community leaders, Education Foundation, and business groups throughout the community.
- 11 Increase the number and % of district and site administrators to include minority candidates, acquiring training on effective schools' research incorporating Preparing New Principals, Aspiring Leaders, and current and future leaders' programs.

Goal 3 (cont'd)

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

ACTIONS:

- 12 Develop a succession plan that includes highly skilled leaders and employees at every level as measured by training plans and trainings offered for all job descriptions.
- 13 Improve the teacher induction program by designing a model based on a successful model.
- 14 Monitor the role, and improve the process by which candidates for various enhancement or promotional programs are identified (e.g., Florida Turnaround Leadership Program, Commissioner's leadership training, Gulf Coast Partnership Grant) and supported.
- 15 Monitor the role, qualifications, and effectiveness of all academic coaches as measured by the increase in achievement levels of subject areas of assignment.
- 16 Conduct professional development for administrators on progressive discipline including a training model and reports of training results with the percentage of administrators completing the training.
- 17 Increase the use of researched-based strategies to improve student behavior and reduce referral rates in all identified schools and evaluate its effectiveness through a decrease in referral and suspension percentages.
- 18 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; and pilot student fitness programs.
- 19 Ensure all schools have a documented, approved and fully operational behavior plan in which all teachers and staff have been trained.
- 20 Coordinate meetings with Administrators, School Resource Officers, and Campus Activity Monitors to work proactively to address behavioral and safety issues.
- 21 Monitor and review district and school crisis plans to ensure they address the unique issues of each school and are ready to execute in the event of an emergency.
- 22 Decrease the % of students absent 21 days or more to below the state average.

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 expenditures can be directly 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 Continue to reduce the number of leased Portable Classrooms to realize a cost savings to the district and maintain students in main school building(s).
- 5 Maintain and continuously improve the established process for class size as measured by the number of schools meeting class size.
- 6 Implement established process for the allocation of units at schools and district work sites to support student achievement.
- 7 Enhance the district-wide energy program to offset energy costs and save the district dollars annually.
- 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.
- 10 Continue the development of the evaluation instruments and compensation systems in collaboration with employee bargaining units to meet the requirements of the Race to the Top initiative.
- 11 Extend the performance and differentiated pay program for teachers in any identified Differentiated Accountability school.

Goal 4 (cont'd)

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

ACTIONS:

- 12 Monitor the use of scheduler software program to ensure appropriate placement of secondary students in rigorous courses with real-time interface with district database as measured by review of master schedules by semester.
- 13 Improve the review and processing of FTE data, including transportation records, to ensure the district receives all FTE monies entitled.
- 14 Implement, monitor, and improve Extended Learning Programs in all schools as measured by student achievement data and student participation.
- 15 Conduct revenue vs. expenses analysis of school sites, District offices, educational programs, and District operations.
- 16 Ensure a minimum of 5% contingency is accomplished by 2015.
- 17 Ensure allocations of categoricals result in the desired return on investment.
- 18 Ensure any audit incidents are corrected within a calendar year.
- 19 Ensure that all state mandates are either funded or are a part of the District's legislative priorities.
- 20 Ensure that the budget process includes steps that incorporate appropriate stakeholders and a timely sequence of all essential components.
- 21 Complete the District Accreditation process in fall 2014/spring 2015 aligning schools, departments, and all work sites in achieving the District vision of 100% student success.

Goal 5

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

ACTIONS:

- 1 Evaluate the status of the refresh technology plan to determine the levels (%) that this technology plan is meeting the district needs.
- 2 Complete the loading of data into the Data Warehouse and continue integration into production processes, schedules and train employees to use technology to guide decision-making at all levels.
- 3 Develop a District digital learning plan for the use of electronic resources (digital content, textbooks, etc.) for student access during and after school time.
- 4 Improve the process for conducting all computer assessments for the EOC exam including sufficient operating computers capable of completing the exams on schedule.
- 5 Establish a District's annual State of the District event to address community leaders of progress on district goals.
- 6 Provide a web site communication platform for PTA and SAC Chairs to access for information from the District.
- 7 Establish a Superintendent's Teacher Task Force (to include prior Teacher of the Year recipients) to provide input and feedback as it relates to the district's continuous improvement efforts.
- 8 Establish Superintendent focus group meetings to include teachers, staff, community members, and administrators.
- 9 Implement an IT Simplification Assessment Initiative as recommended by the 2012-13 program review as appropriate.
- 10 Develop brochures for all schools highlighting major accomplishments, programs, and needed parent information.
- 11 Establish a District system for the creation and distribution of frequently used District and school based-data.
- 12 Increase the number of industry/corporate advisory committees for all high school career technical programs of study by June 2014 with all career technical programs of study having an industry/corporate advisor committee by December 2014.

PINELLAS COUNTY SCHOOLS **BOARD MEMBERS**

Carol J. Cook

CHAIRPERSON

Peggy L. O'Shea

VICE CHAIRPERSON

Janet R. Clark

AT LARGE DISTRICT #1

Rene Flowers

SINGLE MEMBER DISTRICT #7

Terry Krassner

AT LARGE DISTRICT #2

Linda S. Lerner

SINGLE MEMBER DISTRICT #6

Robin L. Wikle

SINGLE MEMBER DISTRICT #4