STUDENT SUCCESS

STRATEGIC PARTNERSHIPS

CULTURE & CLIMATE

HOME · SCHOOL · COMMUNITY

COMMUNICATION & ENGAGEMENT

HIGH QUALITY WORKFORCE

School District of Indian River County

Strategic Plan

2017–2022
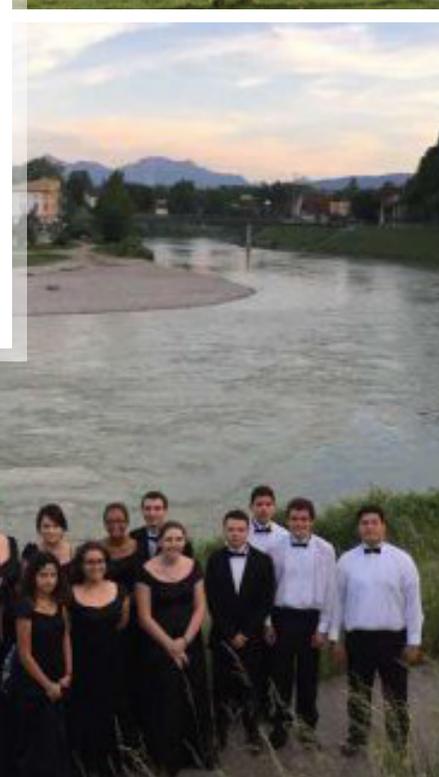
Table of Contents

District Leadership

Hello Everyone,

We are so very fortunate to live in a great community with great schools. I believe that the success of our schools is a result of the strong partnership with our families and our community. In fact, our school district logo illustrates this relationship.

The three buildings in the logo represent home, school, and community, working together—for the success of all students. In recognition of this partnership, we engaged with the community to create a strategic plan to guide our work over the next five years.

I am proud to present the plan to you. It is structured around five goals; Student Success, Culture & Climate, High Quality Workforce, Communication & Engagement, and Strategic Partnerships. The home, school, and community connection is prevalent in all of the goals. In order to implement the strategies and accomplish the goals of the plan, we will need the support and involvement of the entire community.

As we move forward I want to remind everyone of our vision and mission statements:

Vision: Educate and inspire every student to be successful.

Mission: To serve all students with excellence.

There are some very important words in both of those statements: **all** and **every**. It is our responsibility to provide the best education possible to each individual student who attends our schools. This commitment to all students is evident throughout this plan. It is reflected clearly in the goal statements, objectives, strategies, and measures of success. We must never lose sight of the importance and value of each and every individual student.

Sincerely,

Mark J. Rendell
Superintendent

Board of Education

From left to right: Laura Zorc (District 3), Shawn R. Frost (Vice Chairman, District 1),
Charles G. Searcy (Chairman, District 4), Dale Simchick (District 2), and Tiffany M. Justice (District 5)

Our Schools

ELEMENTARY SCHOOLS

Beachland Elementary

Citrus Elementary

Dodgertown Elementary

Fellsmere Elementary

Glendale Elementary

Imagine Schools South Vero (K–8)

Indian River Academy

Liberty Magnet

North County Charter Elementary

Osceola Magnet

Pelican Island Elementary

Rosewood Magnet

Sebastian Elementary

St. Peter's Academy

Treasure Coast Elementary

Vero Beach Elementary

MIDDLE SCHOOLS

Gifford Middle

Imagine Schools South Vero (K–8)

Oslo Middle

Sebastian Charter Junior High

Sebastian River Middle

Storm Grove Middle

HIGH SCHOOLS

Indian River Charter High

Sebastian River High

Vero Beach High

NON-TRADITIONAL SCHOOLS

Alternative Center for Education

Technical Center for Career and Adult Education

Wabasso School

About Us

17,879
Student Enrollment
2016—2017

2,048
Full Time Staff
2016—2017

Source: Florida Department of Education Survey 2 – Preliminary

Hispanic (22%)

Black (17%)

Two or more races (4%)

Asian (2%)

White (55%)

American Indian (Less than 1%)

Economically Disadvantaged (56%)

Students with Disabilities (14%)

English Language Learners (5%)
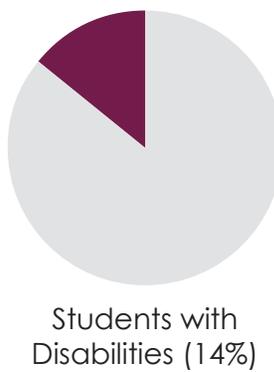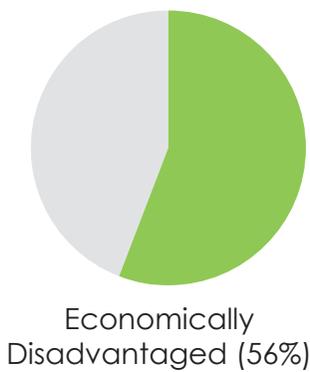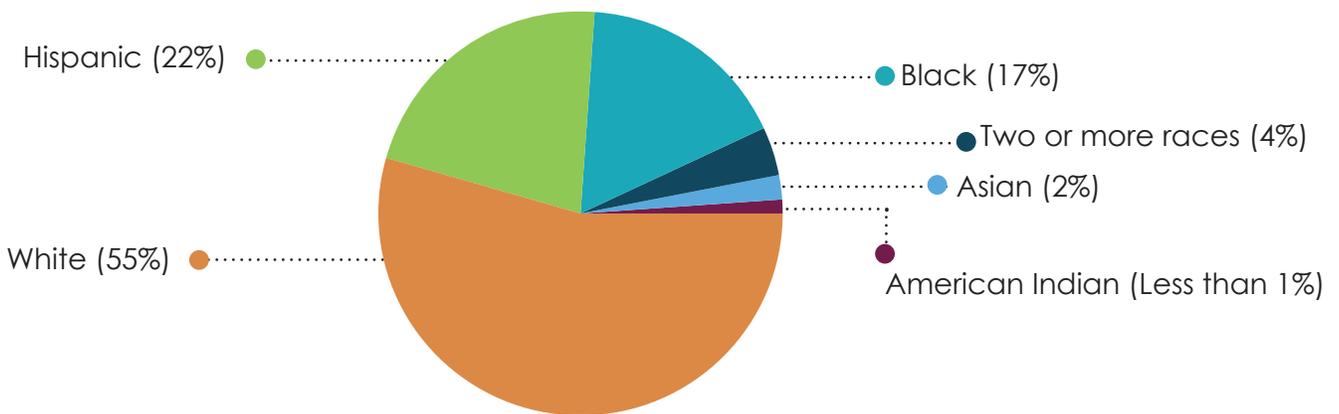
All data are for the 2016–2017 School Year as reported for the School District of Indian River County at https://edstats.fldoe.org, unless otherwise indicated.

Strategic Planning Process

Our strategic planning process was designed to be highly collaborative to ensure all stakeholders—staff, parents, families, students, business and community leaders, and other district partners—were given opportunities to share their ideas and feedback on the district's future direction.

From February–June 2017, the district, in partnership with Battelle for Kids, conducted research with various internal and external stakeholders to capture the broad-based perceptions of the district's educational efforts and its strategic direction.

Data and feedback were collected from more than 812 stakeholder points of input, including a series of leadership team and board of education interviews, community engagement sessions, town hall meetings, and online and hard copy community surveys. District and school level data, along with other documents provided by the district, were also reviewed and analyzed to identify key themes and trends for existing strengths and areas for growth.

The graphic below represents our six-phase process:

Framing expectations and success criteria

Engaging stakeholders in the process

Publicly releasing the plan

Prepare

Engage

Launch

Assess

Design

Succeed

Conducting primary and secondary research to assess where we are

Synthesizing, writing, and branding

Empowering teams to have shared accountability and monitoring for optimal results
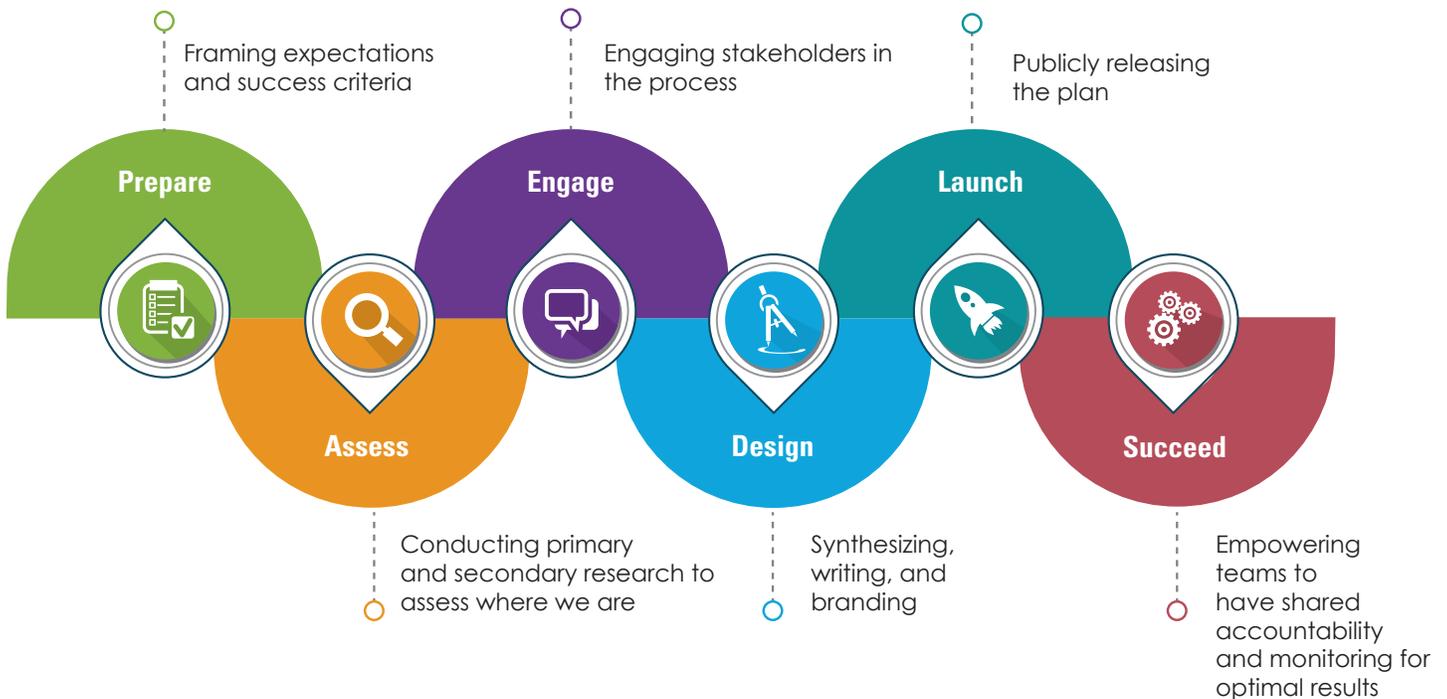
Drawn from data and feedback collected during the planning process, five overarching goals were established, each with supporting objectives, strategies, and measures of success. Detailed progress on the plan's goals and specific measures of success will be reported annually and made available to the public.

Vision, Mission, & Goals

School District of Indian River County
A CommUNITY Partnership Toward Educational Excellence

Vision: Educate and inspire every student to be successful.
Mission: To serve all students with excellence.

STUDENT SUCCESS

STRATEGIC PARTNERSHIPS

CULTURE & CLIMATE

HOME • SCHOOL • COMMUNITY

COMMUNICATION & ENGAGEMENT

HIGH QUALITY WORKFORCE

Synthesized from data and research, the vision, mission, and goals serve as the foundation for the district's strategic plan and will be integrated into everything we do to ensure our students are successfully prepared for college, the workforce, and life.

Goal 1: Student Success

PERFORMANCE: Every student receives a high quality education that is grounded in high expectations, personalized to meet his/her needs and interests, and backed by the necessary learning supports.

....

OBJECTIVE 1.1 All students graduate with the skills necessary for college and career success.

Strategies

1. Create learning environments that promote collaboration, communication, life skills, and critical thinking in all classrooms from kindergarten to grade 12.
2. Provide all students with a strong foundation in literacy, mathematics, science, social studies, and other content areas.
3. Provide a comprehensive college and career readiness program, including focused attention and awareness, preparation, career guidance, and assessment systems for all students.

Measures of Success

a. Graduation rates for all students and each subgroup.
b. Performance of students on assessments in grades K-3.
c. Number of students participating in career pathways and earning industry certifications.

....

OBJECTIVE 1.2 All students receive high quality instruction and rigorous coursework.

Strategies

1. Provide equitable access to opportunities across the curriculum and instructional framework.
2. Ensure curriculum, instruction, and assessments are designed and delivered with a focus on content rigor and student engagement.
3. Provide differentiated instruction, targeted intervention, and enrichment to meet individual strengths, needs, and interest for all learners.

Measures of Success

a. Number of students overall and by subgroup scoring at Level 3 or above on statewide standardized assessments.
b. Number of students overall and by subgroup demonstrating growth on statewide standardized assessments.
c. Number of students successfully completing accelerated courses (e.g., Advanced Placement, International Baccalaureate, Honors, and Dual Enrollment).

OBJECTIVE 1.3 All students are provided the supports needed to ensure their academic success.

Strategies

1. Implement a multi-tiered system of support for students that provides a high quality learning environment.

2. Increase the participation and performance of minority students in accelerated courses.

3. Provide the supports for minority students in accelerated courses.

Measures of Success

a. Number of students overall and by subgroup scoring at Level 3 or above on statewide standardized assessments.

b. Number of students overall and by subgroup demonstrating growth on statewide standardized assessments.

c. Number of minority students participating and succeeding in accelerated courses.

Goal 2: Culture & Climate

SAFE AND ORDERLY SCHOOL ENVIRONMENT: Staff and students thrive in positive learning and work environments where they feel safe, supported, and celebrated.

OBJECTIVE 2.1 (Social and Emotional Support) Every school fosters a caring and responsive culture to ensure a positive learning environment for staff and students.

Strategies

1. Provide staff with training and support to build positive learning and work environments for meeting the needs of all students.
2. Provide effective positive behavior support systems in each school.
3. Administer all discipline systems in a fair and consistent manner.

Measures of Success

a. Student discipline and attendance data.
b. Results of student and parent climate surveys.
c. Staff survey data from training on positive behavior support systems.

OBJECTIVE 2.2 (Physical Safety) Every school provides a safe and secure learning environment.

Strategies

1. Conduct safety and security inspections at each school site and facility to identify concerns.
2. Conduct safety and security drills at each school site and facility to ensure staff and students are prepared in case of emergencies.
3. Implement corrective action to address deficiencies identified in the inspections and drills.

Measures of Success

a. Records of inspections identifying any physical deficiencies.
b. Records of the safety and security drills.
c. Report of progress made in addressing physical deficiencies.

OBJECTIVE 2.3 (Celebrate Success) Every school recognizes and celebrates the accomplishments of students and staff.

Strategies

1. Review the student and staff recognition programs at each school.
2. Develop a set of minimum standards for student and staff recognition programs.
3. Implement minimum standards for student and staff recognition programs.

Measures of Success

a. Data collected on the number and type of recognition programs.
b. Minimum standards for recognition programs.
c. Increased morale as measured by student and staff climate surveys.

Goal 3: High Quality Workforce

TALENT: Employees are at the heart of our students' success, and we will attract, support, and retain a high quality workforce.

OBJECTIVE 3.1 (Attracting) We intentionally recruit and employ highly skilled and motivated individuals for every position.

Strategies

1. Create and execute a plan for attracting, supporting, and retaining the best employees. This includes expanding the scope of recruitment efforts in terms of geographic area, diversity, and techniques to advertise vacancies.
2. Ensure our working conditions are desirable, including competitive salaries and benefits.
3. Implement a Teacher Pathway program.

Measures of Success

a. Salaries, health insurance, and other benefits costs.
b. Records of employee hiring rates at the beginning of the year and throughout the year.
c. Racial demographics of staff in comparison with student populations.

OBJECTIVE 3.2 (Supporting) We support all employees with professional learning opportunities to ensure their growth and students' success.

Strategies

1. Ensure all employees have access to professional learning opportunities aligned to their roles and responsibilities.
2. Provide dedicated time and appropriate resources for professional learning (e.g., learning and sharing of best practices within and across schools).
3. Provide first year teachers and principals with training and mentorship programs.

Measures of Success

a. Participation rates in professional learning opportunities/trainings.
b. Results of staff climate surveys.
c. Results of professional development and performance evaluations.

OBJECTIVE 3.3 (Retaining) We value our employees and are committed to creating working conditions that support their personal well-being and professional success.

Strategies

1. Ensure greater consistency and continuity in the implementation of the district's onboarding, career advancement, and staff recognition processes and procedures.
2. Ensure upward mobility for all employee groups.
3. Review data from Stay and Exit interviews to better understand the needs of employees.

Measures of Success

a. Records of employee retention rates (first year and beyond).
b. Consistent use of district's onboarding, career advancement, and staff recognition processes and procedures across all schools.
c. Analysis of Stay and Exit interview data.

Goal 4: Communication & Engagement

TRANSPARENCY: The district uses communication and engagement to build awareness and trust, which lead to stronger relationships that benefit student learning.

OBJECTIVE 4.1 (Purposeful Communication) We plan our communications, establish common communication protocols, and frequently share the achievements of our students and staff with our community.

Strategies

1. Utilize all available media sources to highlight the achievements of our students and staff.
2. Host open house events to showcase academic programs and curricular offerings.
3. Conduct town hall style meetings in various community locations.

Measures of Success

a. Web, social media, and other news story analytics (e.g., positive/neutral/negative tone), parent climate surveys.
b. Attendance at open house events.
c. Records of town hall meetings.

OBJECTIVE 4.2 (Internal Engagement) We foster engagement with internal stakeholders to build awareness and trust.

Strategies

1. Continue to involve internal stakeholders in work groups and committees.
2. Utilize technology to provide collaborative platforms for employees.
3. Utilize Stay interviews with employees to maintain positive relationships and trust.

Measures of Success

a. Work products and recommendations to the board of work groups and committees.
b. Analysis of technology tools utilization.
c. Feedback from Stay interviews.

OBJECTIVE 4.3 (External Engagement) We foster engagement with external stakeholders to build awareness and trust.

Strategies

1. Continue to involve external stakeholders in work groups and committees.
2. Continue to seek input from external stakeholders through the use of surveys and town hall style meetings.
3. Continue the Casual for a Cause initiative to raise awareness and funding for local non-profits and other organizations.

Measures of Success

a. Work products and recommendations to the board of work groups and committees.
b. Survey results.
c. Success of Casual for a Cause.

Goal 5: Strategic Partnerships

PARTNERSHIPS: Building strong partnerships with all stakeholders in our community is vital to our success.

OBJECTIVE 5.1 (Families) We engage families as the most important partner in the education of our students.

Strategies

1. Increase family involvement in school activities that support student growth and academic achievement.
2. Expand the use of Parent Academies to equip our families with the tools they need to support their children.
3. Increase the utilization of technology as a communication tool for families.

Measures of Success

a. The amount of family involvement (measured by participation) at each of our schools.
b. Participation in Parent Academies.
c. Technology usage and analytic data.

OBJECTIVE 5.2 (Existing Organizations) We strengthen existing partnerships with organizations in our community and seek out opportunities with other organizations.

Strategies

1. Continue to support and strengthen existing partnerships we have with organizations in our community that support our students and schools.
2. Focus on developing new partnerships, especially with organizations which represent minority groups.
3. Provide organizations with access to data necessary to support our students and staff.

Measures of Success

a. Initiatives and programs developed as a result of the partnerships.
b. Number of new partnerships.
c. Records of data shared with various organizations.

OBJECTIVE 5.3 (Individuals) We embrace and value the contributions of the individuals in our community who volunteer in our schools.

Strategies

1. Continue to recognize the individuals who volunteer in our schools.
2. Continue to support organized programs who provide volunteers for our schools.
3. Create new opportunities for members of our community to volunteer in our schools.

Measures of Success

a. The number of volunteer hours by individuals in our schools.
b. Records of organized volunteer programs.
c. The number of new programs that enable members of our community the opportunity to volunteer in our schools.

Connect With Us

www.indianriverschools.org

@IRCSchools　　　　@IRSuper1　　　　facebook.com/SchoolDistrictOfIRC

❝ *I am incredibly elated and humbled to be a finalist for the State Teacher of the Year. It is an honor to bring recognition to the amazing things we are doing at Vero Beach Elementary and in Indian River County School District.* **❞**

—Katelyn Fiori, Vero Beach Elementary School Teacher,
a Finalist in the 2018 Macy's/Florida Department of Education
Teacher of the Year Competition
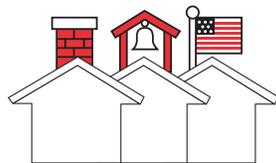
School District of Indian River County

www.indianriverschools.org

6500 57th St., Vero Beach, FL 32967 • 772-564-3000