



STRATEGIC PLAN 2020-2023

Together, We Are Stronger

High-Quality
Instruction

High-Quality
Staff

Safe and Supportive
Environment

Resources and
Operational Processes

Communication
and Community
Engagement

**Volusia County School Board
Approved February 23, 2021**

Starting the Process

- ☐ Data Analysis
 - Student Outcomes
 - Program Implementation
 - District Performance
- ☐ Focus Groups
- ☐ Interviews with Educators, Families, Community Members
- ☐ All-Staff Survey





Vision Statement

Create life-long learners prepared for an ever-changing global society.

Mission Statement

Volusia County Schools will ignite a passion for learning in all students to be productive citizens.

➤ 5 goals:

- High-Quality Instruction
- High-Quality Staff
- Safe and Supportive Environment
- Resources and Operational Processes
- Communication and Community Engagement

➤ **Performance Management to Assess Progress, through Stocktakes**



GOAL

1

High-Quality Instruction

GOAL 1:**Engage all students in high levels of learning every day**

Ensure every student receives high-quality, equitable, standards-based curriculum and instruction that is consistent throughout the district.

Metrics of Success:

1. **Improve our district grade** from 57% (SY 19-20) to 62% (SY 22-23).
2. **Increase our graduation rate** from 87.7% (SY 19-20) to 90% (SY 22-23) to meet or exceed the state average.
3. **Increase our college and career ready acceleration rate** from 49% (SY 19-20) to 60% (SY 22-23) to meet or exceed the state average.

Priority Strategies:

- A. Engage ALL students in high levels of learning in **English Language Arts** EVERY day resulting in increased proficiency and growth.
- B. Engage ALL students in high levels of learning in **Mathematics** EVERY day resulting in increased proficiency and growth.
- C. Engage ALL students in high levels of learning in **Science** EVERY day resulting in increased proficiency and growth.
- D. Increase access and equity for ALL students through intervention and remediation EVERY day to close the achievement gap.
- E. Increase enrichment and acceleration opportunities for ALL students EVERY day that will lead to college, career and life readiness.

GOAL

2

High-Quality Staff

GOAL 2**Recruit, retain and develop high-quality staff**

Ensure that systems are designed and implemented to recruit, retain and develop high quality staff.

Metrics of Success:

1. **Improve recruitment** by reducing the number of vacancies on the first day of school from 75 (SY 19-20) to 45 (SY 22-23).
2. **Enhance staff development** by increasing the percentage of staff indicating they are supported as professionals and regularly receive feedback on their practice from 51% (SY 19-20) to 67% (SY 22-23).
3. **Increase retention of effective or highly effective staff** retained year over year from 85% (SY 19-20) to 95% (SY 22-23).

Priority Strategies:

- A. Build a cohesive recruitment system that includes innovative recruitment strategies.
- B. Develop instructional leadership knowledge and capacity in current and aspiring leaders to create a strong talent pipeline.
- C. Strengthen professional learning system.
- D. Focus on providing actionable, meaningful feedback that leads to an increase in employee engagement, retention and performance.

Safe & Supportive Environment

GOAL

3

GOAL 3**Provide a safe, healthy and supportive environment**

Ensure all students and staff are provided with a safe, healthy and supportive environment focused on learning.

Metrics of Success:

1. Reduce the number of suspensions district-wide from 5,874 (SY 19-20) to 3,000 (SY 22-23).
2. Mitigate COVID-related spikes in chronic absenteeism to pre-pandemic levels for the number of students that are missing 10% or more of school for any reason, returning to 14.2% (SY 22-23).
3. Increase the positive outcomes in healthy referrals for Vision from 57.75% (SY 19-20) to 67.75% (SY 22-23) and Hearing 51.07% (SY 19-10) to 61.07% (SY 22-23).
4. Increase the percentage of students who feel safe in their classrooms for the elementary and secondary level by 5% (from TBD baseline collected in SY 20-21).

Priority Strategies:

- A. Utilize district-supported multi-tiered systems of support (MTSS) and social-emotional learning (SEL) practices.
- B. Standardized discipline processes and provide consistent alternatives to suspension.
- C. Support school leaders to build a positive school culture at their buildings.
- D. Enhance support around school safety.

GOAL

4

Resources & Operational Processes

GOAL 4**Ensure resources and operational processes are strategically aligned**

Ensure all resources and operational functions are efficient and aligned with the district vision and strategy.

Metrics of Success:

1. Improve operational efficiency by increasing the percentage of 10 key performance indicators being met from 40% (SY 19-20) to 70% (SY 22-23).
2. Maintain a minimum of 5% unrestricted fund balance to revenue.

Priority Strategies:

- A. Strategically deploy technology through equitable and standardized processes while empowering employees to access and utilize the resources effectively.
- B. Increase operational efficiency across departments.
- C. Analyze and reallocate revenue and expenditures in alignment with strategic priorities.

GOAL

5

Communication & Community Engagement

GOAL 5**Strengthen communication and community engagement**

Ensure consistent, clear communication both internally and externally.

Metrics of Success:

1. Increase the number of **community partners who are actively engaged** from 292 (SY 19-20) to 450 (SY 22-23).
2. **Improve internal stakeholder perception** based on the percentage of employees that agree or strongly agree the district communicates effectively (target TBD based on baseline collected in SY 20-21).
3. **Improve external stakeholder perception** by increasing the average overall score on AdvancED Family Engagement Survey from 2.97 (SY 19-20) to 3.2 (SY 22-23).

Priority Strategies:

- A. Strengthen partnerships and deepen engagement with the broader community.
- B. Communicate openly and effectively with families and the community so they feel welcomed, valued and informed.
- C. Communicate information quickly, clearly and accurately to all employees across the district.

QUESTIONS?

