Our Five Year Journey

2014

DUVAL COUNTY
PUBLIC SCHOOLS
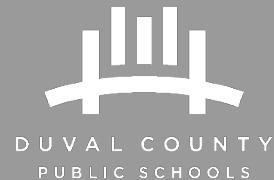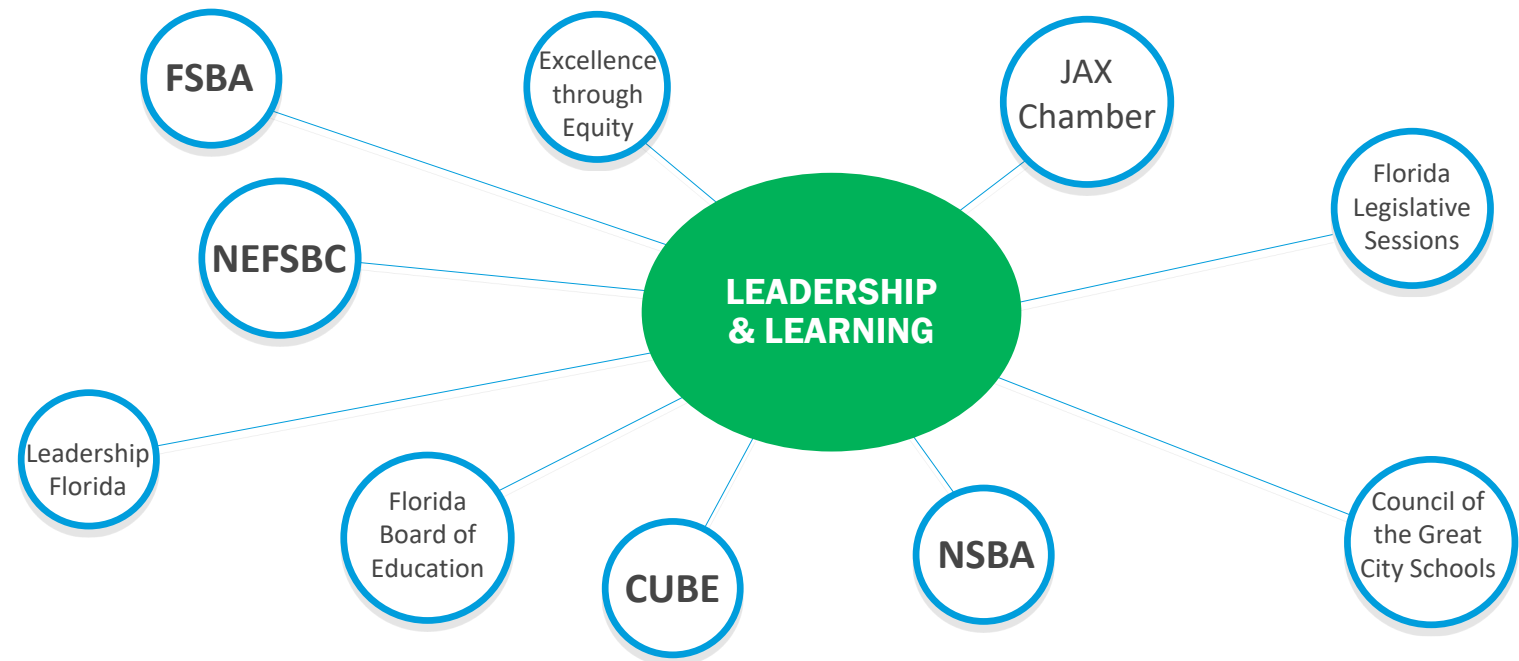
2019

Governing Board

Governance

Strong Commitment to Professional Learning & Board Development

- FSBA
- Excellence through Equity
- JAX Chamber
- Florida Legislative Sessions
- NEFSBC
- **LEADERSHIP & LEARNING**
- Leadership Florida
- Florida Board of Education
- CUBE
- NSBA
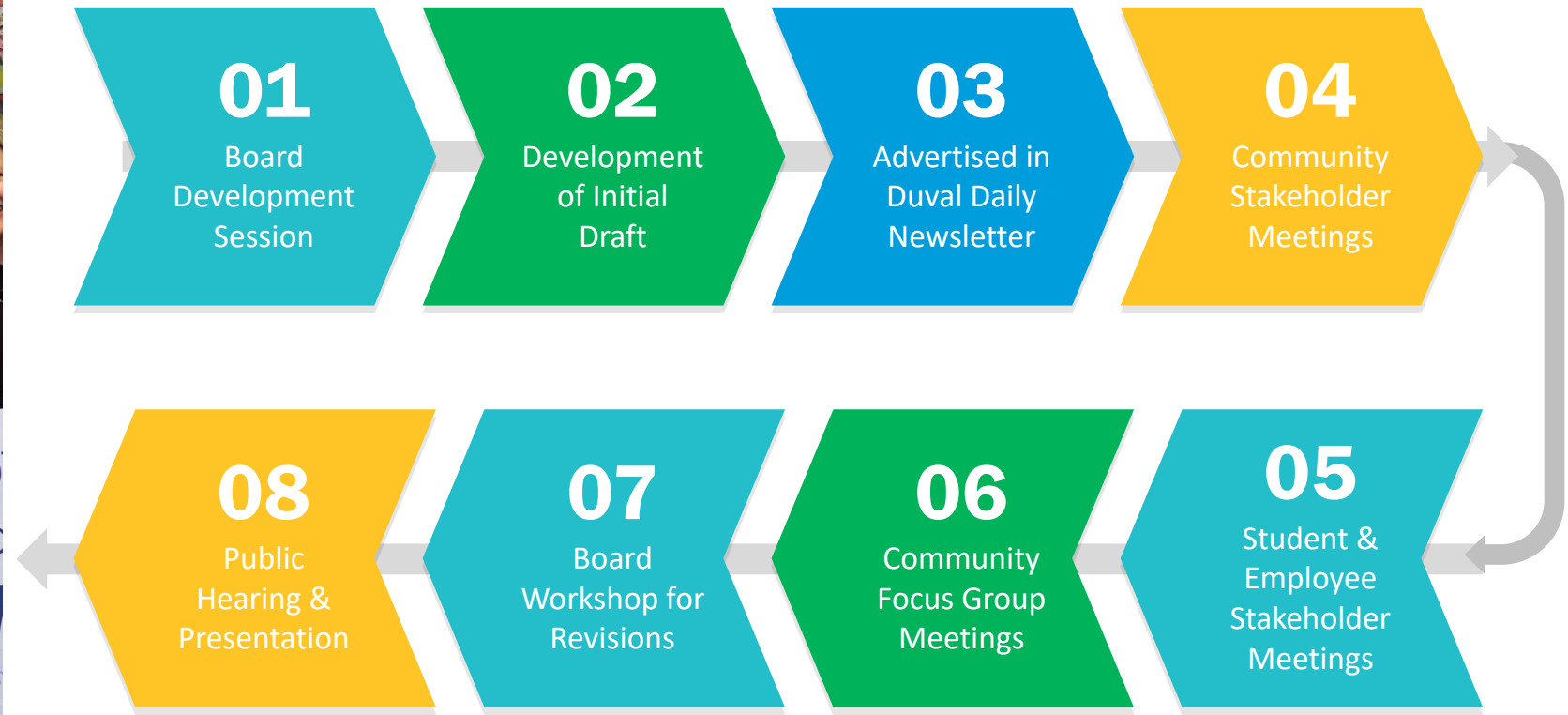- Council of the Great City Schools

Policy Review
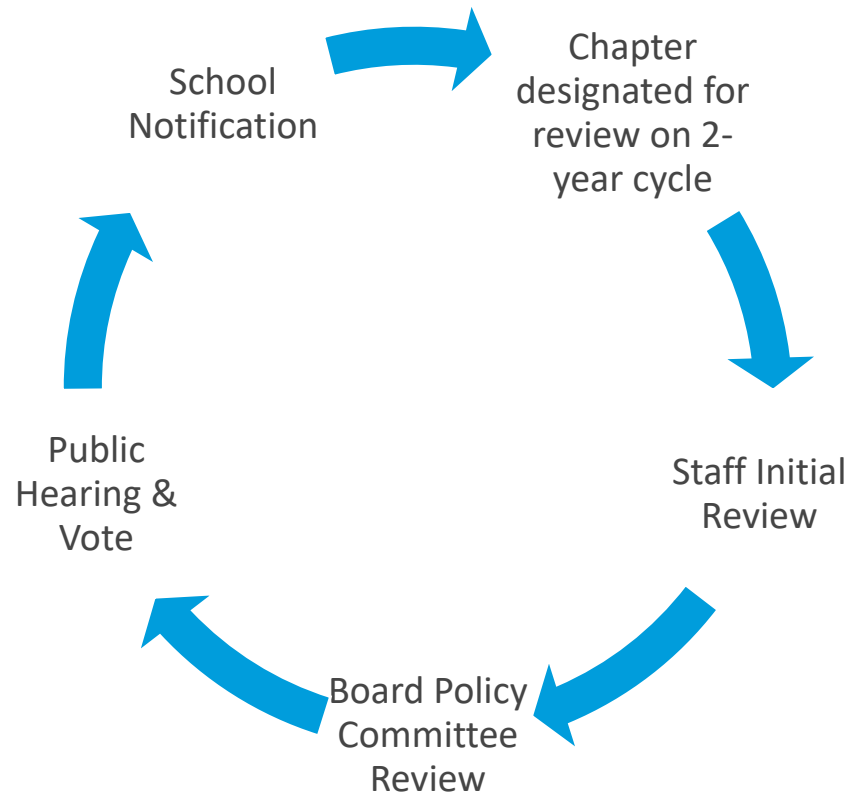
Charge from Previous Review:
Develop a process for regular review of policies

1 | **FULL REVIEW OF ALL POLICIES**

2 | **ESTABLISHMENT OF 2-YEAR CYCLE**

3 | **DEVELOPMENT OF SUBCOMMITTEE PARTICIPATION**

4 | **IMPLEMENTATION OF PROCESS FOR STAKEHOLDER FEEDBACK**

Governing Board

Vision & Mission Development

01 Board Development Session

02 Development of Initial Draft

03 Advertised in Duval Daily Newsletter

04 Community Stakeholder Meetings

08 Public Hearing & Presentation

07 Board Workshop for Revisions

06 Community Focus Group Meetings

05 Student & Employee Stakeholder Meetings

DUVAL COUNTY PUBLIC SCHOOLS

Thank You, WINN DIXIE for being a part of TEAM DUVAL

Winn Dixie

DUVAL COUNTY PUBLIC SCHOOLS

Governing Board

Setting a Vision

Vision Statement

Our Vision: Every student is inspired & prepared for success in college or a career and life.

Mission Statement

Our Mission: To provide educational excellence in **every school**, in **every classroom**, for **every student**, **every day**.

Goal Statements

Our Goals:

- Intentional Focus on Student Achievement & Well-Being
- Develop & Retain High Performing Team Members
- Sustain Engagement of Parents, Caregivers, & Community
- Ensure Effective, Equitable, & Efficient Use of Resources Aligned to Improve Student Outcomes

Superintendent Search

- Ran concurrently with Vision/Mission Redraft
- Open and Transparent Process
- Stakeholder Engagement
  - Shared at board meeting
  - Stakeholder surveys: parents, community members, students, employees
  - Focus Groups
  - Community Meetings
- Streamed Interviews
- Streamed Decision

DUVAL COUNTY
PUBLIC SCHOOLS

Governing Board

Strategic Planning & Partnerships Division

Setting a Vision

Intentional Focus on Student Achievement & Wellbeing	Develop & Retain High Performing Team Members	Sustain Engagement of Parents, Caregivers, & Community	Ensure Effective, Equitable, & Efficient use of Resources Aligned to Improve Student Outcomes
How we support **culture & positive behavior**	How we **recruit & retain**	How we **invite all to participate**	How we support **facilities & grounds**
How we support **rigorous & differentiated instruction**	How we **train & develop**	How we **promote welcoming environments**	How we ensure **access to resources & materials**
How we support **students**	How we **build capacity**	How we **collaborate on decisions**	How we are **fiscally responsible**

Continuous Improvement

District Target Alignment

State aligned accountability targets for the district aligned to state strategic plan

Board Policy Adoption

Adopted language to closer align district to state and accreditation language

School Plan Audit

Conducted an audit of all school plans and examined redundancies & overlap

Align Stakeholder Feedback Tool

Aligning stakeholder tools to state tool for integration into CI Process

DUVAL COUNTY
PUBLIC SCHOOLS

Strategic Planning & Partnerships

Our Improvement Framework

How we measure school accountability

How we measure district accountability

How we iteratively report on accountability

Continuous Improvement Methodology

Effective Leaders

Collaborative Teachers

Involved Families

Supportive Environment

Ambitious Instruction

School Culture

Positive Behavior Supports (2)

STRIVE, AWARE, & ANCHOR (3)

Restorative Justice (1)

Full Service Schools (4)
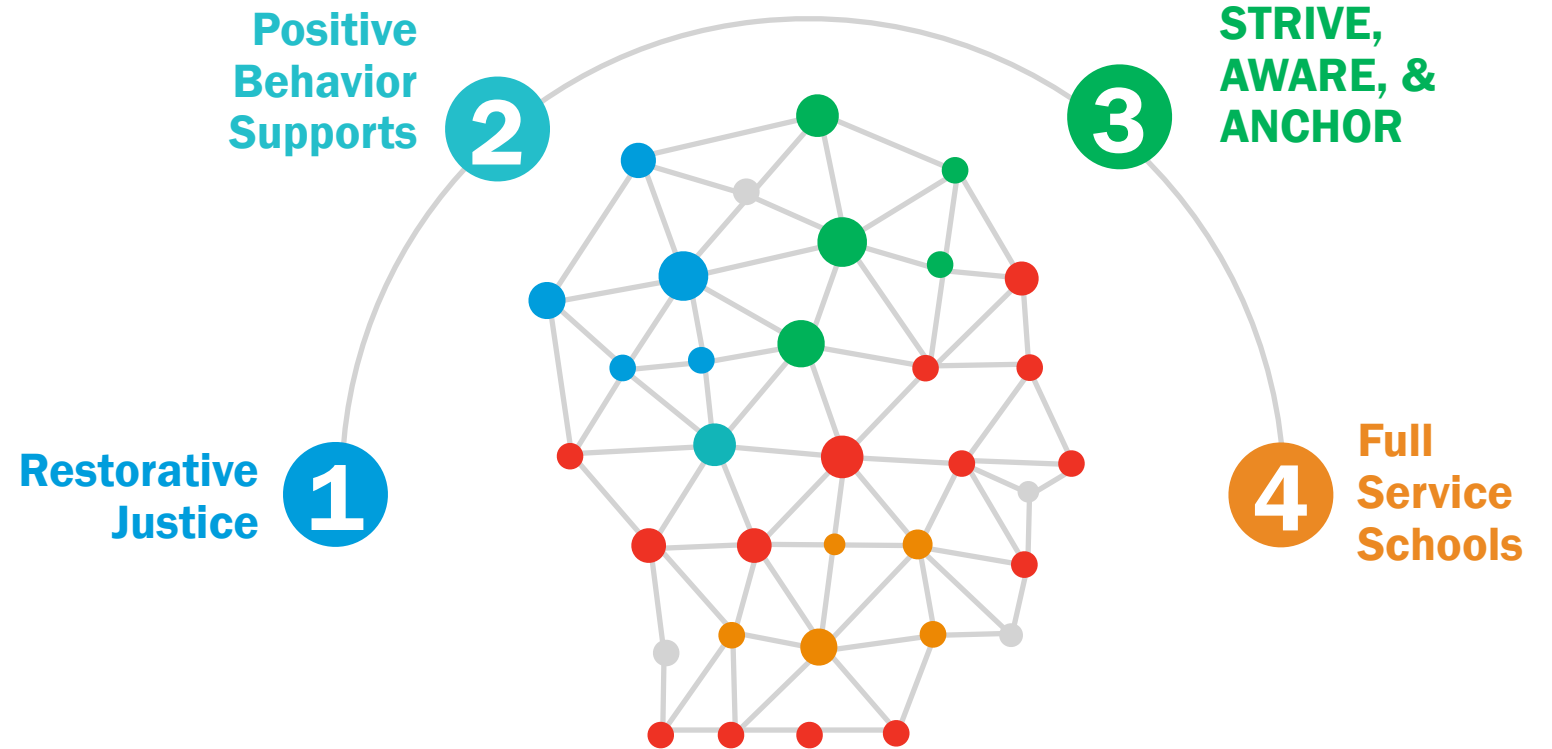
Curriculum and Instruction Division

Our Vision for Adult Learning

- **Level I Certification:** Only Florida district – state-approved program

- **Leadership Development:** pipelines from non-certificated through cabinet level employees

- **Multi-dimensional PD delivery systems:** Live video streaming, interactive webinars, facilitated blended learning, and face-to-face session cohorts for certificated and non-certificated employees

- **School Administrator Support:** Novice Principal and Assistant Principal support programming

- **HQMIP:** Comprehensive PD Plan

- **Endorsements:** No Cost to employees ASD, ESOL Gifted, and Reading add-on endorsements

Our Vision for Excellent Instruction

Build Strong Systems that Support our Vision for Excellent Instruction

- Instructional Programming
- Instructional Materials

Build Adult Capacity to Realize our Vision

- **Professional Development**
- School Support
- Community Engagement

Ensure Excellent Instruction & Student Learning

- Assessments
- **Data**
- Support for Special Populations

Our Work

Exceptional Education

- Oak Hill Academy and GRASP Academy

- NAEP scores for students with disabilities

  - Math-1st in nation

  - Reading- 4th in nation

- ESE Quality Program Indicators for low incidence programs

- Systemic implementation of facilitated IEP process

- UNF Project Search- internships for students with disabilities

- Use of Board Certified Behavior Analysts resulting in improved behavioral data

- Gifted Services: 20% increase in identification of underrepresented populations since 2016

School Improvement

- Quick Form used to explicitly show the continuous improvement methodology

- Quick Form combined with needs assessment formed the School Continuous Improvement Plan (SCIP)

- SAC, AAC, and DAC two-way communication pipeline

- Data chats center around cohort analysis

- Intentional prescription setting process established and used within regions

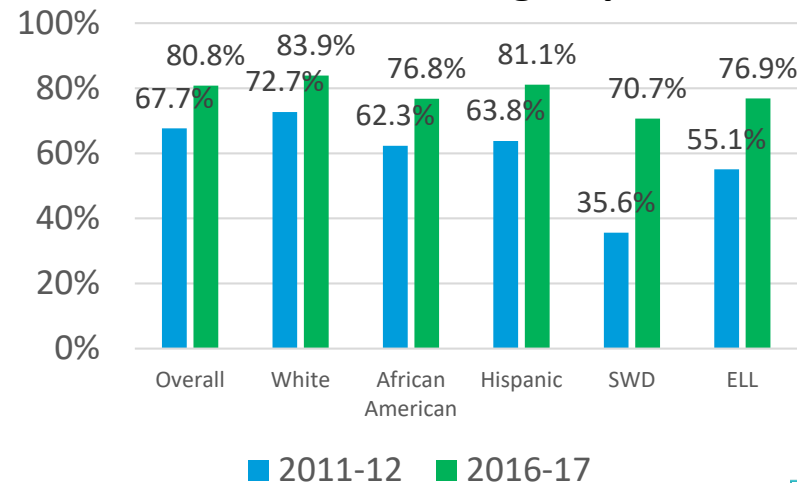Accountability and Assessment Division
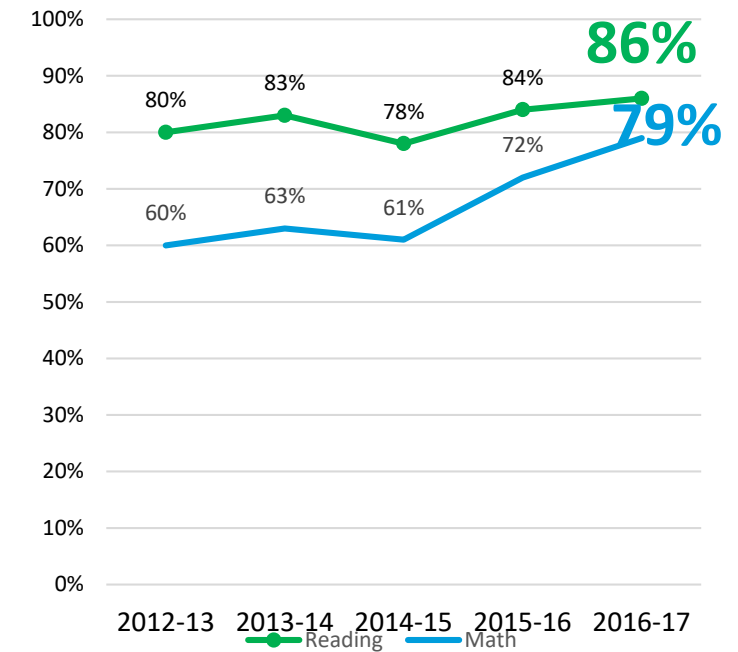
Creating a College Going Culture

Increased Scholarship Dollars

| 2013-14 $47 mil | 2014-15 $82 mil | 2015-16 $89 mil | 2016-17 $94 mil | 2017-18 $122 mil |

Increased Post-Secondary Readiness

Reading: 80%, 83%, 78%, 84%, 86%
Math: 60%, 63%, 61%, 72%, 79%

Years: 2012-13, 2013-14, 2014-15, 2015-16, 2016-17

Legend: Reading, Math

Increased Graduation Rate Overall and Subgroup

Subgroup	2011-12	2016-17
Overall	67.7%	80.8%
White	72.7%	83.9%
African American	62.3%	76.8%
Hispanic	63.8%	81.1%
SWD	35.6%	70.7%
ELL	55.1%	76.9%

Legend: 2011-12, 2016-17

Accountability & Assessment
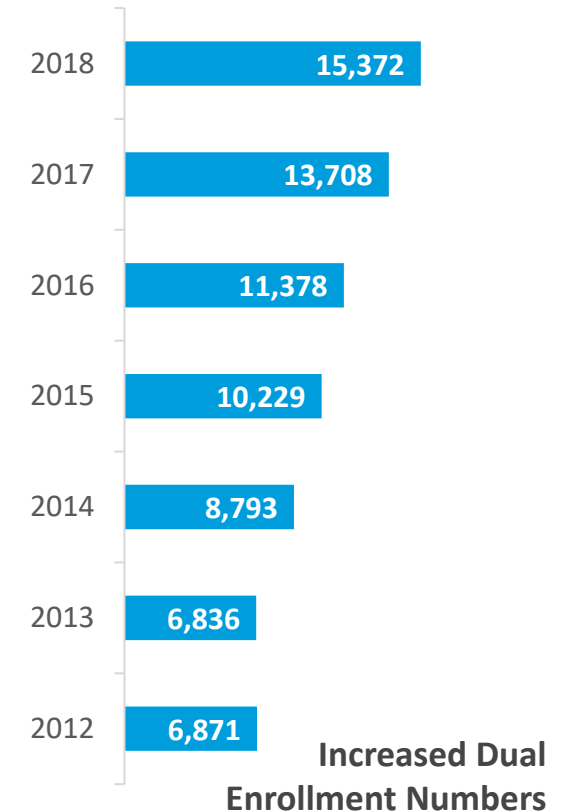
Opportunities for Acceleration

- Early College Program Additions
- AICE and IB Course Offering Expansion
- AP Capstone Added in each Quadrant
- Dual Enrollment Options at Every High School Campus
- PSAT/SAT/ACT District Wide Testing Days
- Monitoring Scholarship Dollars
- Graduation Coach Identified for each High School Campus
- Khan Academy Access Increased for PSAT/SAT Preparation Purposes

Year	Number
2018	15,372
2017	13,708
2016	11,378
2015	10,229
2014	8,793
2013	6,836
2012	6,871

Increased Dual Enrollment Numbers

Workforce Readiness

Working **together** to extend the classroom experience beyond school walls.

30 CTE Academies

85 Career Programs

- Information Technology
- Media, Communication Arts, and Animation
- Law and Public Safety
- Engineering
- Cosmetology
- Transportation
- Health Science
- Entrepreneurship
- Business and Finance
- Construction
- Agriscience, Food, & Natural Resources
- Computer Science
- Culinary Science
- Early Childhood

Community Partnerships

CTE Business Partners
- LSI
- Haskell
- Comcast
- JAXPORT
- Citigroup
- Web.com
- FL Blue
- Jacksonville University
- VyStar Credit Union
- Unison
- Interline Brands, Inc.
- Mayport Naval Station
- Johnson & Johnson Vision Care, Inc.
- Embry Riddle Aeronautical University
- Florida State College at Jacksonville
- Jacksonville Transportation Authority

Early College Academy & CTE Dual Enrollment
- **Early College**: FL Blue & Citi
- **Construction Academy**: Interline
- **Early College & Adv Manufacturing & Engineering Career Academy**: Johnson & Johnson Vision Care, Inc
- **Early College**: Deutsche Bank & JEA

VyStar Academies
- Entrepreneurship (3 schools)
- Finance (2 schools)

Taking Data Analytics to Another Level

- New Data Platforms: Performance Matters and Statistical Analysis System (SAS)

- Creation of DAT and RED Teams

- Weekly Data Report to District and School Leadership

- SAS Trainings for District Leaders, School Leaders, and School Counselors

- Dashboards allow for Disaggregation at the District, Region, School, Teacher, and Student Levels
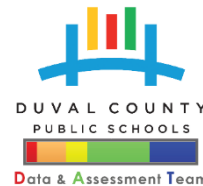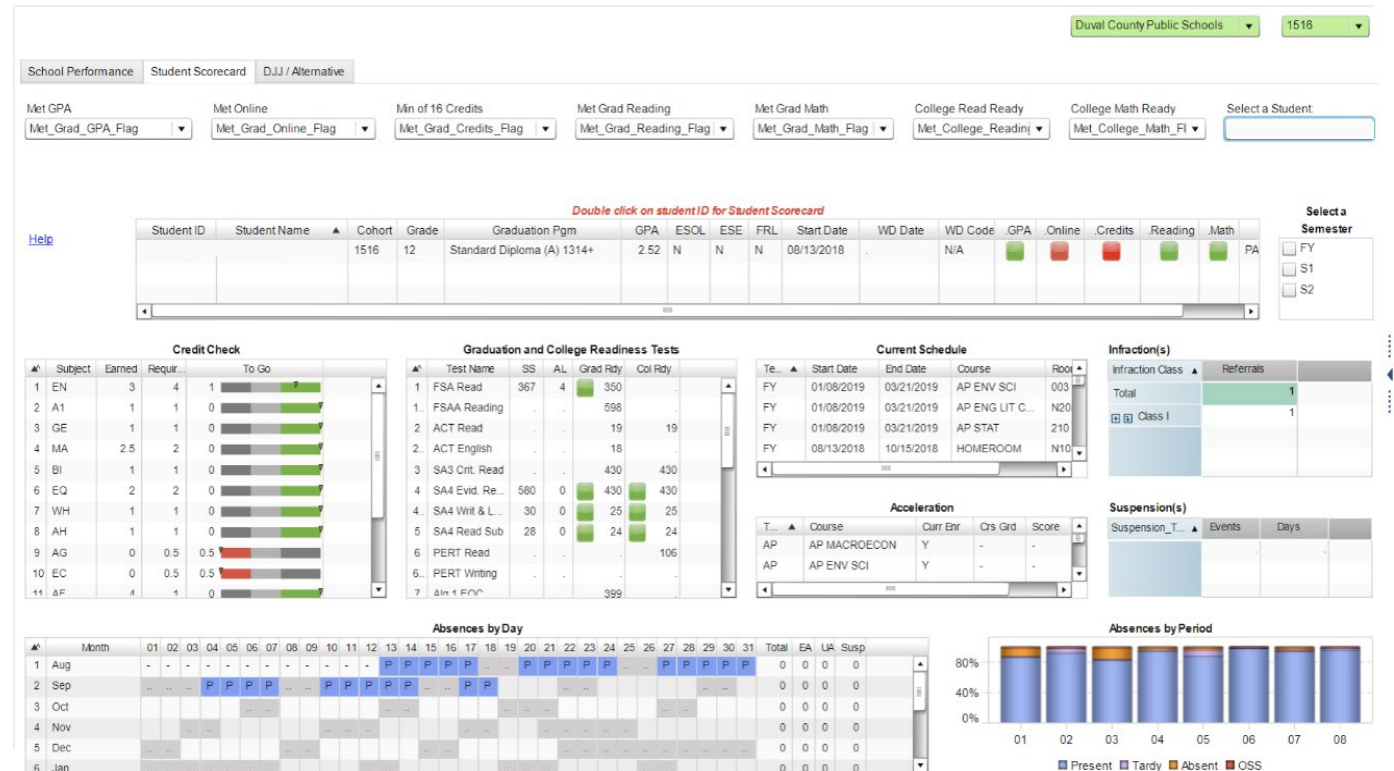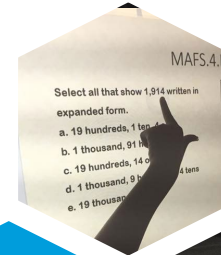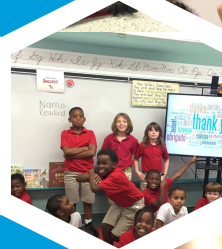
Technology Division
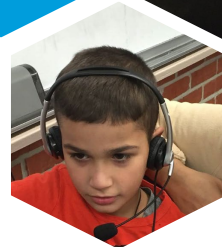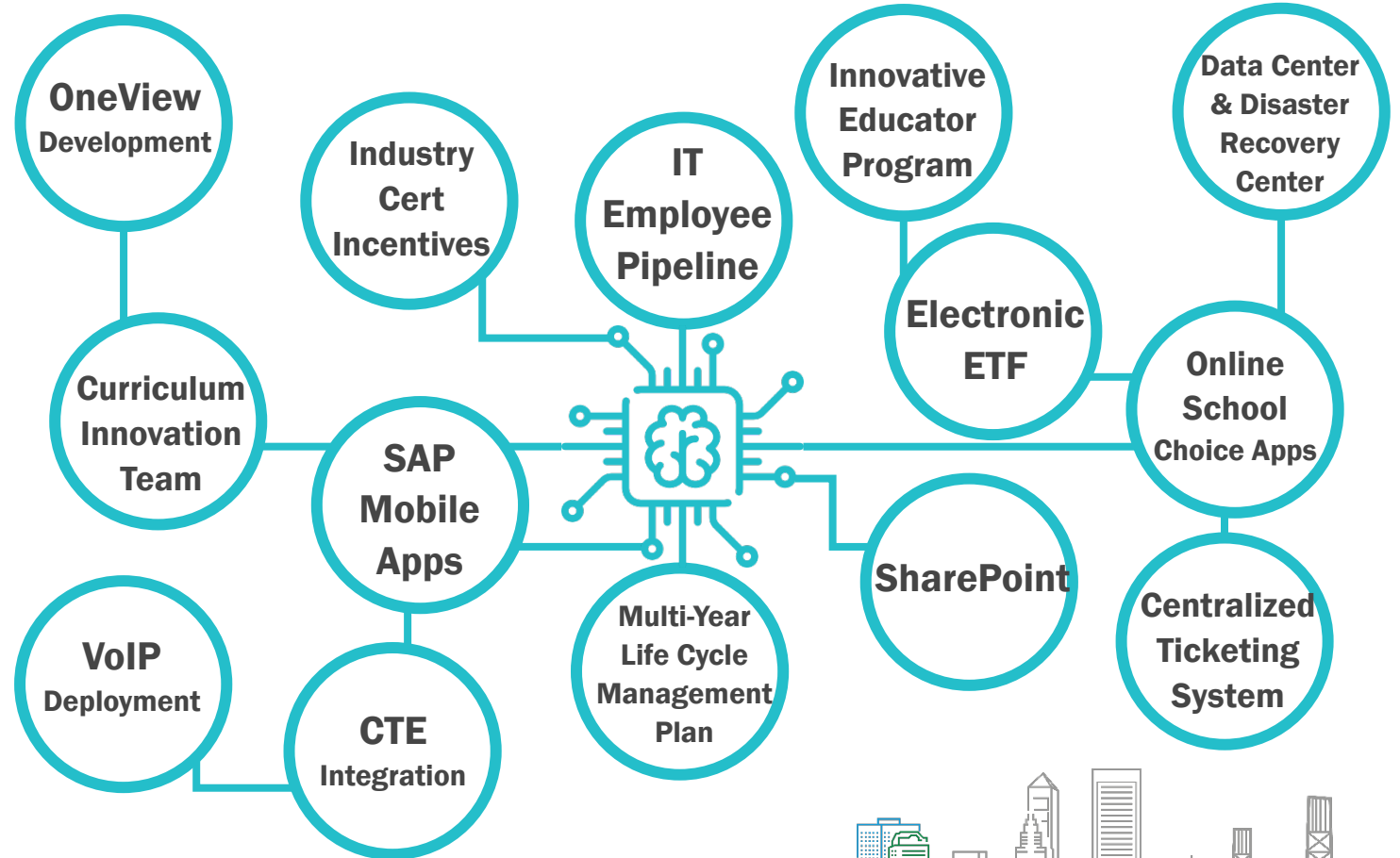
Long-Term Goals

- Placement of **interactive monitors** in remaining elementary classrooms

- Expand **laptop lockers** to all middle schools

- Implement district-wide **document storage** solution

- District-wide **VoIP**

- District-wide **ID & Visitor Tracking**

- Create a **centralized copy/print** solution

- **Reduce cost** and **reliance** on vendors

IT Power Indicators

- Average age of computers – Ranked **8th** of **45** Districts

- Devices per student – Ranked **8th** of **36** Districts

- Devices per Employee – Ranked **5th** of **35** Districts

- Advanced Presentation Devices per Teacher – Ranked **5th** of **39** Districts

- IT Spending Per Student – Ranked **11th** of **25** Districts

- IT Spending Personnel Cost - Ranked **45th** of **51** Districts

- Online Blended Learning Courses – Ranked **3rd** of **20** Districts

Council of the Great City Schools

Human Resources Division

Teacher Support

1. Strategic use of human capital data
2. Reorganization with a focus on teacher development & support
3. Differentiated & tiered support based on need
4. Ongoing support
5. Temporary to professional support
6. Teacher celebrations

Human Resources

Finance Division

Guiding Principals

Fiscally Responsible
Build in contingencies for unexpected expenses

Supports
Focus on ongoing training and professional development

Coordination/Communication
Work and communicate as a collaborative team focused on results

Transparency
Information open and transparent to stakeholders, with a focus on continuous improvement

Advanced Planning
Make long range decisions with short term flexibility

Controls
Provide for ongoing planning, management, checks & balances, monitoring, and internal controls

Accountability
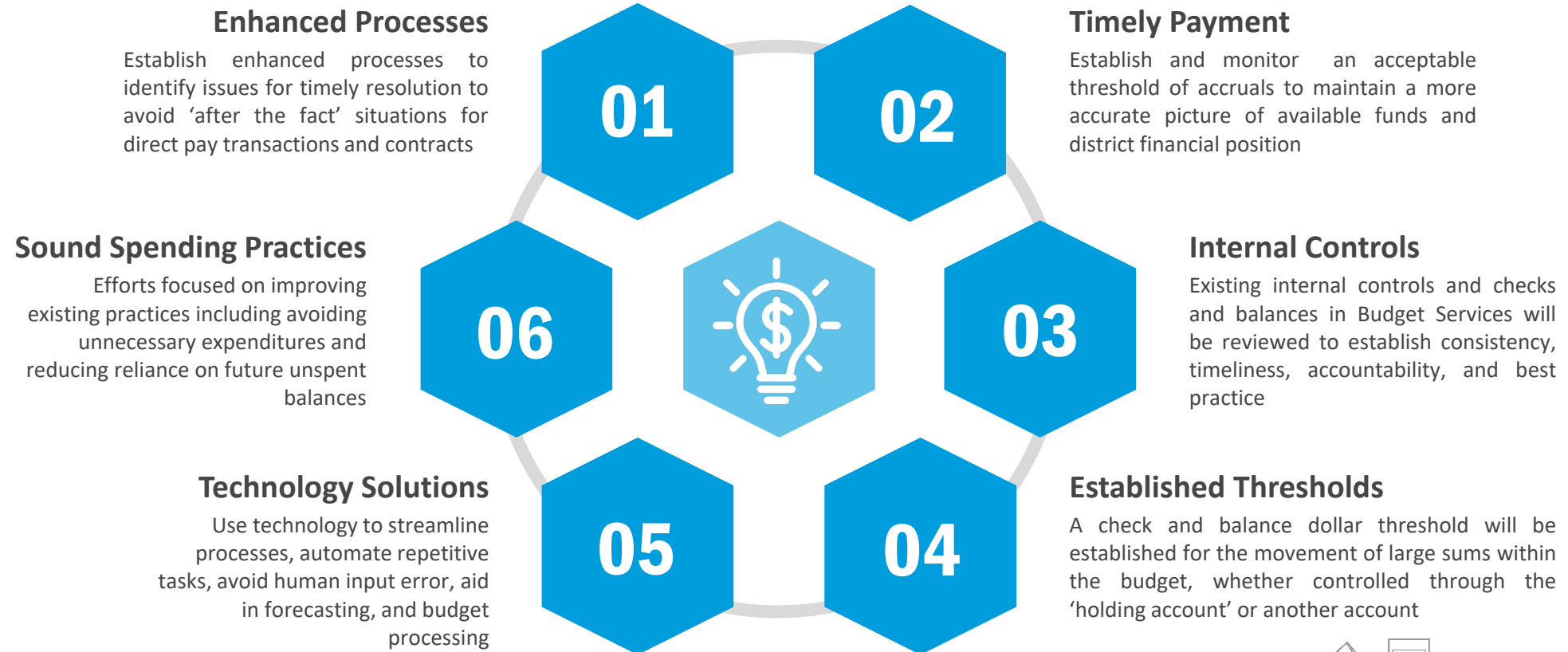Focus on data-rich documentation and clear lines of accountability

Values
To every extent possible, protect schools from cuts and focus on identified priorities

Ongoing Best Practices

Enhanced Processes

Establish enhanced processes to identify issues for timely resolution to avoid 'after the fact' situations for direct pay transactions and contracts

01

Timely Payment

Establish and monitor an acceptable threshold of accruals to maintain a more accurate picture of available funds and district financial position

02

Sound Spending Practices

Efforts focused on improving existing practices including avoiding unnecessary expenditures and reducing reliance on future unspent balances

06

Internal Controls

Existing internal controls and checks and balances in Budget Services will be reviewed to establish consistency, timeliness, accountability, and best practice

03

Technology Solutions

Use technology to streamline processes, automate repetitive tasks, avoid human input error, aid in forecasting, and budget processing

05

Established Thresholds

A check and balance dollar threshold will be established for the movement of large sums within the budget, whether controlled through the 'holding account' or another account

04

Finance

Operations Division

Transportation

- Lowest per Mile transportation Operating Expenditures
- #1 in state for youngest bus fleet
- Contracting for bus services
- Enhanced bus routes
- Reviewed hazardous walking conditions
- Automated scheduling, payment, and reporting for field trips
- Improved procedures for Kindergarten students

Purchasing

Automated the Purchasing Card verification process

Improved contract approval and verification process

Averaging 27,000 purchase card transactions at $6M per year

Averaging 12,500 purchase orders at $250M per year

Decreased audit findings for purchase orders over the last 5 years

School Security

- Prevention and Intervention
- Employment and Training:
  - School Safety Officers
  - School Safety Assistants
- Emergency Preparedness

Communications Division

System-wide Communication Strategies

Development of districtwide approach to web-based communication

- Shared web platform
- District supported decentralized web team
- Using web analytics to align desired resources
  - Driving new re-design for 2019.

Social Media Engagement

- Direct engagement with parents and constituents
- Support for schools
  - building a social media presence
  - understanding how to engage with parents in social media

System-wide Support

Message Development & Strategy

Story Telling Tools

Good News Ambassadors

DJ

Continuous Improvement

Research based strategic communication planning process

Collaboratively developed school and district marketing

Collaboratively developed constituent-focused communication plan

School Choice Division

100% Choice District

- Visual and Performing Arts
- S.T.E.M./S.T.E.A.M. – Science, Technology, Engineering, (ARTS), Mathematics
- Military and Leadership Academies
- Dual Language, Global & Cultural Studies
- Career and Technical Education
- Gifted, Academically Talented & Montessori
- College Preparatory & College Credit

School Choice

Annual School Choice Expo

All Duval County Public Schools in Attendance

Educational Vendors

Mascots

Performances

School Tour Schedules

Community Resources

Program & Procedural Descriptor

Online Application

Prioritized Lottery

School Choice
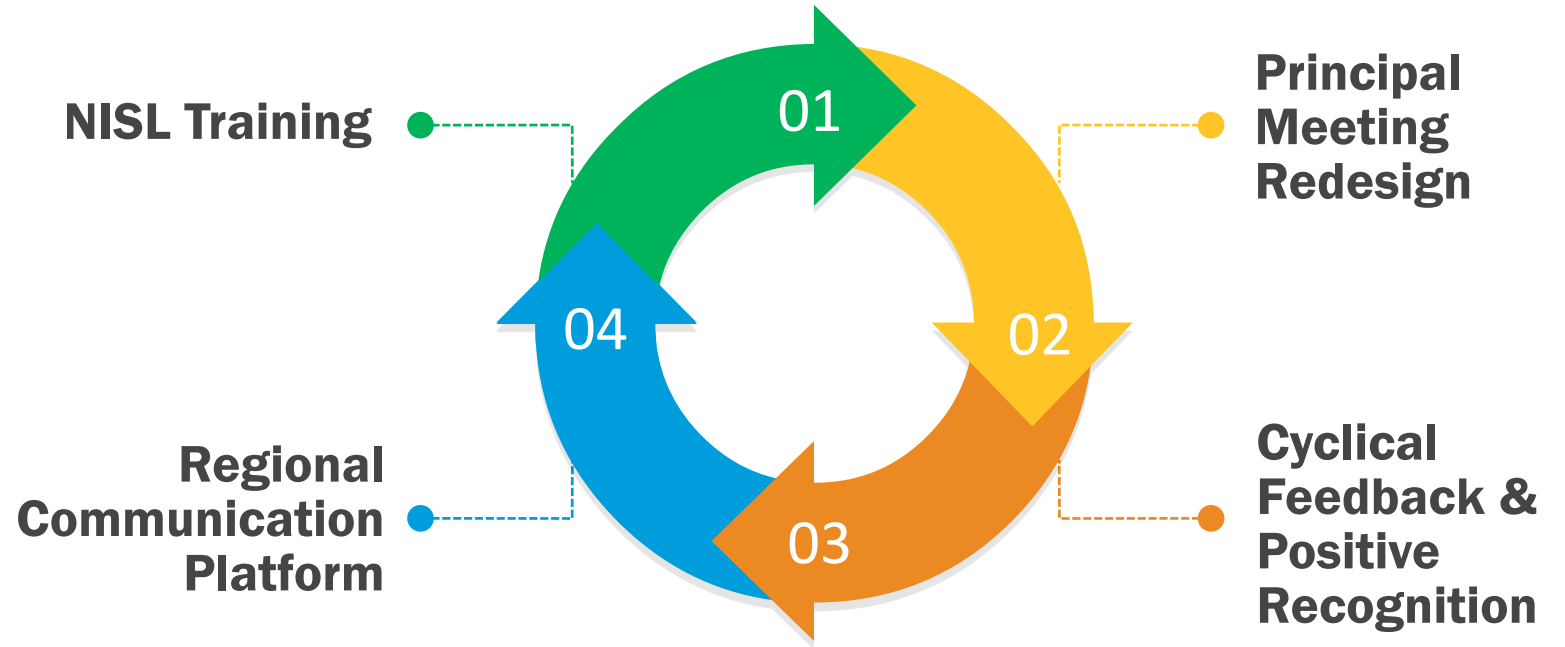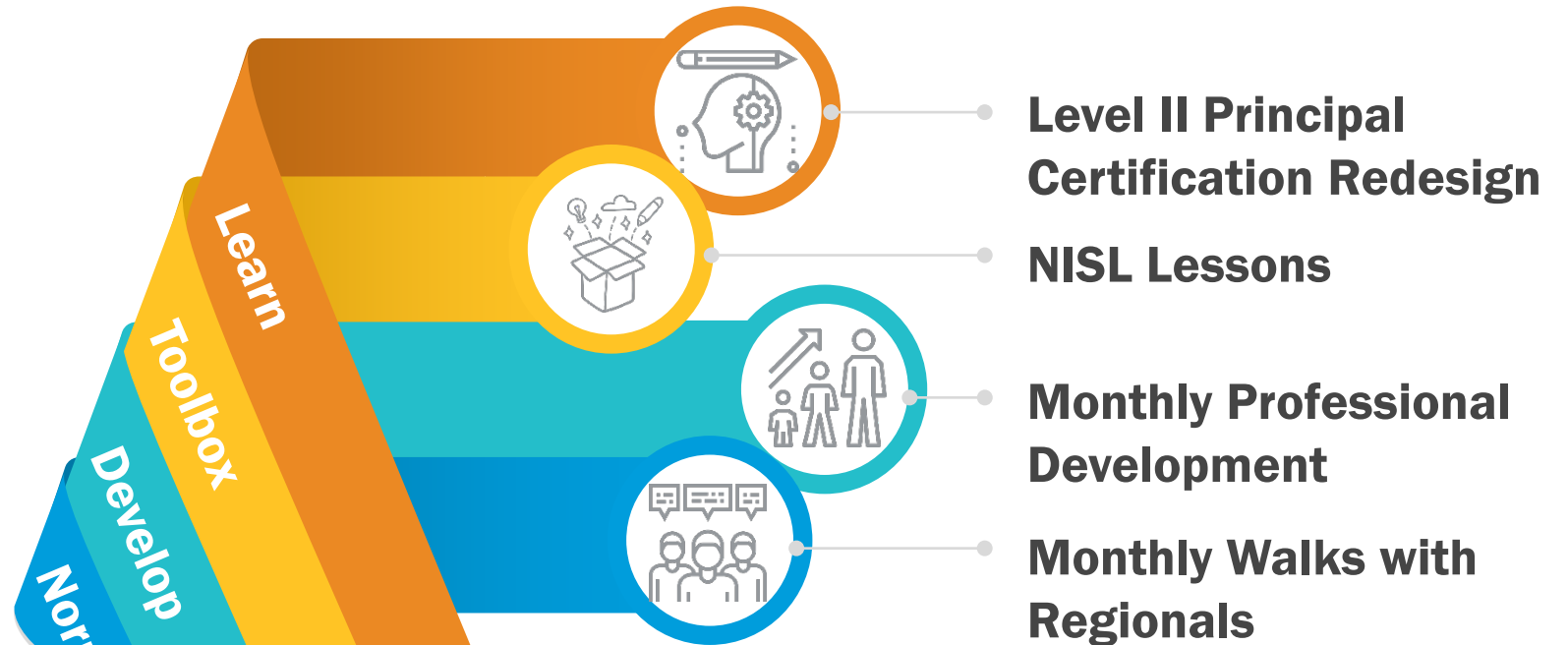
Schools

Consistency & Norming with Principal Supervisors

DUVAL COUNTY PUBLIC SCHOOLS

Reduce
Reduce the number of region superintendents to create consistency in messaging.

Newsletter
Each region sends a weekly newsletter to deliver a common message with common expectations for like schools.

VoE Inst
Utilize the common Vision for Excellent Instruction when visiting schools and providing feedback.

SCIP
Streamline all of the plans required by multiple regions and departments into one School Continuous Improvement Plan that is completed before the school year starts.

Weekly Briefings
Reduce messaging to principals by directing all communication to Weekly Briefings which must be approved by Chief of Staff.
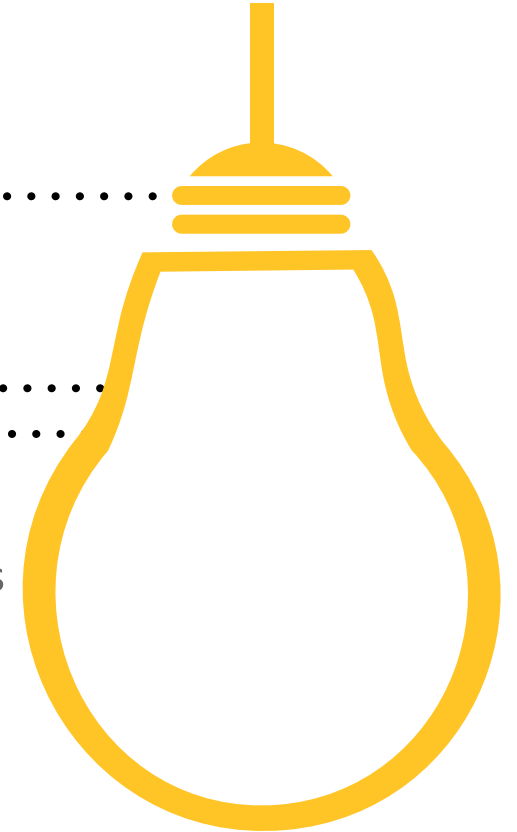
Schools

Alternatives for Student Suspensions

Create forums for principals to discuss and share ideas to increase Restorative Justice programs.

Partner high and middle schools to accept students who would normally be suspended into their ISSP.

Collaborate with principals on creating alternative to out-of-school suspensions.

A look into the future...

System-wide Priorities

"A" Rated District
Earn additional 11 points/1 percentage point to receive "A" district ranking

No "D" or "F" Schools
Ensure all schools have the resources and supports necessary to achieve

High-Performing Students
ALL students learn at a level so they are prepared for State Assessments, Next Grade Level, for Graduation, and for College/Career Readiness

Improved Student Behavior
Provide support and clear expectations leading to improved discipline in schools

Effective & Efficient Operations
Provide the best services to schools in the most efficient manner possible

Become Financially Solvent
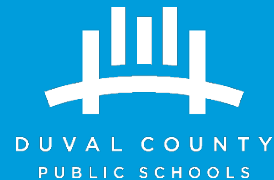Ensure the use of district funds is transparent, strategic, and aligned to priorities

DUVAL COUNTY
PUBLIC SCHOOLS

The Future

Thank You!

2014　　2019

DUVAL COUNTY
PUBLIC SCHOOLS