

A Blueprint for School Transformation

School District of Indian River County (2020-2025)

January 2020


















SDIRC 2019 in Review

HOME · SCHOOL · COMMUNITY

Bright Spots

- Osceola Magnet School with grade “A” for 5 consecutive years; Beachland Elementary, Liberty Magnet School, Osceola Magnet School, Rosewood Magnet School, all grade “A” for 2018-2019.
- “Commendable” School Improvement Rating for the Wabasso School for 2018-2019.
- TCTC “97% first time pass rates” on the LPN NCLEX-PN licensure exams since 2010; recognized in the “Top 60 Nursing Schools in Florida.”
- Graduation rates for Black students improved from 65% in 14-15 to 81% in 18-19.

Sources: FLDOE, 2020; FLDOE School Improvement Ratings 2018-2019, 2019; FLDOE Florida School Grades, 2019; 2019 Indian River LEA Profile, 2019; Nursing Schools Almanac, 2019

Bright Spots

- Graduation rates for students with disabilities improved from 58% in 14-15 to 78% in 18-19.
- FL-PBIS Model School Gold Status (3 schools) & Silver Status (8 schools) for 2018-2019.
- SDIRC 2019 Principal, Teacher, & School-Related Employee of the Year named as State Finalists.
- VBHS Fighting Indians – State Record for Most Consecutive Regular Season Wins!!! 2019

Sources: FLDOE, 2020; FL-PBIS, 2019; @ircschools, 2019

What does success for every student look like?





A Need for Re-Envisioning Excellence in the SDIRC?

Demographics: A Comparison

Subgroup (% of total student population)	Indian River	Miami-Dade
Number of Students	17,924	350,606
Number of Schools	27	392
White (Non-Hispanic)	54%	7%
Black (Non-Hispanic)	17%	20%
Hispanic	23%	72%
English Language Learners	5%	20%
Economically-Disadvantaged	58%	69%
Students with Disabilities	16%	11%

Sources: FLDOE Education Information Portal, 2019 & 2020; www.dadeschools.net; www.indianriverschools.org

Allocation Comparison: Elementary

	Elementary School School Grade = C	Elementary School School Grade = A
	Number	
Students	623	628
Economically Disadvantaged	493	540
Administrators	2	2
Instructional Staff	39	43
Instructional Support	21	5
Non-Instructional Support	11	4

Sources: Dadeschools.net, 2020; FLDOE Education Information Portal, 2020; SDIRC Focus Student Information System

Allocation Comparison: Secondary

	High School School Grade = C	High School School Grade = A
	Number	
Students	1895	2028
Economically Disadvantaged	1019	1273
Administrators	5	4
Instructional Staff	100	74
Instructional Support	19	23
Non-Instructional Support	28	15

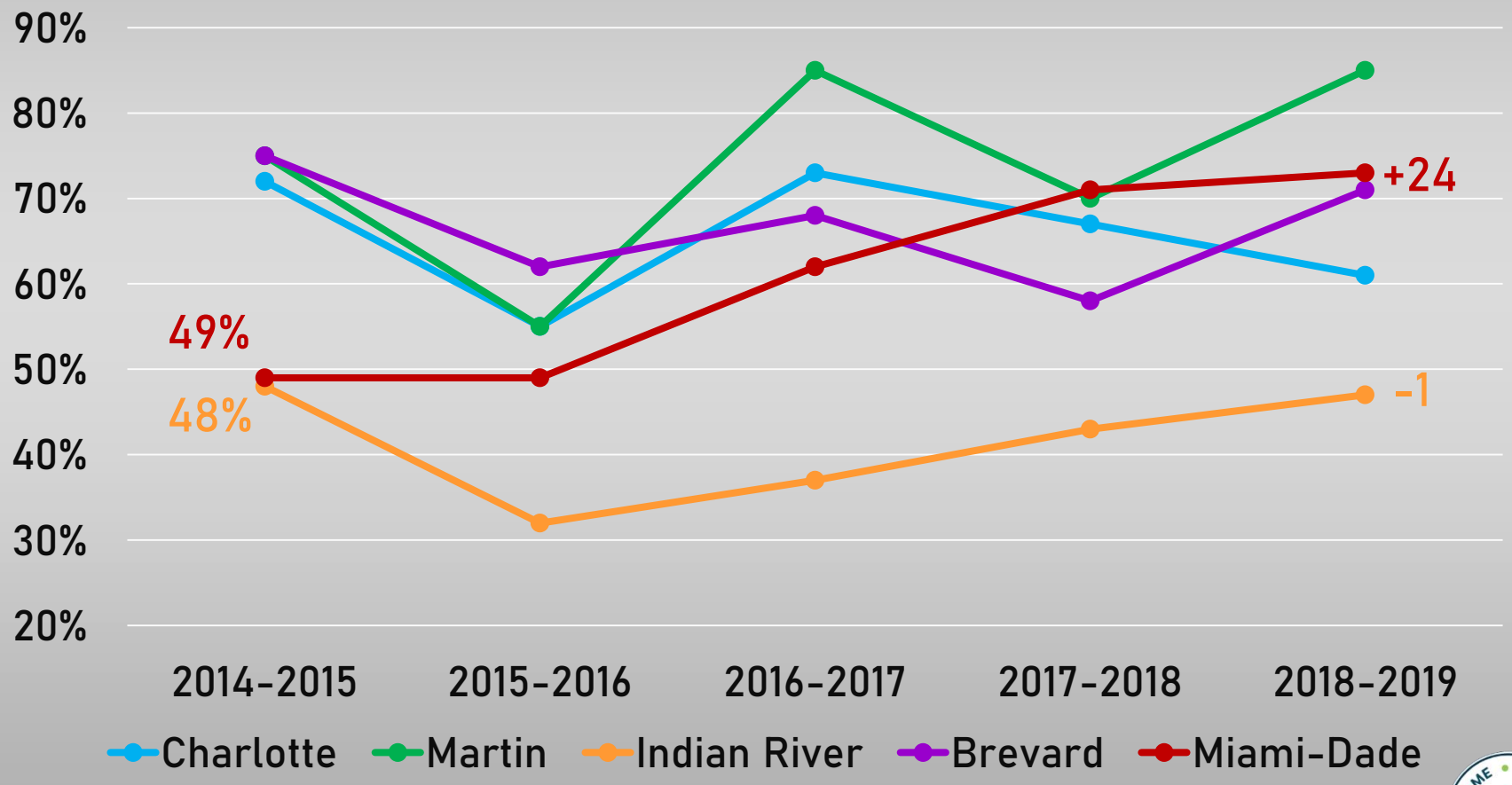
Sources: Dadeschools.net, 2020; FLDOE Education Information Portal, 2020; SDIRC Focus Student Information System

Distribution of School Grades 2019: A Quick Look



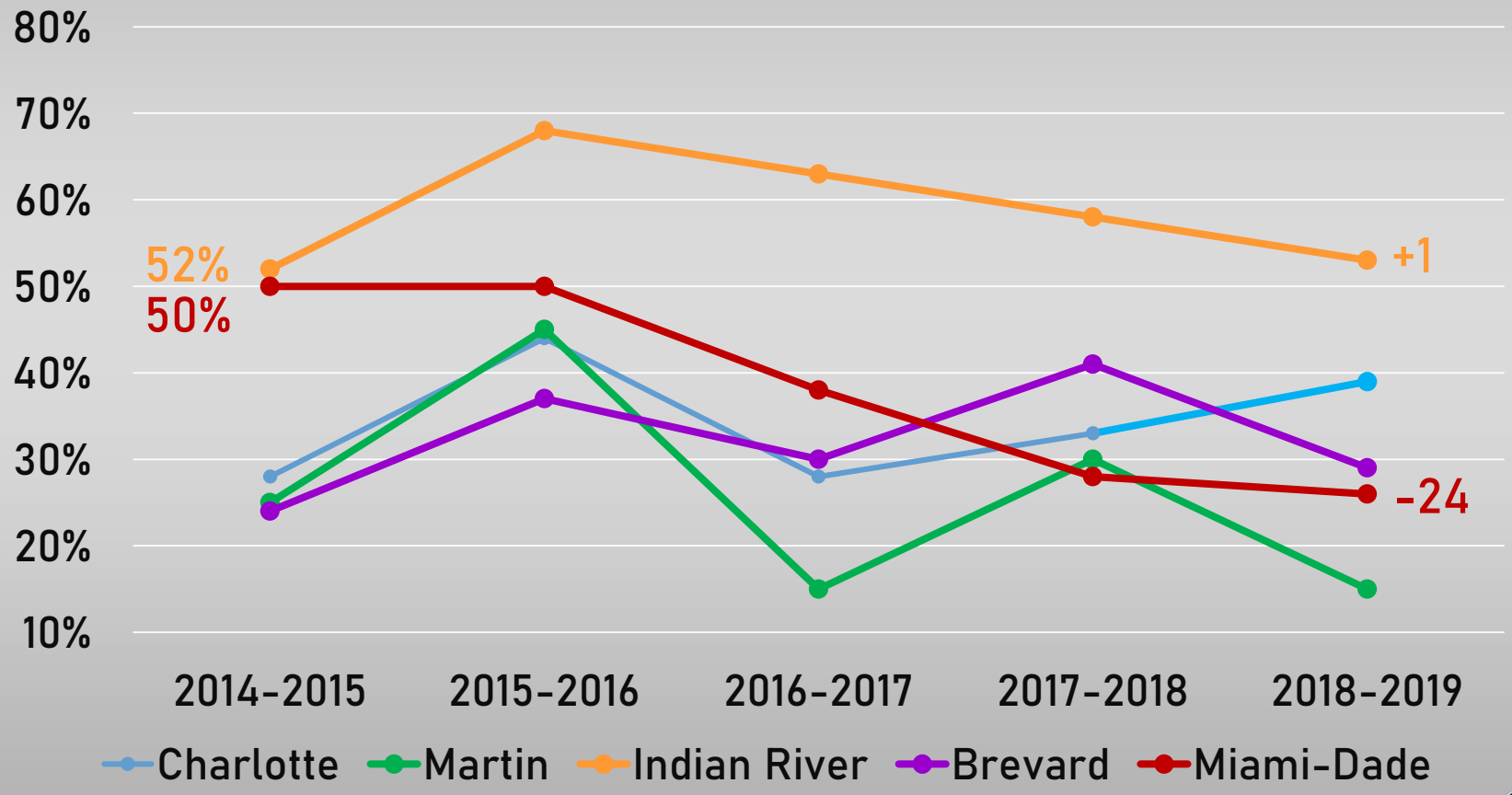
Source: FLDOE, 2019

Percentage of Schools – Grades A & B



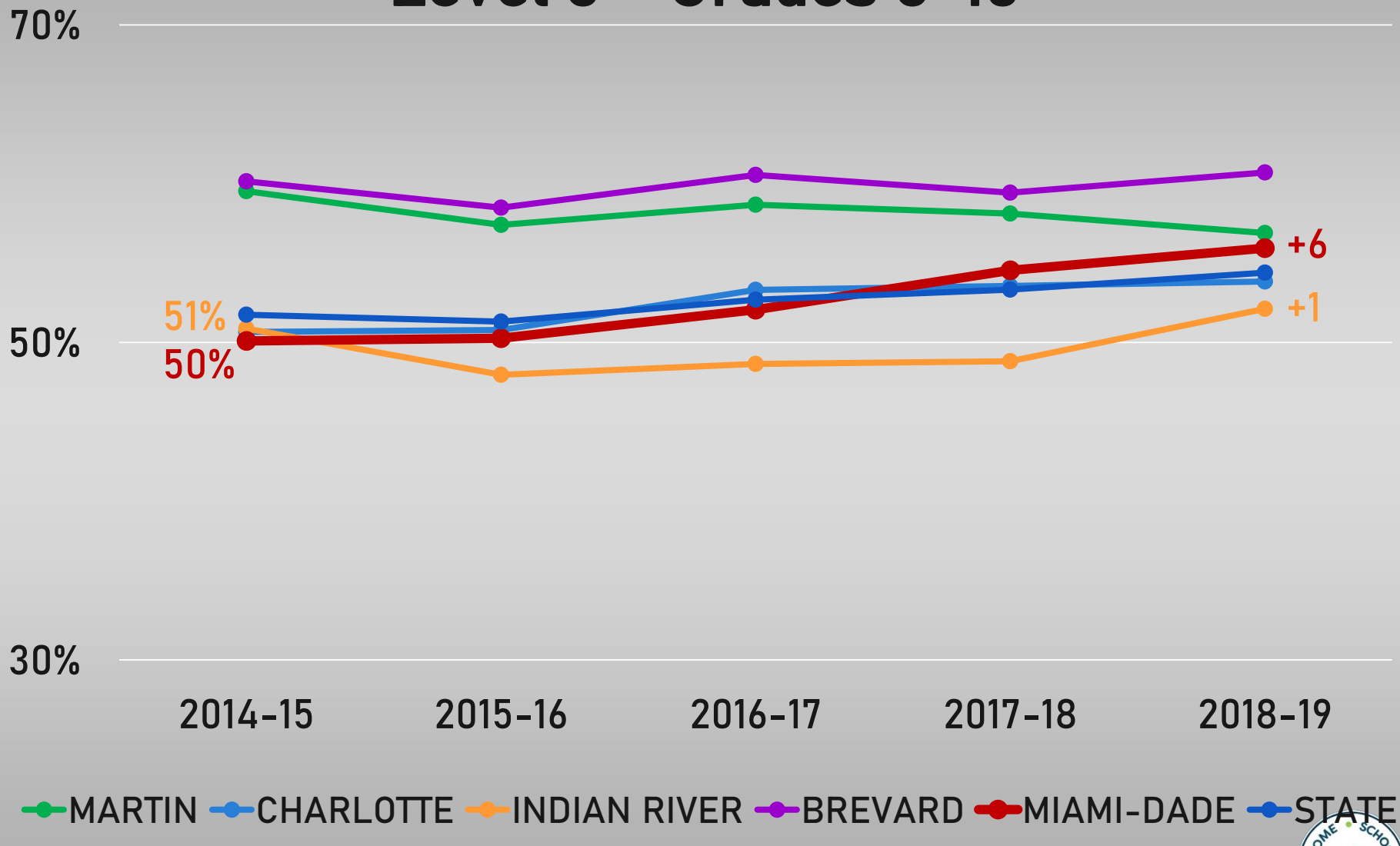
Source: FLDOE, 2019

Percentage of Schools – Grades C - F



Source: FLDOE, 2019

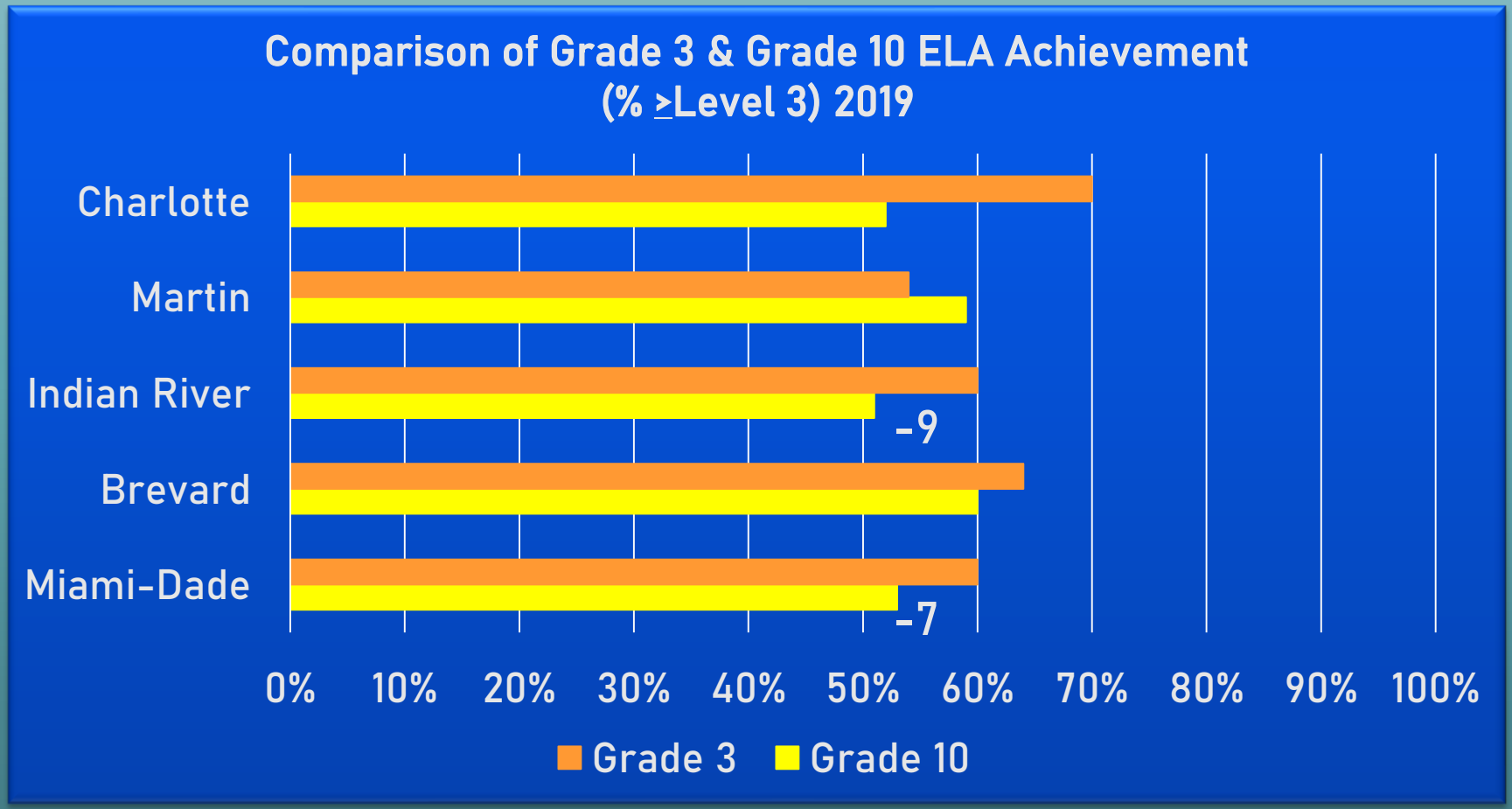
Rates of Progress: FSA ELA % ≥ Level 3 - Grades 3-10



Source: FLDOE Education Information Portal, 2019

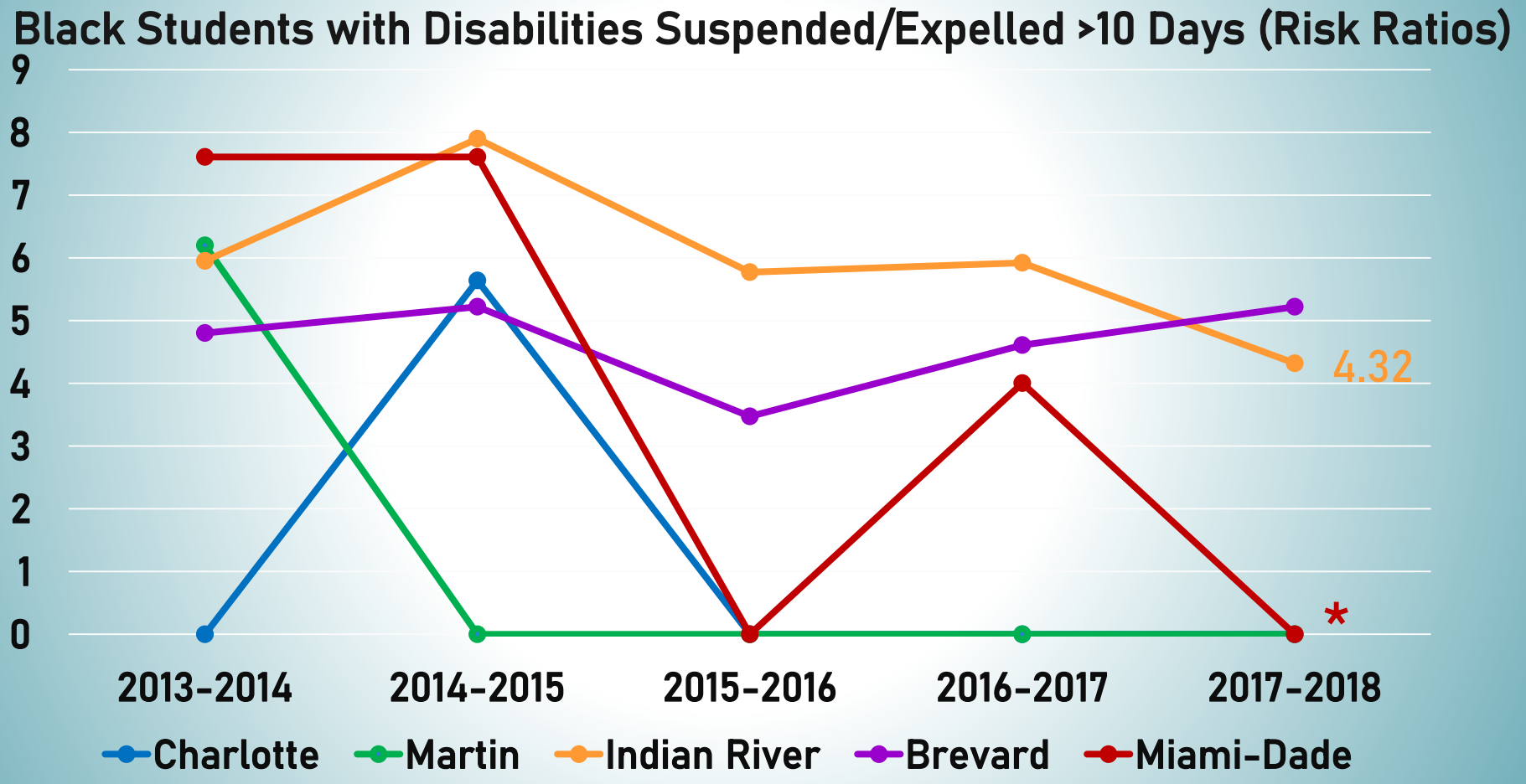
The "Case" for School Re-Envisioning:

A Deeper Dive



Source: FLDOE Education Information Portal, 2019

The "Case" for School Re-Envisioning: A Deeper Dive



Source: FLDOE LEA Profiles 2015-2019

**A data point of "0" on the above table indicates that less than 10 students received removals for >10 days.*

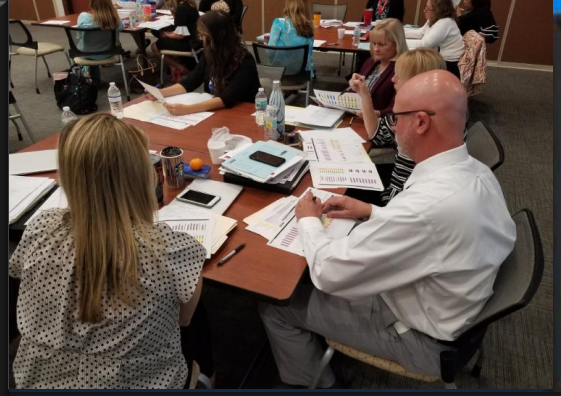


A Financial Snapshot

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Annual Budget (All Funds)	$ 268,170,175	$ 286,742,651	$ 286,892,696	$ 289,955,545	$ 301,046,075
Actual End-of-Year Total Fund Balance (June 30) General Fund Only	$ 26,054,000	$ 25,252,791	$ 18,655,172	$ 17,409,387	TBD
Ending Fund Balance as a Percent of Revenues (General Fund Only)	18%	18%	13%	12%	TBD

Theory of Action

If we clearly define the expectations and behaviors that exemplify school **excellence** for all 21st Century Learners and implement actions in alignment with these expectations and behaviors, then higher levels of student learning will be achieved.



Superintendent's Goals to Be Achieved During the Re-envisioning Process



- Ensure a seamless transition and more robust learning outcomes for all children
- Build a productive and collaborative relationship with the Indian River County School Board
- Create opportunities to gain a deep understanding of Indian River County Schools from a multitude of stakeholders and gain insight into all key aspects of the District
- Build excitement and momentum within the School District of Indian River County as we collaboratively engage in needed change to ensure continuous improvement



Areas of Focus to

Move the Needle

- Identify & refer to “Guiding Principles”
- Disaggregate & analyze data to monitor progress towards goal attainment
- Develop plans that explicitly define the needed actions
- Identify key priorities that ensure we are fully enhancing & supporting instruction – Accelerate feedback loops

The "Why" Behind
Guiding Principles

- Ensures common language and communication among stakeholders
- Provides points of reference for all work
- Promotes consistency and sustainability in course of actions



Making Data Our Superpower

- Use high quality, actionable data.
- Disaggregate data to guide meaningful & precise changes.
- Link action steps & strategies to root causes to eliminate identified barriers.
- Frequently monitor to guard against big data “pitfalls”.

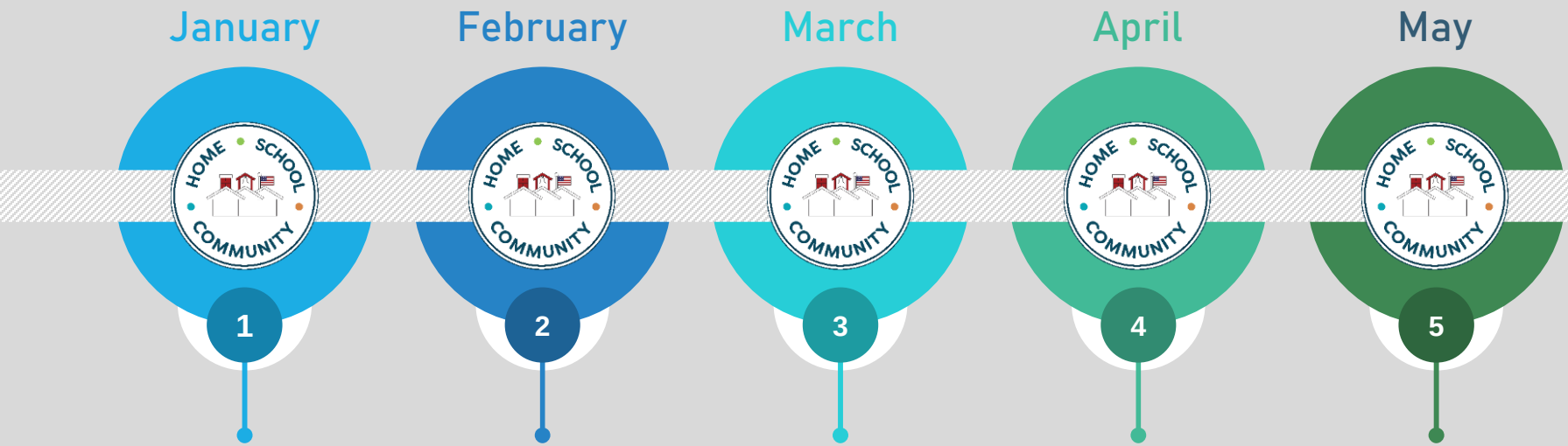


Short-Term Feedback Loops



Avoid: Integration Failure

Redefining Excellence: Cultivating Conditions for Learning



PHASE II: LISTEN & LEARN

IDENTIFY & GATHER STAKEHOLDER FEEDBACK & GUIDING PRINCIPLES

CLEARLY DEFINE THE CURRENT REALITY & OPPORTUNITIES FOR IMPROVEMENT

PHASE III: CONSENSUS BUILDING & IMPLEMENTATION PLAN

DEVELOP & INITIATE IMPLEMENTATION OF DISTRICT STRATEGIC PLAN & SCHOOL SITE IMPLEMENTATION PLANS

CONDUCT INITIAL EVALUATION & REFINEMENT OF DISTRICT & SCHOOL SITE IMPLEMENTATION PLANS

GATHER & ANALYZE SUMMATIVE DATA TO GUIDE MODIFICATIONS TO ACTION PLAN IMPLEMENTATION

Opportunities for Improvement

- Create authentic opportunities for teachers to support & grow together.
- Maximize opportunities to provide school choice.
- Create schools that students look forward to attending.
- Initiate a principal/assistant principal pipeline to cultivate future leaders.
- Re-envision the school improvement process & School Improvement Plans.
- Review school start times.



Opportunities for Improvement



- Establish a program to recruit, retain, and optimally place instructional coaches.
- Eliminate redundancies across the district to maximize resources at schools.
- Create a Superintendent's Advisory Council for Exceptional Student Education.
- Create a Superintendent's Advisory Council for the District Budget.
- Design the district in a way that fully supports & enhances instruction.

Opportunities for Engagement

- Focus Groups
- Work Groups
- Surveys & Feedback
- Community Partnerships
- Project RE-envision 2025 Website

Visit Our Project RE-envision 2025 Webpage



https://www.indianriverschools.org/ProjectReEnvision2025

Questions?



"Students should have rich, relevant, and authentic experiences at school, across the board. If every educator in every school pursued excellence instead of allowing excuses about what students can and cannot do, we would meet the needs of all students. Our goal has to be to create schools where excellence is the standard."

Sanee Bell, Ed.D.

"Be Excellent on Purpose"