STRATEGIC PLAN
2015-2020
MISSION

Educate all students through relevant curriculum and experiences for life in an ever-changing world.

CORE OBJECTIVES

• All students will develop a foundation of knowledge and skills through a rigorous and relevant curriculum that exceeds local, state, and national expectations, closes all achievement gaps, and helps all students realize their full potential.

• Schools will be safe and secure for all individuals and will provide students the opportunity to participate in a school community that creates a caring environment committed to building positive relationships.

Where learning is the expectation and caring is the commitment.
STRATEGIC GOALS

#1 High Student Achievement
   • All Subject Areas
#2 High Learning Gains in ELA & Math
   • All Students
   • Bottom Quartile Students
#3 Close Achievement Gaps
   • All Subgroups for all Subject Areas
#4 High Graduation Rate
#5 High Acceleration Participation and Achievement

<table>
<thead>
<tr>
<th>Subject Areas</th>
<th>Subgroups</th>
</tr>
</thead>
<tbody>
<tr>
<td>English Language Arts (ELA)</td>
<td>• African American</td>
</tr>
<tr>
<td>Mathematics</td>
<td>• Hispanic</td>
</tr>
<tr>
<td>Science</td>
<td>• Students with Disabilities</td>
</tr>
<tr>
<td>Social Studies</td>
<td>• Economically Disadvantaged</td>
</tr>
<tr>
<td></td>
<td>• English Language Learners</td>
</tr>
</tbody>
</table>
## Strategic Goals

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>a) English Language Arts</td>
<td>a) English Language Arts</td>
<td>a) Between White and Hispanic students</td>
<td>Percent of graduates with a standard diploma</td>
<td>Percent of graduates who have successfully completed one or more accelerated courses or certifications</td>
</tr>
<tr>
<td>b) Mathematics</td>
<td>b) Mathematics</td>
<td>b) Between White and African American students</td>
<td>Increase by 6 percentage points in each subject area</td>
<td>Increase by 7.1 percentage points</td>
</tr>
<tr>
<td>c) Science</td>
<td></td>
<td>c) Between non-economically disadvantaged students and economically disadvantaged students</td>
<td>Increase by 7 percentage points in each subject area</td>
<td>Increase by 10 percentage points</td>
</tr>
<tr>
<td>d) Social Studies</td>
<td></td>
<td>d) Between students without disabilities and students with disabilities</td>
<td>Reduce by one-third the gap between each subgroup in each subject area</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>e) Between non-English Language Learners and English Language Learners</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of students achieving grade-level or above performance</td>
<td>Percent of students who improved, including those performing below grade level and those performing at grade level and above</td>
<td>Percent of the gap in K-12 student achievement</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
GOAL #1: Student Achievement on Statewide Assessments

Increase the percent of students achieving grade-level or above grade-level performance by 6 percentage points in each subject area by 2020. *(Percent Level 3 or Higher)*
GOAL #2: Student Learning Gains

Increase the percent of students who improve, including those below, at grade level, and above by 7 percentage points or to meet the state target in each subject area by 2020.

Florida

Citrus County

<table>
<thead>
<tr>
<th>Subject</th>
<th>2015-16 Baseline</th>
<th>2016-17</th>
<th>2017-18</th>
<th>2018-19</th>
<th>2019-20 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>ELA LG</td>
<td>49%</td>
<td>51%</td>
<td>53%</td>
<td>59%</td>
<td>63%</td>
</tr>
<tr>
<td>Mathematics LG</td>
<td>52%</td>
<td>52%</td>
<td>54%</td>
<td>59%</td>
<td>63%</td>
</tr>
<tr>
<td>ELA LG- BQ</td>
<td>38%</td>
<td>40%</td>
<td>42%</td>
<td>45%</td>
<td>45%</td>
</tr>
<tr>
<td>Mathematics LG- BQ</td>
<td>44%</td>
<td>46%</td>
<td>45%</td>
<td>46%</td>
<td>41%</td>
</tr>
</tbody>
</table>

Timeline:
- 2015-16 Baseline
- 2016-17
- 2017-18
- 2018-19
- 2019-20 Target
**GOAL #3: CLOSING THE ACHIEVEMENT GAP**

Reduce the percent of the gap in student achievement by **one-third** for each subgroup in each subject area by 2020.

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<td>Science</td>
<td></td>
</tr>
<tr>
<td>Social Studies</td>
<td></td>
</tr>
</tbody>
</table>
PERCENTAGE POINT ACHIEVEMENT GAP

African American (~344)
White (~7069)

5-Year Plan
Target = 1/3 reduction

FLORIDA

CITRUS COUNTY


African American (~344)
White (~7069)
# Percentage Point Achievement Gap

**Hispanic (~738)**
**White (~7069)**

5-Year Plan
Target = 1/3 reduction

## Florida

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</thead>
<tbody>
<tr>
<td>ELA</td>
<td>10</td>
<td>10</td>
<td>12</td>
<td>11</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Math</td>
<td>14</td>
<td>14</td>
<td>14</td>
<td>16</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>Science</td>
<td>15</td>
<td>15</td>
<td>18</td>
<td>18</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>Social Studies</td>
<td>16</td>
<td>16</td>
<td>12</td>
<td>15</td>
<td>14</td>
<td>13</td>
</tr>
</tbody>
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## Citrus County

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</tr>
</thead>
<tbody>
<tr>
<td>ELA</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Math</td>
<td>2</td>
<td>2</td>
<td>5</td>
<td>6</td>
<td>9</td>
<td>11</td>
</tr>
<tr>
<td>Science</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>9</td>
<td>11</td>
</tr>
<tr>
<td>Social Studies</td>
<td>8</td>
<td>8</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>11</td>
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PERCENTAGE POINT ACHIEVEMENT GAP

Economically Disadvantaged (~5883)
Non-Economically Disadvantaged (~2826)

5-Year Plan
Target = 1/3 reduction

FLORIDA

CITRUS COUNTY

PERCENTAGE POINT ACHIEVEMENT GAP

Students With Disabilities (~1136)
Students Without Disabilities (~7573)

5-Year Plan
Target = 1/3 reduction

FLORIDA

CITRUS COUNTY

PERCENTAGE POINT ACHIEVEMENT GAP

English Language Learners (~140)
Non-English Language Learners (~8569)

5-Year Plan
Target = 1/3 reduction
GOAL #4: GRADUATION RATE (4-Year Standard Florida Diploma)

Increase percent of students graduating with a standard diploma in 4 years by 7.1 percentage points by 2020.
GOAL #5: ACCELERATION

Increase percent of graduates who completed one or more accelerated courses or certifications by 10 percentage points by 2020.

**FLORIDA**

<table>
<thead>
<tr>
<th>Baseline</th>
<th>2015-16</th>
<th>2016-17</th>
<th>2017-18</th>
<th>2018-19</th>
<th>Target 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>MS Acceleration</td>
<td>57</td>
<td>53</td>
<td>56</td>
<td>56</td>
<td>57</td>
</tr>
<tr>
<td>HS Acceleration (lagging data)</td>
<td>50</td>
<td>52</td>
<td>51</td>
<td>47</td>
<td>44</td>
</tr>
</tbody>
</table>

**CITRUS COUNTY**

Middle School: 57, 53, 56, 56, 57
High School: 50, 52, 51, 47, 44

Target 2020: 67% for MS, 60% for HS

Increase percent of graduates who completed one or more accelerated courses or certifications by 10 percentage points by 2020.
Initiatives

**LEADERSHIP**
- School Improvement / Strategic Planning Process
- District-Provided Tiered Support for Schools
- National Institute for School Leadership (NISL)
- John Kotter’s “XLR8” – Managing Change Strategies
- Instructional Coaching Institute & Simulation Visits

**ELEMENTARY**
- i-Ready implementation
  - LAFS & MAFS
- Instructional Coaching Role
- Bottom Quartile Focus
- Behavior TOSA
- Attendance Incentives

**SECONDARY**
- Attendance Incentives
- AVID Strategies Implementation
- Improve Acceleration
  - Research Other Schools/Course Offerings
  - Shared Philosophy
  - Increase CTE Participation
  - Improve Monitoring Practices
- Math Supplemental Resources
  - ALEKS & EdGems
- Improve Graduation Rate
  - Summer School
  - In-District ACT
- Improve Inclusive Opportunities