



## Duval Virtual Instruction Academy

1701 PRUDENTIAL DR, Jacksonville, FL 32207

<http://www.duvalschools.org/duvalvirtual>

### School Demographics

<b>School Type</b>	<b>Title I</b>	<b>Free/Reduced Price Lunch</b>
Combination	No	32%

<b>Alternative/ESE Center</b>	<b>Charter School</b>	<b>Minority</b>
No	No	34%

### School Grades History

Year	2013-14	2012-13	2011-12	2010-11
Grade	NOT GRADED	C		

### School Board Approval

This plan was approved by the Duval County School Board on 11/4/2014.

### SIP Authority and Template

Section 1001.42(18), Florida Statutes, requires district school boards to annually approve and require implementation of a school improvement plan (SIP) for each school in the district.

The Florida Department of Education (FDOE) SIP template meets all statutory and rule requirements for traditional public schools and incorporates all components required for schools receiving Title I funds. This template is required by State Board of Education Rule 6A-1.099811, Florida Administrative Code, for all non-charter schools with a current grade of D or F, or with a grade of F within the prior two years. For all other schools, the district may use a template of its choosing. All districts must submit annual assurances that their plans meet statutory requirements.

This document was prepared by school and district leadership using the Florida Department of Education's school improvement planning web application located at <https://www.floridacims.org>.

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## Purpose and Outline of the SIP

The SIP is intended to be the primary artifact used by every school with stakeholders to review data, set goals, create an action plan and monitor progress. A corollary at the district level is the District Improvement and Assistance Plan (DIAP), designed to help district leadership make the necessary connections between school and district goals in order to align resources. The Florida Department of Education encourages schools to use the SIP as a “living document” by continually updating, refining and using the plan to guide their work throughout the year. This printed version represents the SIP as of the “Date Modified” listed in the footer.

### Part I: Current School Status

Part I organizes the current status of the school around five domains inspired by the 5Essentials framework: Supportive Environment, Family and Community Involvement, Effective Leadership, Public and Collaborative Teaching, and Ambitious Instruction and Learning. Questions regarding the school’s Multi-Tiered System of Supports have been embedded throughout this part to demonstrate how data is used by stakeholders to understand the needs of all students and allocate appropriate resources in proportion to those needs.

### Part II: Needs Assessment

Part II requires the school to review performance and early warning systems data in order to develop strategic goals and associated data targets (i.e., “SMART goals”) for the coming school year in context of the school’s greatest strengths and needs. An online tool was developed, which includes data visualizations and processing questions to support problem identification, problem analysis and strategic goal formulation.

### Part III: 8-Step Planning and Problem Solving for Implementation

Part III enables the school to develop implementation plans for its highest-priority goals. With the overview of the current state of the school in mind and the strategic goals identified through the needs assessment, the planning team engages in a facilitated planning and problem-solving process, through which they

- Define strategic goals and establish targets to be reached by successfully achieving the goals (Step 1)
- Identify resources available to support the goals and barriers that could hinder achieving those goals (Step 2)
- Select high-priority barriers they want to address initially (Step 3)
- Design implementation and monitoring plans for strategies to resolve selected barriers (Steps 4-7)
- Determine how they will monitor progress toward each goal (Step 8)

### Appendices

The following appendices, automatically-generated from content entered in Part III, are included in this document:

- Appendix 1 is a timeline of all action steps and monitoring activities
- Appendix 2 is an outline of all professional development opportunities and technical assistance items
- Appendix 3 is a report of the budget needed to implement the strategies

## Differentiated Accountability

Florida’s Differentiated Accountability (DA) system is a statewide network of strategic support, differentiated by need according to performance data, and provided to schools and districts in order to improve leadership capacity, teacher efficacy and student outcomes. DA field teams collaborate with district and school leadership to design, implement and refine improvement plans, as well as provide instructional coaching, as needed.

### DA Regions

Florida’s DA network is divided into five geographical regions, each served by a field team led by a regional executive director (RED).

### DA Categories

Traditional public schools are classified at the start of each school year, based upon the most recently released school grades (A-F), into one of the following categories:

- Not in DA – currently A or B with no F in prior three years; charter schools; ungraded schools
- Monitoring Only – currently A or B with at least one F in the prior three years
- Prevent – currently C
- Focus – currently D
  - Planning – two consecutive grades of D (i.e., DD), or a grade of F immediately followed by a grade of D in the most recent grades release (i.e., FD)
  - Implementing – two consecutive grades of D in the most recent grades release preceded by a grade below C (i.e., FDD or DDD)
- Priority – currently F
  - Planning – declined to a grade of F in the most recent grades release and have not received a planning year or implemented a turnaround option during the previous school year
  - Implementing – two consecutive grades of F (i.e., FF), or three consecutive grades below C with an F in the most recent grades release (i.e., FDF or DDF)

### DA Turnaround and Monitoring Statuses

Additionally, schools in DA are subject to one or more of the following Turnaround and Monitoring Statuses:

- Former F – currently A-D with at least one F in the prior three years; SIP is monitored by FDOE
- Planning – Focus Planning and Priority Planning; district is planning for possible turnaround
- Implementing – Focus Implementing and Priority Implementing; district is implementing the Turnaround Option Plan (TOP)

### 2014-15 DA Category and Statuses

DA Category	Region	RED
Not In DA	2	<a href="#">Wayne Green</a>
Former F		Turnaround Status
No		





## Part I: Current School Status

### Supportive Environment

#### School Mission and Vision

##### Provide the school's mission statement

Engaging students in a 21st century virtual learning environment for a lifetime of success.

##### Provide the school's vision statement

Virtual learning for the 21st century.

#### School Environment

##### Describe the process by which the school learns about students' cultures and builds relationships between teachers and students

The virtual environment is combined with live interaction opportunities via the DVIA Live Campus located behind Stilwell Middle School. DVIA hosts an in-person Orientation for all students. Online Orientations are also offered. Teachers make initial contact with students via telephone to make a direct connection with the students and parents.

##### Describe how the school creates an environment where students feel safe and respected before, during and after school

Our Live Campus is staffed for 3 hours daily by faculty members and/or administrators. The purpose of the Live Campus is to offer walk-in or appointment-based person-to-person contact for problem solving or tutoring. The students must be accompanied by a parent/guardian. This is not intended to be a classroom setting. Rather, it is to support and assist the students and families as they seek help or need a personal touch.

##### Describe the schoolwide behavioral system in place that aids in minimizing distractions to keep students engaged during instructional time. This may include, but is not limited to, established protocols for disciplinary incidents, clear behavioral expectations, and training for school personnel to ensure the system is fairly and consistently enforced

DCPS policies are always in place. The Live Campus behavior will be addressed through a Student Honor Code (being written during the 2014-15 school year).

##### Describe how the school ensures the social-emotional needs of all students are being met, which may include providing counseling, mentoring and other pupil services

All students are supported by a School Counselor and the attention of their teacher of record. Referrals of the student(s) to other support is made by any staff member. All faculty and staff are attuned to the virtual world and are aware of the written words of students as well as the tone and tenor of those words. Further, they will listen in any group online session or in person at the Live Campus for needs that may arise and warrant support.

#### Early Warning Systems

The school's response to this section may be used to satisfy the requirements of 20 U.S.C. § 6314(b)(1)(B)(ii)(III), (b)(1)(B)(iii)(I), and (b)(1)(I).

##### Describe the school's early warning system and provide a list of the early warning indicators used in the system



Student Progress Monitoring and Attendance Intervention are established and functions upon the pattern of any students who fall 25% behind expected pace and/or earn an actual grade of "D" or "F". Failure in any course at any time warrants contact with the parent to discuss the student's pace within the Learning Management System (LMS). All students are monitored for meeting the standards (C level work). If they fall below that threshold, a progress monitoring report is shared with parent and contact is made to develop a support plan. All Level 1 students are monitored upon entry and throughout for needed support.

**Provide the following data related to the school's early warning system**

***The number of students by grade level that exhibit each early warning indicator:***

Indicator	Grade Level											Total
	2	3	4	5	6	7	8	9	10	11	12	
Attendance below 90 percent	0	0	0	0	0	0	0	0	0	0	0	0
One or more suspensions	0	0	0	0	0	0	0	0	0	0	0	0
Course failure in ELA or Math	2	0	2	2	10	17	24	25	26	19	13	140
Level 1 on statewide assessment	0	2	2	2	11	8	11	6	2	1	2	47
25% behind PACE in the Learning Mgmt. System	2	0	2	3	10	17	23	20	25	17	12	131

***The number of students identified by the system as exhibiting two or more early warning indicators:***

Indicator	Grade Level											Total
	2	4	5	6	7	8	9	10	11	12		
Students exhibiting two or more indicators	2	2	2	10	17	23	20	25	17	12	130	

**Describe all intervention strategies employed by the school to improve the academic performance of students identified by the early warning system**

Academic and attendance interventions are in place to identify those students who fall 25% behind expected pace in the LMS and/or earn a "D" or "F" grade. The School Counselor is notified of issues of concern.

Progress Monitoring intervention strategies are escalated through a series of steps as follows: 1) Teacher conference with student; 2) Parent/Teacher conference; 3) Parent/Teacher conference with Principal/Assistant Principal present; 4) performance contract for student and parent expectations.

Attendance Intervention strategies are escalated through a series of steps as follows: 1) Teacher conference with student; 2) Parent/Teacher conference; 3) Attendance Intervention Team with student attendance contract; 4) counseling to withdraw to attendance area school due to non-attendance at DVIA.

**Family and Community Involvement**

The school's response to this section may be used to satisfy the requirements of 20 U.S.C. § 6314(b)(1)(B)(iii)(I)(aa).

**Describe how the school works at building positive relationships with families to increase involvement, including efforts to communicate the school's mission and vision, and keep parents informed of their child's progress**

Title I schools use the Parent Involvement Plan (PIP) to meet the requirements of 20 U.S.C. § 6314(b)(1)(F).

**Will the school use its PIP to satisfy this question?**

No

**PIP Link**

The school completes a Parental Involvement Plan (PIP), which is available at the school site.

### **Description**

Orientation, parent nights, Live Campus, video updates and messages by the Principal, website functionality, and personal contact ensure that the relationships with families are direct and supportive of the students. The Guidance Advisory Council, SAC, and fledgling PTA meet and discuss current aspects of the school to ensure communication lines are open.

### **Describe the process by which the school builds and sustains partnerships with the local community for the purpose of securing and utilizing resources to support the school and student achievement**

Our community is esoterically outside of regular interaction between members of the school community and the community at large. The SAC will begin addressing this issue as part of the SIP this school year.

### **Effective Leadership**

The school's response to this section may be used to satisfy the requirements of 20 U.S.C. § 6314(b)(1)(H).

### **School Leadership Team**

#### **Membership**

Identify the name, email address and position title for each member of the school leadership team.:

<b>Name</b>	<b>Title</b>
Ertel, Mark	Principal
Elkins, Dawn	Assistant Principal

#### **Duties**

#### ***Describe the roles and responsibilities of the members, including how they serve as instructional leaders and practice shared decision making***

Principal. The school's central instructional leader. Facilitates the SAC. Guides the SDM process with very close association of the bargaining unit representative. Sets the vision and mission extensions of the school's central statements.

#### ***Describe the process through which school leadership identifies and aligns all available resources (e.g., personnel, instructional, curricular) in order to meet the needs of all students and maximize desired student outcomes. Include the methodology for coordinating and supplementing federal, state and local funds, services and programs. Provide the person(s) responsible, frequency of meetings, how an inventory of resources is maintained and any problem-solving activities used to determine how to apply resources for the highest impact***

The school leadership team and SAC will review the goals and objectives of the SIP on a monthly basis to ensure the appropriate resources are provided to the areas needing attention.

### **School Advisory Council (SAC)**

#### **Membership**

Identify the name and stakeholder group for each member of the SAC.:

Name	Stakeholder Group
Mark Ertel	Principal
Edith O'Neil	Parent
Kristin Smith	Education Support Employee
Larry Zenke	Business/Community
Carrie Sowell	Teacher
Tamara Sullivan	Student
Tyrone Sullivan	Parent
Jill Mountain	Parent

**Duties**

**Provide a description of the SAC's involvement with the following activities, as required by section 1001.452(2), Florida Statutes**

*Evaluation of last year's school improvement plan*

N/A. none existed.

*Development of this school improvement plan*

Creation of a viable and active SAC is the goal for the principal to achieve this school year. None has existed in the prior years of the school.

*Preparation of the school's annual budget and plan*

N/A

**Describe the use of school improvement funds allocated last year, including the amount budgeted for each project**

N/A

**Verify that the school is in compliance with section 1001.452, Florida Statutes, regarding the establishment requirements and duties of the SAC**

No

*If the school is not in compliance, describe the measures being implemented to meet SAC requirements*

No SAC has previously existed. This current school year is a focus year for the principal to establish a viable SAC. As of October, the preliminary group has been identified and participants are being recruited.

**Literacy Leadership Team (LLT)**

**Membership**

Identify the name, email address and position title for each member of the school-based LLT.:

Name	Title
Ertel, Mark	Principal
Elkins, Dawn	Assistant Principal

**Duties**

### **Describe how the LLT promotes literacy within the school**

The LLT meets simultaneously with the SLT to review the data trends and to identify the needs of the students. Live Campus sessions will be developed for personal interaction for those students identified as high need.

## **Public and Collaborative Teaching**

The school's response to this section may be used to satisfy the requirements of 20 U.S.C. § 6314(b)(1)(D).

### **Describe the school's strategies to encourage positive working relationships between teachers, including collaborative planning and instruction**

Professional Learning Communities will meet in person on the district established Early Dismissal dates. In times between those dates the PLC's might meet via electronic means at their direction.

### **Describe the school's strategies to recruit, develop and retain highly qualified, certified-in-field, effective teachers to the school**

Proper advertising for highly qualified teachers, preferred backgrounds and experience with virtual instruction will drive the selection. Interviews follow protocols for professionals in education.

### **Describe the school's teacher mentoring program, including the rationale for pairings and planned mentoring activities**

The school has a professional development facilitator who is responsible for establishing the relationship of CET trained mentors and new teachers. The PDF also facilitates regular follow up to ensure the mentors are fulfilling their roles. PDF queries the new teachers for their needs and assigns follow up. Principal/Assistant Principal monitors all via regular meetings with the PDF and via interaction with the new members. Pairings are made based upon new teacher needs, academic background, technological strengths, and other areas suggesting positive fit.

## **Ambitious Instruction and Learning**

### **Instructional Programs and Strategies**

#### **Instructional Programs**

#### **Describe how the school ensures its core instructional programs and materials are aligned to Florida's standards**

We utilize the Learning Management System of Edgenuity, a Florida DOE authorized provider. All curriculum of the provider is certified by the State DOE. Also used is Florida Virtual School, the State school. All curriculum of all providers must be aligned to state standards to be certified by the DOE.

#### **Instructional Strategies**

#### **Describe how the school uses data to provide and differentiate instruction to meet the diverse needs of students. Provide examples of how instruction is modified or supplemented to assist students having difficulty attaining the proficient or advanced level on state assessments**

The nature of virtual instruction leads to a significant level of individualized and differentiated instruction. The curriculum assessments and the pacing guides within the LMS identify the needs of the students. The teachers follow up with the students on needs directly related to their personal achievement levels.

#### **Provide the following information for each strategy the school uses to increase the amount and quality of learning time and help enrich and accelerate the curriculum:**

**Strategy:** After School Program

**Minutes added to school year:** 30,000

Live Campus is open 3 hours daily during all school days. The Live Campus is available to all students each day for tutoring, problem solving and/or personal interaction with teachers.

**Strategy Rationale**

To support the student in a live, personal setting with face-to-face interaction.

**Strategy Purpose(s)**

- Core Academic Instruction
- Enrichment
- Teacher collaboration, planning and professional development

**Person(s) responsible for monitoring implementation of the strategy**

Ertel, Mark, ertelm@duvalschools.org

**Data that is or will be collected and how it is analyzed to determine effectiveness of the strategy**

surveys of students and parents.

**Student Transition and Readiness**

**PreK-12 Transition**

The school's response to this question may be used to satisfy the requirements of 20 U.S.C. § 6314(b)(1)(G).

**Describe the strategies the school employs to support incoming and outgoing cohorts of students in transition from one school level to another**

Orientation. Teacher conferences. Virtual gatherings.

**College and Career Readiness**

**Describe the strategies the school uses to advance college and career awareness, which may include establishing partnerships with business, industry or community organizations**

Guidance Counselor facilitates college awareness seminars, testing support, financial aid nights, and other programs to support students planning to take the step to college. Also included are workforce options and job skill referrals.

**Identify the career and technical education programs available to students and industry certifications that may be earned through those respective programs**

Computer technology courses. N/A for certifications.

**Describe efforts the school has taken to integrate career and technical education with academic courses (e.g., industrial biotechnology) to support student achievement**

N/A

**Describe strategies for improving student readiness for the public postsecondary level based on annual analysis of the [High School Feedback Report](#), as required by section 1008.37(4), Florida Statutes**

Focus on the college level abilities in math and writing. These are established focus topics for all school instruction. Strategies for writing will be embedded in all courses.

## School Improvement Goals

The following key is intended to help readers understand how the sections of this document correspond to the steps of the 8-step planning and problem-solving framework used in the School Improvement Plan. The Quick Key numbers can help registered users go directly to the point of entry for any given goal, barrier and strategy within the online survey.

### Problem Solving Key

**G** = Goal

**B** =  
Barrier

**S** = Strategy

**1** = Problem Solving Step     S123456 = Quick Key

## Strategic Goals Summary

- G1.** To increase Math gains by 3%.
- G2.** To increase writing proficiency by 3%.

## Strategic Goals Detail

For each strategic goal, this section lists the associated targets (i.e., "SMART goals"), resources available to support movement toward the goal, barriers to achieving the goal, and the plan for monitoring progress toward the goal

**G1. To increase Math gains by 3%. 1a**

G048458

**Targets Supported 1b**

Indicator	Annual Target
AMO Math - All Students	63.0

**Resources Available to Support the Goal 2**

- Live campus tutoring.
- School-wide goal for focus.
- 

**Targeted Barriers to Achieving the Goal 3**

- Students entering school well below level.

**Plan to Monitor Progress Toward G1. 8**

Initiate the use of iReady in the elementary program with cooperation of the contracted Learning Management System, Calvert.

**Person Responsible**

Dawn Elkins

**Schedule**

Monthly, from 10/20/2014 to 4/27/2015

**Evidence of Completion**

Data sets from the monthly monitoring and from the periodic iReady data.

**Plan to Monitor Progress Toward G1. 8**

**Person Responsible**

**Schedule**

**Evidence of Completion**



**G2. To increase writing proficiency by 3%. 1a**

G048461

**Targets Supported 1b**

Indicator	Annual Target
FAA Writing Proficiency	3.0

**Resources Available to Support the Goal 2**

- PD for writing across the curriculum

**Targeted Barriers to Achieving the Goal 3**

- Low performance of students prior to enrollment in DVIA.

**Plan to Monitor Progress Toward G2. 8**

Monthly review of the Learning Management System's data for Algebra 1 and M/J Math.

**Person Responsible**

Dawn Elkins

**Schedule**

Monthly, from 10/6/2014 to 4/27/2015

**Evidence of Completion**

Data from the pacing and progress monitoring reports from the Edgenuity LMS.

**Plan to Monitor Progress Toward G2. 8**

**Person Responsible**

**Schedule**

**Evidence of Completion**

## Action Plan for Improvement


For each strategy selected in the plan to reduce a targeted barrier to a strategic goal, this section lists the rationale for that strategy (i.e., why the school believes it will reduce the barrier) and the action steps that have been identified as necessary to implementing the strategy, including details such as the point person, timing and duration, and evidence of completion. At the end of each set of action steps is the plan for monitoring the implementation and effectiveness of the respective strategy.

### Problem Solving Key


**G** = Goal                      **B** = Barrier                      **S** = Strategy

**1** = Problem Solving Step       S123456 = Quick Key

**G1.** To increase Math gains by 3%. **1**

 G048458

**G1.B1** Students entering school well below level. **2**

 B120854

**G1.B1.S1** Live campus tutoring. **4**

 S132760

#### Strategy Rationale

Direct contact with the student is an option for more intensive support.

#### Action Step 1 **5**

Staffing of the Live Campus for up to 4 days a week for 3 hours each day.

#### Person Responsible

Mark Ertel

#### Schedule

Daily, from 9/16/2014 to 5/25/2015

#### Evidence of Completion

#### Action Step 2 **5**

#### Person Responsible

#### Schedule

#### Evidence of Completion

**G2. To increase writing proficiency by 3%. 1**

G048461

**G2.B1 Low performance of students prior to enrollment in DVIA. 2**

B120861

**G2.B1.S1 PD for writing across the curriculum. 4**

S132773

**Strategy Rationale**

**Action Step 1 5**

Facilitate professional development for writing across the curriculum.

**Person Responsible**

Dawn Elkins

**Schedule**

Quarterly, from 10/22/2014 to 5/25/2015

**Evidence of Completion**

Sample work from the teachers.

**Appendix 1: Implementation Timeline**

*Action steps and monitoring activities identified in the SIP as necessary to achieve the school's goals.*

Source	Task, Action Step or Monitoring Activity	Who	Start Date (where applicable)	Deliverable or Evidence of Completion	Due Date/ End Date
G1.B1.S1.A1	Staffing of the Live Campus for up to 4 days a week for 3 hours each day.	Ertel, Mark	9/16/2014		5/25/2015 daily
G2.B1.S1.A1	Facilitate professional development for writing across the curriculum.	Elkins, Dawn	10/22/2014	Sample work from the teachers.	5/25/2015 quarterly
G1.B1.S1.A2	[no content entered]			one-time	
G1.MA1	Initiate the use of iReady in the elementary program with cooperation of the contracted Learning Management System, Calvert.	Elkins, Dawn	10/20/2014	Data sets from the monthly monitoring and from the periodic iReady data.	4/27/2015 monthly
G1.MA2	[no content entered]			once	
G2.MA1	Monthly review of the Learning Management System's data for Algebra 1 and M/J Math.	Elkins, Dawn	10/6/2014	Data from the pacing and progress monitoring reports from the Edgenuity LMS.	4/27/2015 monthly
G2.MA2	[no content entered]			once	

**Appendix 2: Professional Development and Technical Assistance Outlines**

*Professional development opportunities and technical assistance items identified in the SIP as action steps to achieve the school's goals.*

## Professional Development Opportunities

Professional development opportunities identified in the SIP as action steps to achieve the school's goals.

**G1.** To increase Math gains by 3%.

**G1.B1** Students entering school well below level.

**G1.B1.S1** Live campus tutoring.

### PD Opportunity 1

Staffing of the Live Campus for up to 4 days a week for 3 hours each day.

#### Facilitator

Tom O'Bryan

#### Participants

all faculty

#### Schedule

Daily, from 9/16/2014 to 5/25/2015

**G2.** To increase writing proficiency by 3%.

**G2.B1** Low performance of students prior to enrollment in DVIA.

**G2.B1.S1** PD for writing across the curriculum.

### PD Opportunity 1

Facilitate professional development for writing across the curriculum.

#### Facilitator

Tom O'Bryan

#### Participants

all Faculty

#### Schedule

Quarterly, from 10/22/2014 to 5/25/2015

## Technical Assistance Items

*Technical Assistance opportunities identified in the SIP as action steps to achieve the school's goals.*

## Budget Rollup

Summary	
Description	Total
Grand Total	0