



VIRGIN ISLANDS BOARD OF EDUCATION 2021-2023 STRATEGIC PLAN

Strategic Plan Goals

The Virgin Islands Board of Education's 2021-2023 Strategic Plan defines the direction of the agency. For each goal, a brief statement framing how these strategic goals will support the strategic plan in alignment of the VIBE's vision, mission, and core values is provided. Each strategic goal has corresponding action steps to support implementation and outcomes. Action steps may be modified over time to best support the aligned strategic goal. Updates to the strategic plan will serve as the foundation for budget and program development. A continuous improvement process is integrated into each aspect of our Strategic Plan, and we are committed to partnering with education stakeholders to make it a reality for all.

GOAL 1: To complete the development of the VIBE's strategic plan by December 31, 2021

Action Steps: PHASE I (Plan development)

1. Convene Strategic Planning work session with VIBE Board Members and staff, on August 7, 2021. Status: completed
2. No later than August 20, 2021:
 - a. Schedule follow-up strategic planning work session with VIBE Board Members and staff. Status: to be held on August 20, 2021, 3p-5p via MS Teams
 - b. Complete plan development & identify Strategic planning goals/action steps. Status: to be completed during August 20, 2021, work session.
 - c. Executive Director (ED) /Associate Executive Director (AED) Compile & disseminate draft document for Board Review
3. Review, edit, and amend draft document (VIBE TEAM) no later than August 27, 2021.
4. Finalize & ratify (VIBE MEMBERS) at a special board meeting no later than September 3, 2021.

Action Steps: PHASE II (Plan Launch – Educate & Engage:)

Through the Public Private Liaison committee, market & promote VIBE's 3-year plan to inform, educate and engage stakeholders

1. No later than the week of September 13, 2021:
 - Identify key stakeholders. i.e., teachers, students, unions, partner agencies
 - Develop marketing and communications plan, strategies, budget, and timelines for delivery in coordination with the ED/AED
 - Launch Campaign (ED, AED & VIBE) no later than August 23, 2021, identify methods and budget, format, coordinate, schedule and deliver outreach activities in accordance with plan using different mediums.
2. Complete prioritization and establishment of VIBE goals for accomplishment in 2022 no later than the December 2021 board meeting.

This will be done independently and/or through standing/existing or new committees by Members, the ED, AED and Team.

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Action Steps: PHASE III (Implement Plan)

- 1) Circle back and review with Board for feedback/input as necessary*
- 2) Execute activities aligned to Year 1 Strategic Goals
- 3) Initiate planning process no later than December 2021 board meeting for rollout of year II (2022) & Year III (2023)

*Recommendation: pursue opportunities during September 2021 participation at CUBE conference for ongoing engagement with NSBA

GOAL 2: To focus more intentionally on STUDENT ACHIEVEMENT by collaborating with VIDE to support efforts to improve proficiency, subject offerings and opportunities for all public schools based on assessments and other measures.

Action Steps:

- 1) Through the Policies, Rules and Regulations committee, collaborate with the Career and Technical Education board no later than August 13, 2021, to take steps to increase by at least 5% the number of students graduating with industry certifications to be workforce ready upon graduation in May 2022 and ensure that every student completes a career path that requires 21st century skills.
- 2) Through the Finance – Scholarships & Collections committee, provide financial aid and opportunities for students to succeed beyond high school no later than January of every year.
- 3) Through the Executive committee include student success data review on the agenda of at least two Board meetings during the school year.
- 4) Through the Policies, Rules and Regulations committee, review and adopt curricula that is research based, rigorous and relevant, including a mandatory K-12 -curriculum no later than March 31, 2022.
- 5) Through the School Plants & Facilities committee, review school improvement plans in May of each year.
- 6) Through the Policies, Rules and Regulations committee, through data supplied by the Department, provide recommendations to ensure effectiveness of programs designed to increase graduation rates and reduce retention and dropout by June 30, 2022
- 7) Through the Professional Staff Certification and Higher Education committee, ensure that there is at least a 10% increase in certified teachers, administrators, and professional staff in each district no later than June 30, 2022.
- 8) Through the Finance – Scholarships & Collections committee, review scholarship awards provided no later than August of each year and provide recommendations based on the current workforce demand, including initiatives to increase the number of students choosing careers in education.

GOAL 3: To ensure on an annual basis that SCHOOL ENVIRONMENTS, including the school plants and facilities, are safe, healthy, equipped, and conducive to learning to meet the academic, social, and emotional needs of students and staff.

Action Steps:

- 1) Through the School Plants & Facilities committee, conduct school visits at least twice a year to assess school learning environments.
- 2) Through collaboration of the School Plants & Facilities and Policies Rules and Regulations committees, review report provided by the Department at the end of each semester regarding its compliance with the Distance Learning policy to ensure technology is up to date, accessible, and utilized in educational programs to prepare students for the 21st century.
- 3) Through collaboration of the School Plants & Facilities and Policies Rules and Regulations committees, review school emergency plans and request reports on emergency drills conducted.
- 4) Through the Policies, Rules and Regulations committee, review discipline reports at the end of each semester and monitor programs and strategies that support reduction in violence and other destructive behaviors.
- 5) Through collaboration of the School Plants & Facilities committee, conduct site visits in each district during May of each year to gather information for the school management accountability report.

GOAL 4: To establish a COMMUNITY OUTREACH plan to increase the number of parents and other stakeholders that participate in Board meetings and other activities, as well as in school improvement efforts.

Action Steps:

- 1) Public Private Liaison and Executive committees to identify strategies to engage stakeholders such as advertising Board meetings and PTA meetings, hosting town hall meetings, making public appearances, and leading other outreach and educational efforts.
- 2) All committees contribute to regular communications with parents and the community coordinated through the ED/AED utilizing press releases, print and electronic media, to give tips, provide information and updates on Board activities, and share information on special programs at schools.
- 3) VIBE staff to keep Board website current and updated with upcoming activities of the Board.
- 4) VIBE staff to share a Board calendar of activities monthly.
- 5) Through the Public Private Liaison committee, develop and distribute annually a stakeholders' questionnaire to learn community concerns and provide recommendations to the Board to address recurring themes.
- 6) The governing board to coordinate efforts through the ED/AED to advocate publicly for greater support of students and schools.

GOAL 5: To establish an ongoing POLICY REVIEW AND DEVELOPMENT process and schedule.

Action Steps:

- 1) Improve policy management by:
 - a. Policies Rules and Regulations committee to create a policy review schedule where VIBE policies are reviewed every three years to determine relevancy, effectiveness, and use as intended.
 - b. ED/AED to utilize software to ensure consistent policy management.
 - c. Committees to develop and/or revise related policies and obtain feedback from all education stakeholders.
 - d. Related committees to assess its respective policy implementation in all schools.
- 2) Related committees to make and approve necessary policy revisions in accordance with established policy review schedule and send to the Office of the Governor for promulgation.
- 3) Through the Policies, Rules and Regulations committee, complete the revisions to the promotion and retention policies for grades 7-12 no later than August 2021.
- 4) Through the Professional Staff Certification and Higher Education committee, complete the revisions to the professional staff certification rules and regulations no later than October 31, 2021.

GOAL 6: To commit to ONGOING PROFESSIONAL DEVELOPMENT for Board members and staff designed to increase Board effectiveness.

Action Steps:

- 1) Members will attend two professional development conferences annually and provide written reports.
- 2) Members and staff will participate in at least one retreat or weekend professional development activity annually.
- 3) Community resources and national partners will be invited to lead professional development in areas of greatest need.

GOAL 7: To MONITOR the conditions affecting public school districts and hold the department accountable for improving student outcomes on an annual basis

Action Steps:

- 1) Through the Executive committee, ED requests reports from the Commissioner and Superintendents, including reports that support the VIBE's strategic plan.
- 2) Through the Executive committee, Executive Director to request annually school improvement plans, assessment data by school and district, disciplinary data, dropout, and retention data, and graduation exit plan data on 9-12 grades (including student

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count and career pathways) to be reviewed by the Policies Rules and Regulations and School Plants & Facilities committees.

- 3) Through Policies Rules and Regulations committee, review updates on curriculum development and revisions.
- 4) Through Policies Rules and Regulations and School Plants & Facilities committees, review quarterly updates on student performance by school and by district
- 5) Executive committee to invite Department officials to share updates and respond to Board concerns at least quarterly.

GOAL 8: To exercise overarching RESPONSIBILITY FOR THE FISCAL AFFAIRS of the Virgin Islands Board of Education

Action Steps:

- 1) Director of Business and Finance to schedule a one-hour training program on V. I. Government financial reporting with the Department of Finance, the Office of Management and Budget and/or the Legislature's Post Audit division as part of the board's annual retreat agenda.
- 2) Executive Director to ensure regular, timely and complete financial reports from internal finance staff and the leadership team of VIBE operations is to hold staff accountable for meeting the standards of timely reporting by providing a financial report no later than three weeks after the Department of Finance closes the fiscal year.
- 3) Board members to be prepared to ask critical questions about the financial reports the board receives, including budgets and periodic financial statements.
- 4) Through the Internal Controls ad hoc committee, review quarterly the progress made towards compliance with 2019 audit recommendations.

RESOLUTION NO. 04-2021

THE U.S. VIRGIN ISLANDS BOARD OF EDUCATION RESOLUTION ADOPTING ITS 2021-2023 STRATEGIC PLAN

WHEREAS, the Virgin Islands Board of Education was established as an independent agency of the Government of the USVI by Act No. 2252; and

WHEREAS, the Virgin Islands Board of Education is dedicated to its mission of providing leadership and oversight, setting policy and advocating for continuous improvement of the Public Education System of the Virgin Islands of the United States; and

WHEREAS, the Virgin Islands Board of Education is committed to its vision to provide each child with the best quality education which guarantees academic excellence, promotes our history and culture, and builds strong local and global communities; and

WHEREAS, the Virgin Islands Board of Education has drafted a Strategic Plan to address the challenges of the public education environment and to build for the future, and which had been discussed and reviewed by all members of the Board; and

WHEREAS, the Board held a special meeting on October 15, 2021, at which time the Board voted to approve the Virgin Islands Board of Education 2021-2023 Strategic Plan which defines the direction of the agency, for public distribution.

NOW, THEREFORE, be it resolved by the governing board of the Virgin Islands Board of Education that:

- Section I The Virgin Islands Board of Education 2021-2023 Strategic Plan is adopted.
- Section II The Executive Director of the Virgin Islands Board of Education is authorized to effectuate the completion of the publication process.
- Section II This Resolution is effective immediately.

IN WITNESS WHEREOF, I have hereunto set my hand and the Seal of the said Virgin Islands Board of Education this 28th day of October, 2021.

Shawna K. Richards
Shawna K. Richards, Secretary



I, Kyza A. Callwood, the duly appointed and qualified Chair of the governing board of the Virgin Islands Board of Education, do hereby certify that the Resolution hereinbefore mentioned is a true and correct copy of Resolution No. 04-2021 to adopt the Virgin Islands Board of Education 2021-2023 Strategic Plan and authorize the Executive Director to effectuate the completion of the publication process.

Kyza A. Callwood
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Chairperson, Board of Education