



Meeting Minutes Duval County Public Schools

May 19, 2025, Board Workshop

Ms. Charlotte D. Joyce, Chairman
Ms. April A. Carney, Vice-Chairman
Mr. Reginald Blount
Ms. Melody A. Bolduc
Ms. Cindy Pearson
Mr. Anthony Ricardo
Mr. Darryl D. Willie
Dr. Christopher Bernier, Superintendent

ATTENDANCE AT THIS MEETING OF THE DUVAL COUNTY SCHOOL BOARD: All Board Members were present. Dr. Christopher Bernier, Superintendent, Micheal Ramirez, Chief of Staff, Corey Wright, Chief Officer, Accountability and Assessment, Ron Fagan, Chief Officer, Financial, Jim Culbert, Chief Officer, Technology Services, Sharwonda Peek, Assistant Superintendent, School Choice, Jacqueline Watkins, Chief Officer, Human Resources, Dr. Tracy Pierce, Chief Officer, Enrollment Marketing, and Jackson Short, Chief Officer, School Police were also present. *Board Member Reginald Blount arrived at 10:49 a.m.*

Call Meeting to Order

The meeting was called to order at 9:08 a.m.

Items to be Discussed

1. STRATEGIC PLANNING

Afreeca'h Fails, Lead Consultant, Education Elements, and Jill Thompson, Managing Director of Consulting, Education Elements, shared a PowerPoint Presentation (see attached) with the Board to assist with aligning the language of the strategic plan refresh and Board Policy, Chapter One. Discussion included the following:

- Review key objectives for each key priority.
- The goal for the July board meeting and policy changes.
- Aligning the language in the Strategic Plan Refresh to Board Policy chapter one.
- Ensuring there are measurable outcomes.
- Ensuring that the district is clear about the objectives.
- Key Performance Indicators (KPIs).
- Assessing the mission, vision and core values through the lens of the updated key priorities.
- Vision statement and Core Values revisions.
- Create a system where everyone is provided with the opportunity to attain, with the right resources.
- A review of key objectives for each key priority.
- The Board's role in overseeing and guiding each aspect of the refresh.

- The terminology for the components of the strategic plan that aligns best with the current priorities of our district.
- Methods for communicating the strategic plan refresh to the community, Duval County Public Schools' (DCPS) departments, school leaders, teachers, staff and students.
- A review of key priority definitions.
 - Emphasis on the safety component in the "Foster a Safe Learning and Workplace Environment" key priority.
 - Empowering staff and student voice and engagement.
 - Clarification on incidents of harm.
- Suggested word changes in the Recruit, Develop and Retain Excellent Teachers and Workforce key priority.
 - Welcome teachers to come and teach in DCPS, no matter where they are from.
 - Having teachers, paraprofessionals, and office staff that are bilingual.
 - Students being able to connect with the teacher that teaches them.
 - The most effective educator.
 - Ensuring the language does not communicate the wrong message.
 - The top priority is to put the best qualified educator on the job.

The meeting recessed for a break at 11:07 a.m.

The meeting resumed at 11:20 a.m.

- Suggested changes to the "Improve Efficiency and Financial Responsibility" key priority.
 - Desire to create new revenue streams.
 - Increase student enrollment.
 - Specificity around student enrollment.
 - Ensuring the theme is captured regarding generating revenue.
- Language clarification for the "Ensure Effective Communication" key priority.
 - The use of "stakeholders" includes everybody.
 - Suggested changes to remove "feel" to replace it with "are".
- Suggested Changes to the "Enhance Community Collaborations and Partnerships".
 - Clarification was requested regarding the "fostering meaningful engagement, expanding access to local resources" portion of this key priority.
 - The means by which mutually beneficial partnerships are measured.
- The KPIs that are connected to expanding access to local resources.

The meeting recessed for lunch at 12:02 p.m.

The meeting resumed at 1:02 p.m.

- Upcoming touchpoints.
- Key performance data.
- Student Achievement.
- The Board Members have requested to receive the current data by July 1st, until the pending data from the state is received.
- Ensuring the right things are measured to get to the objectives for the "Advance Student Growth Achievement" key priority.
- Proficiency and closing achievement gaps.
- The Board requested feedback from Cabinet Leadership on the "Advance Student Academic Growth and Achievement" key priority since it was created by them.
 - Things that mirror the old strategic plan.
- Increase proficiency levels.

- Improve student attendance.
- Provide individualized student support.
- Increase the college and career readiness of DCPS graduates.
- Program availability throughout the county.
 - Students access to all programs.
 - Increase the availability of programs.
- Foster a Safe Learning and Workplace Environment.
 - A request was made for the number of families that are not choosing DCPS because of the distance to get to school.
 - Does the district lose the students who have been placed on the waiting list?
 - Career opportunities inside schools.
 - Providing programs regionally and making them more accessible.
 - Do families know what programs are being offered in our schools?
 - The definition was changed, but the objectives did not change.
 - Prioritization of objectives.
 - Safety should be the top priority.
 - How the "Increase Positive Perceptions of School and Workplace and Culture" objective connects to the KPIs.
- Recruit, Develop and Retain Excellent Teachers and Staff
 - What does high performance look like for a 2nd year teacher?
 - Recruiting and retention should be separate.
 - Recruitment should have one objective, and retention should have its objective.
- Improve Operational Efficiency and Financial Responsibility.
 - Suggestions for keeping the students in the district during the transition from 5th-6th grade and 8th-9th grade to be a separate objective.
 - Transitions are a part of the KPIs.
 - Being successful in ensuring operational effectiveness.
 - The district must find a way to provide reliable transportation.
 - Ensuring healthy food options for students to be put under operational effectiveness.
 - Put strategies in place.
 - Negative investment.
 - Positive return.
 - Procurement process.
- Ensure Effective Communication.
 - The purpose of communication is to get engagement from the community.
 - A request to add "engagement" at the end of "Enhance and diversify communication strategies to strengthen stakeholder understanding."
 - Explanation for providing excellent customer service, internally and externally.
 - A request was made to have "annually" removed from the "Implement data-driven communication strategies annually" objective.
- Enhance Community Collaboration and Partnerships.
 - Creating a workplace pipeline.
 - The importance of broadcasting to the community that DCPS has students that are ready for the workforce.
 - Increasing the number of partnerships and/or increasing the number of partnership investments.
 - Provide awareness.
 - Conversation regarding the "Explore the concept and creation of a DCPS Foundation."
- Upcoming touchpoints.
- Next steps.

Adjournment

1. ADJOURNMENT

The meeting was adjourned at 3:05 p.m.

MA

Superintendent

Chairman