

**United States Virgin Islands Department of Education  
Five-Year Strategic Plan for Teacher Quality and Certification  
2002-2003 through 2006-2007**

Division/Area: Human Capital

Name of Initiative/ Plan: Comprehensive Teacher Certification Plan

**Goal #1: To develop and implement a comprehensive professional certification program that will facilitate professional development, improved performance and ensure certification of all professional staff by June 2007 while supporting the overall mission of the Virgin Islands Educational System**

Strategies	Cost	Fiscal Year	Start Date	Completion Date	Personnel Responsible	Outcomes
1.1 Recommend appropriate and pertinent revisions to the Virgin Islands Code regarding certification requirements for professionals employed in the school system;	N/a	Oct. 02--Sept. 03	Feb. 2003	Ongoing through 2003-2004	Commissioner of Education, Virgin Islands Boards of Education and Vocational Education, Community Groups, University of the Virgin Islands	Clear and concise laws that are enforceable and applicable to current educational trends;
1.2 Revise the Virgin Islands Professional Staff Certification Regulation utilizing the expertise and input from the Commissioner's Licensure and Certification Task Force and impacted stake holders;	N/a	Oct.02—Sept. 03	Sept. 2003	Sept. 2003	V.I. Boards of Education and Vocational Education Commissioner of Education	A professional staff regulation that will provide for highly qualified staff;
1.3 Review current and prospective professional staff credentials to determine: <ul style="list-style-type: none"> <li>• Re-certification requirements based on last certification date as well policy in place at time of certification;</li> <li>• Eligibility for certification;</li> <li>• Professional development needs;</li> <li>• Missing credentials.</li> </ul>	\$250,000	Oct. 02 – Sept. 04	Sept. 2003	Ongoing through 2003-2004	Virgin Islands Boards of Education and Vocational Education Commissioner of Education	An accurate record of each professional's certification and credential status A record of each teacher's professional development requirements;
1.4 Determine which Praxis II exams should be substituted for core education courses and other content area or subject major requirements;	N/a	Oct. 02 – Sept. 04	Sept. 2003	Jan. 2004	Boards of Education and Vocational Education, Commissioner of Education	A list of courses that can be substituted by use of the Praxis exam scores;
1.5 Conduct validity study to establish cut scores for Praxis II exams;	150,000.	Oct. 03- Sept. 04	January 2004	Dec. 2004	Division of Testing, Planning, and Research (TPRE), Boards of Education and Vocational Education, Commissioner of Education	Cut off scores for Praxis II exams;

<p>1.6 Analyze and categorize deficient credentials:</p> <ul style="list-style-type: none"> <li>• Courses needed in pedagogy and content</li> <li>• Professional Development</li> <li>• Assessments-Praxis I Praxis II;</li> </ul>		Oct. 02 – Sept. 04	September 2003	Ongoing through June 2005- 2006	Virgin Islands Boards of Education and Vocational Education, Director Human Resources	Data required to develop individual and group certification plans
<p>1.7 Finalize and implement a comprehensive professional staff certification plan to ensure the certification of all staff by June 2007:</p> <ul style="list-style-type: none"> <li>• Year 1 September 2002-2003 Category 1 <ul style="list-style-type: none"> <li>A. Staff who require documentation</li> <li>B. Staff with expired licenses who need professional development</li> <li>C. Staff with expired licenses who require 6 credits</li> <li>D. Staff whose files were never reviewed</li> </ul> </li> <li>• Year 2 September 2003-2004 Category 2 <ul style="list-style-type: none"> <li>A. Staff from category I</li> <li>B. Staff requiring Praxis I examination</li> <li>C. Staff requiring Praxis II examination</li> <li>D. Staff requiring more than 6 credits</li> <li>E. Staff requiring objective evaluation</li> <li>F. Staff requiring clinical observation</li> </ul> </li> <li>• Year 3 September 2004-2005 Category 3 <ul style="list-style-type: none"> <li>A. Staff from categories 1 and 2</li> <li>B. Staff in alternative certification routes</li> <li>C. Staff requiring more than 12 credits</li> </ul> </li> <li>• Year 4 September 2005-2006 Category 4 <ul style="list-style-type: none"> <li>A. Staff from categories 1, 2, and 3</li> <li>B. Staff requiring more than 24 credits</li> </ul> </li> <li>• Year 5 September 2006-June 2007</li> </ul>	250,000.	Oct. 03- Sept. 04	May 2003	Ongoing through June 2007	Commissioner of Education, Virgin Islands Boards of Education and Vocational Education	Certification of 20% of uncertified staff each year from 2003 to 2007 (approximately 280 each year)

<p>Category 5</p> <p>A. Staff from categories 1,2,3, and 4</p> <p>B. Staff requiring more than 36 credits</p>						
1.8. Develop and implement a tracking mechanism to alert teachers when certificates will expire and what is needed for re-certification;	50,000.	Oct. 04 – Sept. 05	August 2004	Aug. 2006	Virgin Islands Boards of Education and Vocational Education	A tracking mechanism to alert teachers about expiration of certificates and requirements for re-certification;
1.9. Develop and implement a procedure for including, where appropriate, a designation of certified, not certified on the NOPAs of staff who are required to be certified;		August 2003	August 2004		Commissioner of Education Director of Computer Information Director of Human Resources	Revised NOPA, with appropriate certification designations;
1.10. Design and implement a revised professional staff appraisal system to include provisions for: self reflection, portfolio assessment, peer review, alignment of content standards with performance standards and completion of the individualized certification and professional development plan;	150,000.	Oct. 04 – Sept. 05	August 2004	Ongoing through June 2007	Deputy Commissioner for Curriculum, Superintendents, Director Human Resources, University Personnel, Principals, Unions	Measurable improvement in performance;
1.11. Collaborate with teachers and related service personnel in the design and maintenance of an instrument to track professional development and certification needs;	N/a	Oct. 03--Sept. 04	August 2003	Ongoing	District Superintendents Director Human Resources UVI Principals Deputy Commissioner (CAT) AFT	An instrument to monitor certification and professional development achievements;
1.12. Design and implement a system of rewards and sanctions for teachers and related service personnel who complete or do not complete the certification process within the individual time frames agreed upon.	4 million dollars	Oct. 04--Sept. 05	September 2003	Ongoing through June 2007	Commissioner of Education, Unions, Office of Collective Bargaining, Virgin Islands Boards of Education and Vocational Education	70% adherence to individual certification and professional development plans

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Division/Area: Human Capital

Name of Initiative/ Plan: Education Professionals' Enhancement and Cultivation Plan

**Goal #2: To increase the number of certified teachers and related service personnel in the territory's school through education and professional development**

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Strategies	Cost	Fiscal Year	Start Date	Completion Date	Personnel Responsible	Outcomes
2.1 Develop and implement an Education Professionals' Enhancement and Cultivation Plan for teachers, administrators and related service personnel;	250,000.	Oct. 04-Sept. 06	Oct. 2004	Ongoing through 2006	University personnel, VIDOE Human Resources Director, VIDOE Deputy Commissioner for Instruction	Increase the number of professionals trained to lead instruction in the new paradigm by 3
2.2 Establish a territory-wide Praxis seminar program to assist non-certified professionals to achieve certification;	250,000.	Oct. 03-Sept. 04	Jan. 2004	Ongoing through 2006-2007	District Superintendents, University personnel, Deputy Commissioner for CAT	Increase number of certified teachers by at least 20% per year;
2.3 Continue to hold informational seminars for all instructional personnel;	N/a	Oct. 02-Sept. 03	Dec. 2002	Ongoing through 2006-2007	Director of Human Resources	Increase number of instructional personnel who are aware of the issues related to teacher quality in the Virgin Islands School System;
2.4 Establish the Future Educators of the Virgin Islands program at all schools;	100,000	Oct. 02-Sept. 03	Oct. 2002	Ongoing through 2003-2004	District Superintendents, Principals, Deputy Commissioner for Curriculum	Establish Future Educators of the Virgin Islands Program in all schools;
2.5 Develop a teacher academy at schools;	200,000	Oct. 03-Sept. 04	Sept. 2004	Ongoing through 2006-2007	District Superintendents, Principals University of the V.I., AFT Locals	Establish teacher academies in schools Increase number of highly qualified teachers in areas of mathematics, science, and special education by 3% per year;

2.6 Develop a leadership academy for all administrators and potential administrators to ensure appropriate instructional leadership;	300,000.	Oct. 03-Sept. 04	Oct. 2004	Ongoing through 2006-2007	Commissioner of Education District Superintendents Deputy Commissioner for Curriculum and Instruction, University of the V.I.; AFT Locals	Increase the number of administrators train to provide leadership in the new paradigm by 3%;
2.7 Collaborate with UVI and other providers to provide courses of instruction designed to meet the specific needs and certification requirements;	N/a	Oct. 02-Sept. 03	Oct. 2002	Ongoing through 2006-2007	Commissioner of Education District Superintendents Deputy Commissioner for Curriculum	Increase certification by an additional 3% annually;
2.8 Conduct informational seminars to recruit teachers and related service personnel in specific subject areas;	6,000.	Oct. 02-Sept. 03	Jan. 2002	Ongoing through 2006-2007	Director Human Resources School Administrators	Increased applicant pool by an additional 3% annually;
2.9 Design an objective evaluation for existing teachers hired prior to 2002/2003 school-year;	50,000	Oct. 03-Sept. 04	Oct. 2003	Dec. 2004	UVI Department of Education	Additional avenue to certification;
2.9.1 Implement objective evaluation;		Oct. 03-Sept. 04	Oct. 2003	Ongoing through 2006-2007	UVI Department of Education	Increase certification by an additional 3% annually;
2.9.2 Implement clinical evaluation for existing teachers;	150,000	Oct. 03-Sept. 04	Sept. 2003		UVI Department of Education	Increase certification by an additional 3% annually;
2.9.3 Implement systems for Continuing Education Units (CEU).		Oct. 02-Sept. 03	June 2003	Ongoing 2006-2007	Unions, UVI, Department of Education	Increase certification by an additional 3% annually;

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Division/Area: Human Capital

Name of Initiative/ Plan: Professional Staff Recruitment

**Goal #3: To Increase the number of certified teachers and related service personnel hired on an annual basis in the Virgin Islands school system through recruitment initiatives**

Strategies	Cost	School Year	Start Date	Completion Date	Personnel Responsible	Outcomes
3.1 Expand the teacher and related service personnel recruiting plan;	N/a	Oct. 02-Sept. 03	Sept. 2003	Ongoing through 2006 and beyond	VIDOE Director of Human Resources, School administrators	Increased number of recruitment venues and contacts by 3%;
3.2 Recruit within the territory with a cross section of recruiters from target programs;	5,000.	Oct. 02-Sept. 06	Sept. 2003	Ongoing through 2006	Central Office Administrators	Increased number of certified teachers by 4% per year;
3.3 Recruit out side of the territory with a cross section of recruiters representing target programs;	20,000	Oct. 02-Sept. 06	Mar. 2003	Ongoing	VIDOE Director of Human Resources, Principals, Central Office Administrators	Increased number of certified teachers by 4% per year;
3.4 Develop and implement a plan to recruit qualified individuals who would like to teach on a permanent part time basis or job share in a reconfigured work day;	600,000 .	Oct. 03- Sept. 06	March 2003	Ongoing	Commissioner of Education Virgin Islands Boards of education American Federation of Teachers (AFT)	Hire ten teachers in each district each year, using this strategy;
3.5 Enhance current web page to provide more district information to further facilitate internet based recruitment;	N/A	Oct. 02-Sept. 03	Mar. 2003	Ongoing	Deputy Commissioner of Curriculum, Assessment and Technology (CAT) VIDOE, Director of Public Information Director of Human Resources	Increase applicant contacts by 3% per year;
3.6 Increase advertisement for teachers and related service personnel within the territory and outside of the territory;	6,000.	Oct. 02-Sept. 03	April 2003	Ongoing	VIDOE, Director Human Resources VIDOE, Director of Public Information	Increase applicant pool by 3% per year;

3.7 Reconfigure the current incentive program for potential new hires to be competitive with other school districts;	250,000	Oct. 03-Sept. 04	Sept 2004	2005-2006	Director Human Resources/Staff, Director Budget Control, District Superintendents	Newly designed incentive package to increase applicant pool by 3% per year;
3.8.1 Locate local high school graduates who are attending mainland schools and provide incentives to return home to work in the educational system;  3.8.2 Develop alliances with colleges/universities that cater to Math, Science and Special Ed. Students.	150,000	Oct 02- Sept. 04	Sept. 2004	Ongoing	Director Human Resources District Superintendents	New recruitment strategies;

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Division/Area: Human Capital  
Name of Initiative/ Plan: Teacher Retention

**Goal #4: To increase the retention and longevity of teacher and related personnel territory-wide**

<b>Strategies</b>	<b>Cost</b>	<b>Fiscal Year</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Personnel Responsible</b>	<b>Outcomes</b>
4.1 Design and conduct a retention/longevity survey for all professionals;	N/a	Oct. 02-Sept. 03	Sept. 2003	Dec. 2003	VIDOE, Director HR, District Superintendents Division of Testing, Planning, Research and Evaluation	Data required to develop plan;
4.2 Develop a retention and longevity plan for professional staff based on the needs assessment related to retention;	N/a	Oct. 03-Sept. 04	April 2004	Aug. 2004	VIDOE, Director HR, District Superintendents Division of Testing, Planning, Research and Evaluation	Written retention and longevity plan for teachers;
4.2 Implement an employee retention longevity plan based on the results of survey;	150,000	Oct. 03-Sept. 04	Aug. 2004	Ongoing through 2004/2005	Deputy Commissioner for Curriculum and Instruction VIDOE Director Human Resources	Increase level of retention to 3% per year;
4.3 Expand support for new teachers in every school and every teacher new to the districts;	150,000	Oct. 03-Sept. 04	Aug. 2004	Ongoing through 2004/2005	District Superintendents Principals	Institution of a formal mentoring program Increased retention rate by 3% per year;
4.4 Expanded support for all instructional staff in both districts;	150,000	Oct. 03-Sept. 04	Aug. 2004	Ongoing through 2004/2005	District Superintendents Principals	Institution of a formal mentoring program;
4.5 Revised salary schedule with emphasis on restructuring salary steps based on certification status;		Oct. 04-Sept. 05	Sept. 2004	September 2005	Commissioner of Education Office of Collective Bargaining American Federation of Teacher (AFT)	Revised salary schedule for instructional staff;  Increase retention of highly qualified professionals by 3% per year;

4.6 Develop and implement professional career ladder program;	250,000	Oct. 03-Sept. 06	Sept. 2004	Ongoing through 2005/2006	Commissioner of Education Office of Collective Bargaining American Federation of Teacher (AFT)	Increase retention of qualified professionals through this route by 3% per year;
4.7 Implement a National Board Certification Plan.	100,000.	Oct. 02-Sept. 03	Sept. 2005	Ongoing through 2005/2006	District Superintendents Deputy Commissioner for Curriculum and Instruction Director HR	An increase in the pool of highly qualified teachers in this category by 2% per year;

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Division/Area: Human Resources  
Name of Initiative/ Plan: Teacher Retention

**Goal #5: To establish a new staffing formula for teachers and related service personnel to meet the needs of public schools in the Virgin Islands**

<b>Strategies</b>	<b>Cost</b>	<b>Fiscal Year</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Personnel Responsible</b>	<b>Outcome</b>
5.1 Conduct a needs assessment to determine changes needed in the staffing formula;	N/a	Oct. 03--Sept. 04	Sept. 2004	Ongoing in 2004-2005	Commissioner of Education, VIDOE, Director Human Resources, Director Budget Control	Data required to develop formula;
5.2 Develop a school site staff formula based on the needs assessment;	N/a	Oct. 03-Sept. 04	Jan. 2005	Ongoing 2005 - 2006	Commissioner of Education, Director Human Resources, American Federation of Teachers (AFT), District Superintendents	New staffing formula that aligns highly qualified teacher with instructional needs;
5.3 Provide appropriate personnel at individual school sites, such as nurses, counselors, librarians, social workers, speech therapists, etc. per revised staffing formula.	500,000	Oct. 02-Sept. 07	Aug. 2005	Ongoing in 2005 -2006	District Superintendents, Principals, Human Resources Director	Accurate assessments and adequately staffed schools;

\* All dates refer to Fiscal Years