

# Santa Rosa District Schools' Strategic Improvement Plan

School Board Session

October 24, 2013

# Ratings by Standard

Standard	Rating
Vision and Purpose	Operational
Governance and Leadership	Highly Functional
Teaching and Learning	Highly Functional
Documenting and Using Results	Highly Functional
Resources and Support Systems	Highly Functional
Stakeholder Communications and Relationships	Highly Functional
Commitment to Continuous Improvement	Highly Functional

# Required Actions

March , 2012

1. Devise a comprehensive initiative to ensure all schools are aware of and **embed the AdvancED School Standards into their continuous improvement process.**

Teachers, parents, and students are unaware of the school level standards. School level standards are not clearly monitored by district staff.

# Required Actions

March, 2012

**2.** Develop a systemic process to *monitor and review implementation of instructional strategies to ensure equity* among diverse populations and identify best practices.

Quality systems have a clear process to evaluate the effectiveness of instructional strategies.

# Required Actions

March, 2012

## **3. Formalize your strategic planning process to be more dynamic.**

Many district plans are being coordinated. But there is no coordinating document that captures the transparency we have in other arenas.

**A strategic plan coordinates the work in a more systemic fashion.**

# Begin with the End in Mind

- \* Today we begin the process of formalizing our strategic planning process to be more dynamic.
- \* **Our goal.....** Create a document that captures the transparency we have in other areas and coordinates our work in a systemic fashion.

## OUR GOAL

*Walk out the door with:*

1. Vision and Mission Statements.
2. Rough drafts of “The Plan’s” four Goal Areas.

# Mission vs. Vision

## The Mission causes the Vision.

It answers the question *"Why does this district exist?"*

Mission statements are present-based statements designed to convey a sense of why the district exists to both employees **and** our community. A mission is something to be accomplished.

- \* **McDonald's** –Be the best quick service experience. In order to be the best we are giving outstanding quality, service, cleanliness and value. This should make every customer smile.
- \* **Eaglebrook School**- Help each boy come into confident possession of his innate talents, improve the skills needed for success in secondary school, and establish values that allow him to act with thoughtfulness and humanity.

## The Vision is the result of the Mission.

It answers the question *"Where do we see our district going?"*

Vision statements are future-based and are meant to inspire and give direction to our employees. A vision is something to be **pursued** in order to accomplish the Mission .

- \* **Feeding America**: A hunger-free America.
- \* **Habitat for Humanity**: A world where everyone has a decent place to live
- \* **Goodwill**: Every person has the opportunity to achieve his/her fullest potential and participate in and contribute to all aspects of life

# The Assignment

## ***Congratulations!***

You have been awarded a grant to create your own school district from the ground up.

Whereas the facilities already exist and the student population identified, no policies or procedures have been developed. No staff, teachers, or administrators have been hired.

Before anyone can be hired ...before any policies can be developed, **you must lay the foundation for your district** by articulating a strong, clear vision for your district.

After you have developed your vision please bring focus to that vision by writing 4-5 goal statements for your district.

## **Assignment:**

A. **Write a vision (or mission) statement for your school district.**

Please **do not** search the web for examples.

Please **do not** look at Santa Rosa's current vision or mission statements.

Please **do not** share what you have created with other team members.

Instead, allow yourself the freedom to dream and create.

***THERE IS NO WRONG ANSWER!***

B. After you are happy with your mission/vision statement, **identify 4 to 5 broad goal areas that your district should address daily in order to meet your vision.**

a. Provide a one or two word title for each goal.

b. Provide a definition for the goal ....the definition is simply a brief statement of explanation.

Once again... ***THERE IS NO WRONG ANSWER!***



# Group Work – 1<sup>st</sup> Rotation

## Homework

- \* Share your Mission/Vision Statement **and** Goal Areas.

## Team

1. Discuss what members developed on their own.

Do they have a Mission Statement or is it a Vision Statement?  
*Discuss/clarify/edit?*

2. **Come to consensus...**develop **one** set.

3. Discuss the Goal Areas they identified in respect to attaining that vision.

*Seek clarity, ask questions... edit?....delete?...add?*

# Group Work – 2<sup>nd</sup> Grouping

## Facilitator

1. Each team -share -Mission/Vision Statement  
**....come to consensus....develop one**

2. Each team -share their Goal Areas  
*Seek clarity, ask questions... edit?....delete?...add?*  
**....come to consensus....develop one set**

# Group Work – Final Grouping

## Facilitator

1. Each team -share -Mission/Vision Statement ....**come to consensus....develop one**

2. Each team -share their Goal Areas

*Seek clarity, ask questions ... edit? ....delete?...add?*

.... **come to consensus....develop one set**

## ***Vision***

- Maximize the learning potential of all students by providing equal access to instruction, using a comprehensive and innovative curriculum in a safe learning environment.
- Guide students to become self-directed, life-long learners.
- Provide a technology-rich learning environment to enhance student achievement.
- Prepare students for success in a global society.
- Ensure students' readiness to learn at all levels.
- Provide opportunities to promote continued professional growth and development.
- Promote excellence and sound management through visionary, collaborative leadership.

## ***Mission Statement***

Our "High Five" EQUIPS Us For Excellence! *We believe in and are committed to:*

**High-Expectations (E)**

**High-Quality (Qu)**

**High-Integrity (I)**

**High-Performance (P)**

**High-Standards (S) for all!**

***Quality Education: It's My Responsibility!***

**BREAK!**



# Format of Our Strategic Improvement Plan

\* Mission  Vision  Goals

LEE COUNTY

\* <http://ci.leeschools.net/pdf/Strat%20Plan/Strategic%20Plan%20Update%200910%20to%201415%20March%2022.pdf>



# School District of Lee County Strategic Plan Goals 2009/10 - 2014/15

Area	Strategic Objective	Annual Measure	Comparison <sup>1</sup>	Performance				Targets					Report Period
				07-08	08-09	09-10	10-11	10-11	11-12	12-13	13-14	14-15	
I. Academic Services	I. Academic Services - We will create systems of teaching and learning that will ensure each student reaches his/her highest potential												
	Graduation Rate will increase. <sup>2</sup>	<a href="#">The graduation rate will increase 3 percentage points per year.</a>	09-10 Data Brevard = 95.3.0% Hillsborough = 82.3% Polk = 73.2%	76.9%	77.6%	80.3%		83.3%	86.3%	89.3%	92.3%	95.3%	February
	Drop-Out Rate will decrease.	<a href="#">The drop-out rate will decrease by 1 percentage points per year.</a>	09-10 Data Brevard = .5% Hillsborough = .7% Polk = 4.1%	1.8%	1.3%	1.3%		1.2%	1.1%	1.0%	<1%	<1%	February
	Reading performance will improve.	<a href="#">The percentage of students scoring in Levels 3-5 on FCAT Reading on the District Grade Report will increase by 2 or more percentage points per year.</a>	09-10 Data Brevard = 79% Hillsborough = 66% Polk = 61%	67%	70%	70%		72%	74%	76%	78%	80%	July
	Math performance will improve.	<a href="#">The percentage of students scoring in Levels 3-5 on FCAT Math on the District Grade Report will increase by 2 or more percentage points per year.</a>	09-10 Data Brevard = 84% Hillsborough = 73% Polk = 67%	71%	73%	74%		76%	78%	80%	82%	84%	July
	Science performance will improve.	<a href="#">The percentage of students scoring in Levels 3-5 on FCAT Science on the District Grade Report will increase by 4 or more percentage points per year.</a>	09-10 Data Brevard = 64% Hillsborough = 50% Polk = 40%	41%	44%	47%		51%	55%	59%	63%	67%	July
	Writing performance will improve.	<a href="#">The percentage of students scoring at grade level on the District Grade Report will increase by 1 percentage point per year.</a>	09-10 Data Broward = 91% Hillsborough = 90% Polk = 85%	84%	88%	87%		87% <sup>3</sup>	88%	89%	90%	91%	July
	The achievement gap will improve.	<a href="#">The achievement gap<sup>4</sup> will decrease by 2 percentage points per year. (Reading and Math)</a>	Pasco: Rdg - 8 Math - 10 Writing - 1	Rdg 21 Math 21 Writing 5	Rdg 19 Math 20 Writing 3	Rdg 17 Math 18 Writing 2		Rdg 15 Math 16 Writing 1	Rdg 13 Math 14 Writing <1	Rdg 11 Math 12 Writing <1	Rdg 9 Math 10 Writing <1	Rdg 7 Math 8 Writing <1	July
Successful participation in advanced courses will increase.	The percentage of students who participate in advanced courses <sup>5</sup> will increase by 2 percentage points per year.  The number of exams/courses passed per 100 students will increase by 2 per year. <sup>6</sup>	Data on comparable districts not available		25%	44%		46%	48%	50%	52%	54%	September	
				44	69		71	73	75	77	79		

**School District of Lee County**  
**Strategic Plan Goals 2009/10 - 2014/15**

				Performance				Targets					Report
Area	Strategic Objective	Annual Measure	Comparison <sup>1</sup>	07-08	08-09	09-10	10-11	10-11	11-12	12-13	13-14	14-15	Period
II. Human Resources	II. Human Resources - We will ensure that we have effective staff throughout the system												
	Recruitment, engagement and retention of highly qualified employees will improve.	<a href="#">The retention rate of instructional staff will be maintained at 90%.</a>	National Trend 86.90 (Alliance for Excellent Education 2006)			89.7%		>=90%	>=90%	>=90%	>=90%	>=90%	October
		<a href="#">The percentage of highly qualified minority instructional hires will increase by 5% by the end of the 2011 - 2012 year.</a>				15.4%		16.2%	17.0%	17.9%	18.8%	19.7%	October
		Applicant pools of certified and qualified instructional candidates will be established for critical need areas by the end of the 2011 - 2012 year.						Applicant pools in development	Applicant pools in place				July
	Improve the physical and mental well-being of District employees.	The District will improve the cumulative employee participation <sup>7</sup> in wellness activities by 3.33% per year.		6,225	5,319	8,000		8,266	8,532	8,804	9,097	9,400	July/Feb
III. Business Services	III. Business Services - We will use effective business practices achieve our mission and objectives												
	Comply with Federal, State, Local and Strategic Plan Goals requirements.	The percent of audits resulting in 0 sanctions will increase.		100%	75%	100%		100%	100%	100%	100%	100%	September
	Maximize the efficiency and effectiveness of District resources.	The percent of funding directly dedicated to classrooms will be maintained at 65% or higher.		76%	75%	74%	75%	>= 65%	>= 65%	>= 65%	>= 65%	>= 65%	September
IV. Administrative Services	IV. Administrative Services - We will create safe, efficient and effective environments to achieve our mission and objectives												
	Provide a timely, cost-effective, safe and secure environment conducive to learning.	Maintain on-time bus delivery of students to all schools. (based on scheduled delivery time)	Data on comparable districts not available	99%	95%	96%		98% or >	98% or >	98% or >	98% or >	98% or >	July/Feb
		Reduce energy consumption by 5% per year. <sup>8</sup>		-0.11%	-6.37%	-6.67%		-5% or >	-5% or >	-5% or >	-5% or >	-5% or >	October
		Reduce "in-house" deficiencies on the SREF report by 5% per year.	Data on comparable districts not available	5,453	4,558	1,089		1,035	983	934	887	843	July



# School District of Lee County

## Strategic Plan Goals 2009/10 - 2014/15

				Performance				Targets					Report
Area	Strategic Objective	Annual Measure	Comparison <sup>1</sup>	07-08	08-09	09-10	10-11	10-11	11-12	12-13	13-14	14-15	Period
V. Parent/Community Involvement - We will maximize Parent and Community involvement to support student learning													
V. Parent/Community Involvement	Increase communication and parent/community involvement.	The number of volunteer hours per student will increase. <sup>9</sup>	Brevard = 17 Palm Beach= 6 Hillsborough = 8	9	11	11		13	15	17	19	20	July
		Parent satisfaction will increase based on annual District customer satisfaction surveys.	Data on comparable districts not available	78%	81%	82%		82%	83%	84%	85%	85%	July
VI. Quality - We will use Quality principles to achieve our mission and vision													
VI. Quality	The District will receive external review and recognition.	<a href="#">Using Quality principles, the District will achieve/maintain an "A" District Grade rating and District Accreditation Status.</a>		B	A Accredited	A Accredited		A Accredited	A Accredited	A Accredited	A Accredited	A Accredited	July

## NOTES:

<sup>1</sup> Comparison districts: First district listed has highest performance among 13 largest districts in Florida. Hillsborough and Polk Counties represent districts most similar to Lee County.

<sup>2</sup> Using the National Governor's Association (NGA) Graduation rate

<sup>3</sup> State writing criteria increased in 10-11 from 3.5 to 4.0 - District will strive to maintain current performance level in 10-11

<sup>4</sup> Achievement Gap represents the difference between the majority percent meeting standard and the minority percent meeting standard

<sup>5</sup> Data includes participation of 11th and 12th graders in AP, IB, AICE, Dual Enrollment, Industry Certification courses.

<sup>6</sup> Based on number of tests/course passed by 11th and 12th graders in AP, IB, AICE, DE, and Industry Certification.

<sup>7</sup> A participation unit is defined as one employee participating in one wellness program

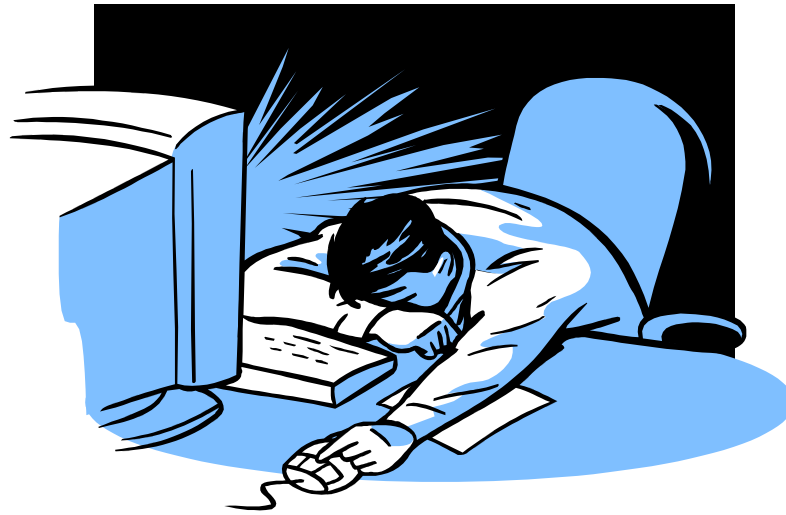
<sup>8</sup> Based on usage per square foot - Usage is per kilowatt hours

<sup>9</sup> Enrollment based on Cycle 1 enrollment numbers - K-12 non-charter schools



# *What Next?*

Thank you for your Participation and  
Leadership!



*We WILL be in touch!*