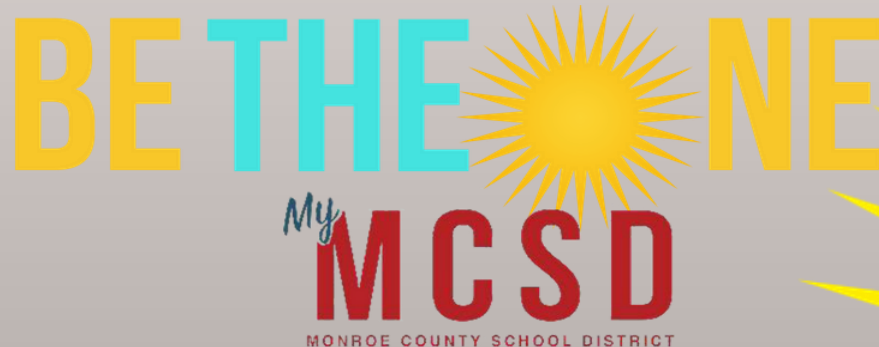


Strategic Plan Renewal 2018-2021

“Continuing the Course to Excellence”

School Board Meeting
October 22, 2019



Renewal of Strategic Plan: 2018-2021

- WIG #1 – Student Success
- WIG #2 – The Whole Child
- WIG #3 – Human Capital Advantage
- WIG #4 – Safety/Security

Renewal of Strategic Plan: 2018-2021

Mission & Vision

(retained from 2013-2018 Strategic Plan)

MISSION: To empower all students to become responsible and contributing global citizens.

The **VISION** of the Monroe County Schools, in partnership with all stakeholders, is to promote:

- Engaging and rigorous educational opportunities that encourage life-long learning
- Analytical, critical, and problem-solving abilities
- High quality, continuing professional growth
- A welcoming, safe, healthy, and respectful environment
- Integrity and public trust through collaborative leadership

WIG #1 – Student Success

- **Goal Statement:** Maximize student potential by improving MCSD high school graduation rates to 90% or better with at least 95% of MCSD departing seniors attaining one or more identifiable measure of student success (AP, Dual Enrollment, Industry Certificate, GED).

*All metrics will include data specific to student subgroups.

WIG #1 – Student Success

Focus Area 1: End Results–graduation rates/student success measures

- Graduation Rate
- Other identifiable measures of student success

Focus Area 2: Leading Indicators – elementary / K-8 / high school

- Learning gains for all students
- Kindergarten readiness
- 3rd grade reading proficiency
- Other MS/HS measures of academic performance

Focus Area 3: Florida Accountability System

- Florida Accountability System - % growth in points (school/district)

WIG #2 – The Whole Child

- **Goal Statement:** Foster emotional intelligence in each student by implementing a social/emotional curriculum which impacts student performance as demonstrated through improved cultural discrepancy rates in discipline referrals and course/ grade failures and through improved attitudes towards school.

*All metrics will include data specific to student subgroups.

WIG #2 – The Whole Child

Focus Area 1: Mental Health / Social Emotional Learning

- Implement a social/emotional curriculum which focuses on restorative practices, growth mindset, mindfulness, and a safe and secure educational environment.
- Improve ratios of students : mental health professionals (counselors, social workers, mental health therapists)

Focus Area 2: Student Attendance/Discipline

- Reduce the number/percentage of chronically absent students annually.
- Reduce the number/percentage of student disciplinary referrals annually.
- Reduce the number/percentage of student out of school suspensions annually.

WIG #3 – Human Capital Advantage

- **Goal Statement:** Develop a Human Capital advantage for MCSD by recruiting, retaining and investing in an accountable workforce as measured by a demonstrable difference in productivity outcomes, and collaboration with community stakeholders to advance the stated goals of the school district.

WIG #3 – Human Capital Advantage

Focus Area 1: Proactive Recruitment

- Percentage of school-based vacancies filled by the first day of school will improve by at least 3% each year.
- Percentage of fully certified classroom teachers (as measured on October 1st) will improve by at least 3% each year.

Focus Area 2: Retaining Quality Employees

- The retention rate for employees who are rated “Highly Effective” will improve by at least 3% each year.
- Improve measures of employee satisfaction by at least 3% per year.

Focus Area 3: Employee Growth

- Create pathways to guide employees to personal and professional growth – “grow your own”.

WIG #4 – Safety/Security

- **Goal Statement:** Create and maintain a safe, healthy and inclusive environment that promotes student learning and the health and well-being of students and staff at all schools and district facilities.

WIG #4 – Safety/Security

Focus Area 1: Physical Safety

- Maintain compliance with all State of Florida mandates and data submission timelines.
- Demonstrate overall improvement in the annual submission of the Florida Safe Schools Assessment Tool (FSSAT).

Focus Area 2: Student Attendance/Discipline

- Reduce the number/percentage of chronically absent students annually.
- Reduce the number/percentage of student disciplinary referrals annually.
- Reduce the number/percentage of student out of school suspensions annually.

Focus Area 3: Employee Safety/Wellness/Satisfaction

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WIG #1 – Student Success: Maximize student potential by improving MCSD high school graduation rates to 90% or better with at least 95% of MCSD departing seniors attaining one or more identifiable measure of student success (AP, Dual Enrollment, Industry Certificate, GED).

WIG #2 – The Whole Child: Foster emotional intelligence in each student by implementing a social/emotional curriculum which impacts student performance as demonstrated through improved cultural discrepancy rates in discipline referrals and course/ grade failures and through improved attitudes towards school.

WIG #3 – Human Capital Advantage: Develop a Human Capital advantage for MCSD by recruiting, retaining and investing in an accountable workforce as measured by a demonstrable difference in productivity outcomes, and collaboration with community stakeholders to advance the stated goals of the school district.

WIG #4 – Safety/Security: Create and maintain a safe, healthy and inclusive environment that promotes student learning and the health and well-being of students and staff at all schools and district facilities.

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Next Steps -

- **School Board;**
 - Affirm/approve four major goals (WIG's) and focus areas.
 - Monitor progress through quarterly updates/reports.
 - Support the renewed strategic plan through approved policies and budgets.
 - Evaluate superintendent based on progress toward identified objectives using evaluation instrument aligned to the renewed strategic plan.

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Next Steps -

- **District/Building Leadership;**
 - Assign district/building leaders/facilitators to each major goal area.
 - Identify and refine metrics for each focus area.
 - Develop publicly accessible online dashboard to monitor progress.
 - Prepare and present quarterly updates/reports to the school board.
 - Present a recommended superintendent evaluation instrument based on the renewed strategic plan.
 - Align department and building goals and SIP's to renewed strategic plan.