

STRATEGIC PLAN 2009- 2010

Malcolm Thomas – Superintendent
June 30, 2009
Room 160
11-3 pm

VISION

MISSION

STANDARDS OF BEHAVIOR - BELIEFS

PILLARS

Service	Quality	People	Resources	Environment
<u>Goal S1</u> • Obj S1.1 • Obj S1.2 • Obj S1.3 • Strat S1.1 • Strat S1.2	<u>Goal Q1</u> • Obj Q1.1 • Obj Q1.2 • Obj Q1.3 • Strat Q1.1 • Strat Q1.2 • Strat Q1.3	<u>Goal P1</u> • Obj P1.1 • Obj P1.2 • Obj P1.3	<u>Goal R1</u> • Obj R1.1 • Obj R1.2 • Obj R1.3	<u>Goal E1</u> • Obj E1.1 • Obj E1.2 • Obj E1.3
<u>Goal S2</u> • Obj S2.1 • Obj S2.2 • Obj S2.3	<u>Goal Q2</u> • Obj Q2.1 • Obj Q2.2 • Obj Q2.3	<u>Goal P2</u> • Obj P2.1 • Obj P2.2 • Obj P2.3	<u>Goal R2</u> • Obj R2.1 • Obj R2.2 • Obj R2.3	<u>Goal E2</u> • Obj E2.1 • Obj E2.2 • Obj E2.3

Vision:

Create a district where parents want to send their children, teachers want to teach, employees want to work, and students want to learn.

The "Vision" is the ideal the School District of Escambia County aspires to create and achieve.

Mission:

The mission of the Escambia County School District is to make a positive difference in students' lives and prepare them for lifelong learning

The "Mission" is the guide for the day-to-day activity of the School District of Escambia County.

MISSION: Create a District where parents want to send their children, teachers want to teach, employees want to work, and students want to learn.

Standard 1: PRIDE	Standard 2: TEAMWORK	Standard 3: PRIVACY	Standard 4: SAFETY	Standard 5: SERVICE	Standard 6: STEWARDSHIP	Standard 7: ACCOUNTABILITY
<p>1.1. All students will be proud of their school and district.</p> <p>1.2. All students will be proud of their school and district.</p> <p>1.3. All students will be proud of their school and district.</p> <p>1.4. All students will be proud of their school and district.</p> <p>1.5. All students will be proud of their school and district.</p> <p>1.6. All students will be proud of their school and district.</p> <p>1.7. All students will be proud of their school and district.</p>	<p>2.1. All students will be proud of their school and district.</p> <p>2.2. All students will be proud of their school and district.</p> <p>2.3. All students will be proud of their school and district.</p> <p>2.4. All students will be proud of their school and district.</p> <p>2.5. All students will be proud of their school and district.</p> <p>2.6. All students will be proud of their school and district.</p> <p>2.7. All students will be proud of their school and district.</p>	<p>3.1. All students will be proud of their school and district.</p> <p>3.2. All students will be proud of their school and district.</p> <p>3.3. All students will be proud of their school and district.</p> <p>3.4. All students will be proud of their school and district.</p> <p>3.5. All students will be proud of their school and district.</p> <p>3.6. All students will be proud of their school and district.</p> <p>3.7. All students will be proud of their school and district.</p>	<p>4.1. All students will be proud of their school and district.</p> <p>4.2. All students will be proud of their school and district.</p> <p>4.3. All students will be proud of their school and district.</p> <p>4.4. All students will be proud of their school and district.</p> <p>4.5. All students will be proud of their school and district.</p> <p>4.6. All students will be proud of their school and district.</p> <p>4.7. All students will be proud of their school and district.</p>	<p>5.1. All students will be proud of their school and district.</p> <p>5.2. All students will be proud of their school and district.</p> <p>5.3. All students will be proud of their school and district.</p> <p>5.4. All students will be proud of their school and district.</p> <p>5.5. All students will be proud of their school and district.</p> <p>5.6. All students will be proud of their school and district.</p> <p>5.7. All students will be proud of their school and district.</p>	<p>6.1. All students will be proud of their school and district.</p> <p>6.2. All students will be proud of their school and district.</p> <p>6.3. All students will be proud of their school and district.</p> <p>6.4. All students will be proud of their school and district.</p> <p>6.5. All students will be proud of their school and district.</p> <p>6.6. All students will be proud of their school and district.</p> <p>6.7. All students will be proud of their school and district.</p>	<p>7.1. All students will be proud of their school and district.</p> <p>7.2. All students will be proud of their school and district.</p> <p>7.3. All students will be proud of their school and district.</p> <p>7.4. All students will be proud of their school and district.</p> <p>7.5. All students will be proud of their school and district.</p> <p>7.6. All students will be proud of their school and district.</p> <p>7.7. All students will be proud of their school and district.</p>

DISTRICT MISSION: The mission of the Escambia County School District is to make a positive difference in students' lives and prepare them for lifelong learning.

NOTE: Whenever District policy is cited the number will be placed beneath the letter.

Revised 10/10/2018

Pillars

Pillars are the broad framework by which the School District of Escambia County organizes the district goals, objectives, and strategies.

Service, Quality, People, Resources, and Environment

Goals and Objectives

- Over-arching goals and measurable objectives will be set under each pillar.
- Goals will be shared with all leaders.
- All schools/departments will develop their own measurable goals which best support and align to the district goals. Then they develop strategies to help them achieve those goals.
- Goals are shared with everyone.

Strategies

- Schools/departments will write strategies to show support to help the district reach its goals.
- The State of the Division reports that were written in January will provide comprehensive information.
- Schools will use the over-arching district goals to write the School Improvement Plans for 2009-2010.

Service Pillar

Operational Definition:

Efficient, effective, and friendly interaction with our district employees, staff, parents, students, and visitors.

Quality Pillar

Operational Definition:

Intense focus on measurable objectives which reflect the high expectations and ideals of the district for each school, department, and person.

People Pillar

Operational Definition:

Recognizing the value of our staff, parents, students, partners, and community.

Resources Pillar

Operational Definition:

Equitable allocation of our funding and optimal utilization of our business systems.

Environment Pillar

Operational Definition:

Safety and efficiency of the learning, work and virtual environment and preventing/responding to emergencies.

What is a goal?

- Specific: Use specific rather than generalized language. Use language that is easily understood.
- Measurable: Be clear about what will be changed. Focus on results, not tactics or projects.
- Achievable: Be realistic
- Relevant: Relate to and be relevant to the mission/vision.
- Timely: Be clear about when the changes will take place.

Leader Evaluations based on objective goals

- Connects the goals of the district to job performance
- Sets expectations
- Keeps leaders focused on what is really important
- Developed after goals are written

What does each pillar represent?

Exercise 1:

Let's look at each pillar. What is Service? Put each statement on a post-it note. We will organize post-it notes using an Affinity Diagram to sort the ideas.

Write a goal

- Exercise 2: Write a goal that is aligned to the vision and mission of the district for Service.

Measurable and Incremental Objectives

- How will we measure this goal? How will we know if we are making progress?
- What will be the barriers/challenges?

Other pillars

- Exercise 3: Now what are your thoughts about priorities for the other pillars.
 - Repeat Exercise 1 and 2 for each pillar.

Next Steps

- What are the expectations for the Strategic Plan?
- How will the plan move into leader evaluations?
- How will the work from June 30th be shared with schools and departments for input?
- Could the second draft be presented at the August 14th Board Workshop?
- Is it reasonable to complete the plan by September 30, 2009, for the October agenda?

District Strategic Plan Summary, 2008-2009

District Strategic Aim: Highest Student Achievement

Goal 1: Lay a foundation for continuous learning that allows all students to achieve their maximum potential.

Pillar: Quality

- Objective 1.1:** Ensure that every student in school is making strong progress.
- Decrease by 1% the percentage of students dropping out of school.
 - Decrease by 1% at grade levels 9 and 10 the percentage of students who are retained.
 - Decrease by 2% the number of chronically absent students (more than twenty days unexcused absences).
- Objective 1.2:** Ensure that every student is achieving at high levels.
- Increase the percentage of students scoring at FCAT proficiency levels.
 - Increase by at least 5% the district percentage of students scoring at proficiency or higher on FCAT SSS Mathematics, FCAT SSS Reading, FCAT Science and FCAT Writing+.
 - Increase student performance on nationally norm-referenced assessments:
 - Increase by at least 5% each year over the next five years the district aggregate mean percentage of students scoring 3 or higher on Advanced Placement (AP) exams.
 - Increase the district mean ACT score to 22 and the mean SAT score to 1070 by 2009.
 - Increase the number of schools in which at least 50% of the students in the lowest quartile make learning gains in both mathematics and reading.
- Objective 1.3:** Make every school accountable for student learning.
- Decrease by 10% the number of schools receiving a grade of D or F in the state's accountability system (A+ Plan).
 - Increase by 5% each year the subgroup proficiencies in mathematics and reading of students qualifying for free and reduced lunch in order to meet district Adequate Yearly Progress requirements on the nation's performance accountability system (No Child Left Behind).

Goal 2: Prepare students for the workforce.

Pillar: Quality

- Objective 2.1:** Maintain 100% of elementary schools reporting the infusion into the curriculum of self and career awareness activities.

District Strategic Plan Summary, 2008-2009

- Objective 2.2:** Increase by 1% the number of middle students who complete a career and technical (CTE)* course (other than Personal Development) in order to enhance career decisions-making processes. *Career and technical education courses are those courses that are identified as CTE according to the Florida Department of Education Course Code Directory.
- Objective 2.3:** Increase, by at least 1% each year, the number of high school career and technical education (CTE) students enrolled in district career and professional academies.
- Objective 2.4:** Increase, by at least 1% each year, the completion rate (defined by occupational completion point attainment) of postsecondary adult vocational (PSAV) students.
- Objective 2.5:** Increase, by at least 1% each year, the number of Literacy Completion Points achieved by Adult General Education students.
- Objective 2.6:** Increase, by at least 1%, each year, the total number of instructional hours reported by the district for Adult General Education.

Goal 3: Maximize opportunities for families to prepare children for kindergarten.

Pillar: Service

- Objective 3.1:** Collaborate with other community agencies to increase parents' capacity to act as their child's first teacher.
- Objective 3.2:** Continue the collaboration with community agencies to sustain classroom or direct services to children birth to five
- Objective 3.3:** Provide comprehensive staff development in Early Childhood Education that is sustained and is focused on program design and child development.

District Strategic Aim: Safe Learning & Work Environment

Goal 4: Provide a safe and welcoming environment.

Pillar: Environment

- Objective 4.1:** Each school shall adopt and implement the board approved bullying, harassment, and discrimination prevention policy aligned with state policy by December 1, 2008.

District Strategic Plan Summary, 2008-2009

- Objective 4.2:** Reduce by 5% the number of incidents involving crime and violence in district schools within five years.
- Objective 4.3:** Reduce 30 Day Prevalence Rates (%) (Use in the last 30 days) of Alcohol by 5%, Cigarettes by 5%, Marijuana by 3%, and Any Illicit Drug Other Than Marijuana by 3% for students in both Grades 6-8 and 9-12 in the School District of Escambia County within five years.
- Objective 4.4:** Develop a comprehensive school safety, security and continuity of operations program that includes district-wide security, safety and emergency response procedures and clearly identifies those responsible for its implementation.
- Objective 4.5:** Reduce the costs associated with workers' compensation claims by 10% within two years.
- Objective 4.6:** Develop proactive measures to instill ethical, productive, and safe Internet habits among students and employees.

District Strategic Aim: High Performing Workforce

Goal 5: Increase public support and awareness for the value of the teaching profession and public education.

Pillar: Resources

- Objective 5.1:** Increase public confidence in Escambia County School District by being credible, transparent, and honest.
- Objective 5.2:** Inform the public a minimum of once a week about the accomplishments, issues, and needs of public education in Escambia County.
- Objective 5.3:** Increase the positive climate within the workforce of Escambia County School District.

Indicators of a positive climate within the workforce to include:

- Increased employee recruitment/retention
- Increased scores on the Escambia County School District Climate Survey for employee satisfaction items

District Strategic Plan Summary, 2008-2009

Goal 6: Provide for a highly competent and diverse staff.

Pillar: People

- Objective 6.1:** Continue to establish an instructional salary schedule that will allow for the recruitment and retention of a highly qualified instructional workforce. Collective Bargaining Issue.
- Objective 6.2:** Continue to develop salary schedules for Administrative, Professional and Technical, Instructional, and Support Personnel that provide fair and equitable pay for like job classifications in our state and region. Collective Bargaining Issue.
- Objective 6.3:** Professional development will be designed to maximize the instructional effectiveness of all teachers through the continued use of the Florida Professional Development System Evaluation Protocol (Protocol).
- Objective 6.4:** Ensure the level of benefits is equal to or greater than the benefits of other Governmental Agencies and School Districts
- Objective 6.5:** Increase the percentage of employees participating in worksite and/or non-worksite wellness activities to at least 75% or more participating in 2009.
- Objective 6.6:** Continue to develop and implement activities, strategies, and methods to recruit and retain a diverse workforce.
- Objective 6.7:** Seek out and foster professional development and promotion for all employees, including those currently in support, administrative, and professional/technical positions.
- Objective 6.8:** Continue to provide Instructional personnel with the administrative support needed to be effective and high performing.
- Objective 6.9:** Continue to provide an induction program (Great Beginnings New Teacher Program) for all beginning teachers who have had no previous teaching experience. The program will continue to provide professional development in classroom management and effective teaching strategies, reduce the difficulty of transition to teaching, increase the retention of highly qualified teachers and improve student achievement.

District Strategic Plan Summary, 2008-2009

District Strategic Aim: Efficient and Effective System

Goal 7: Utilize existing resources to their maximum potential.

Pillar: Resources

- Objective 7.1:** Establish and maintain guidelines to control data access.
- Objective 7.2:** Provide interdepartmental communication tools to support Instructional and Administrative activities.
- Objective 7.3:** Organize the efforts of District departments and schools in a manner that creates a compelling, useful, and cohesive District Web presence.
- Objective 7.4:** Increase by 10% annually the percentage of district personnel who have responsibilities for the design and delivery of instruction that use disaggregated academic performance data in fulfilling those responsibilities.
- Objective 7.5:** Maintain an unreserved/undesignated operating fund balance of a minimum of 2.5% of anticipated total revenue as established by the legislature through the state appropriations process.
- Objective 7.6:** Incorporate GPS* cellular radio technology into the administration and supervision of its District's Operations vehicles at a rate of one department per year and will continue to add vehicles at that rate until GPS technology is present in all Operations vehicles. *Global Positioning System – satellite navigational system.
- Objective 7.7:** Utilize its existing fiber and wireless network to provide schools with a standardized video surveillance and broadcast system at a rate of 15 schools per year until all schools are equipped with standardized video surveillance and broadcast systems.
- Objective 7.8:** Develop a regimen of Technology Professional Development workshops for each employee classification (administrative, education support, professional technical, instructional already in place) at a rate of one classification per year until an appropriate regimen of technology professional development workshops is available to all employees.
- Objective 7.9:** Increase funding for instructional technology replacement at a rate of 20% per year until funding is at level that will purchase a standard classroom technology configuration for 20% of district classrooms per year and once reached, maintain that funding level so that district classroom technology is never older than 5 years.

District Strategic Plan Summary, 2008-2009

- Objective 7.10:** Provide funding for a staffed 11 month Technology Coordinator position at all District schools to ensure a fully operational instructional and administrative computing environment for all District students and school-based employees.
- Objective 7.11:** Modify the District's instructional methods workshops, to include modeling of technology driven contextual instruction that incorporates student use of higher cognitive functions (application, analysis, synthesis, and evaluation) to enhance the effectiveness of drill and practice instruction (modify five workshops per content area per year).

Goal 8: Provide avenues for community and parent participation.

Pillar: Service

- Objective 8.1:** Increase by 2% annually business/community involvement in the education process to improve student achievement.
- Objective 8.2:** Increase by 2% annually the number of volunteers and mentors working in our schools.
- Objective: 8.3:** Provide programs, activities, and written information for parents in compliance with The Family and School Partnership for Student Achievement Act.