Monroe County Schools – Strategic Plan

Motto:

“Charting the Course to Change”

• Next Generation Sunshine State Standards to Common Core
  • FCAT to PARCC
  • Textbooks to Digital
  • Hard wired to B.Y.O.D.
  • Local to Global
• College to College and Career Ready
• One size fits all to Individualized Instruction
• Grade and subjects to Standards-based
• Financial setbacks to Financial solvency
  • Mistrust to Trust
  • Elected to Appointed
• Management to Leadership
• Teaching to Learning

Mission:

Charting the Course for Change

An ever-changing and diverse world will require students to adapt, to learn new skills, to analyze challenges, and to overcome obstacles.

Therefore, the MISSION of the Monroe County Schools is 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

### Strategic Objective 1: Climate and Culture for Excellence
**ELT Leadership:** Superintendent
Create a positive climate through a focus on social, emotional, ethical, civic and intellectual education that fosters trust and professionalism District wide.

**Action Team 1 Facilitators:** Julia Hoar and Laura Lietart

Goal Area 1.1 – All students will be supported in recognizing and developing their own social, emotional, ethical, civic and intellectual capacities and dispositions.
Metrics/Outcomes/Measurements: Student climate/satisfaction surveys, student discipline records.

Goal Area 1.2 – Promote the development of local/school-based decision-making in alignment with district level plans that result in measurable improvements in all aspects of the district.
Metrics/Outcomes/Measurements: Staff and community climate surveys, School Improvement Plans.

Goal Area 1.3 – Create a culture in which stakeholders feel that they are valued and intrinsically motivated to perform at a high level of accountability.
Metrics/Outcomes/Measurements: School Improvement Plans, Department Improvement Plans.

### Strategic Objective 2: Outstanding Student Achievement
**ELT Leadership:** Executive Director of Teaching & Learning
The Monroe County Schools will produce globally competitive students and outstanding citizens.

**Action Team 1 Facilitators:** Dave Murphy and Melanie Stefanowicz

Goal Area 2.1 – Prepare all students to meet or exceed established standards for academic performance as measured by local, state, national and international benchmarks).
Metrics/Outcomes/Measurements: FCAT, EOC, PARCC, other district-wide assessments.

Goal Area 2.2 – All students will graduate college and/or career ready.

Goal 2.2.1 - All students who choose college as a post-secondary alternative will graduate college ready. (Consider sub-goals regarding earlier college readiness benchmarks, i.e. 3rd grade reading, 8th grade algebra, PARCC)
Metrics/Outcomes/Measurements: ACT and SAT college readiness benchmarks, other college readiness benchmarks, PARCC.

Goal Area 2.2.2 – All students who choose a career or technical post-secondary alternative will graduate career ready.

Goal Area 2.3 – All students will have pathways, choices and alternatives that meet their needs and engage them in the learning process.
Metrics/Outcomes/Measurements: Graduation/diploma rates, student satisfaction surveys

Goal Area 2.4 – All students will demonstrate productive engagement in the community and support the common good.
Metrics/Outcomes/Measurements: Volunteerism, volunteer hour requirements/expectations.

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**Strategic Objective 3:** Effective Communication and Community Engagement

**ELT Leadership:** Superintendent

Strengthen family-school relationships and continue to expand civic, business and community partnerships that support improved student achievement through effective communication.

**Action Team 3 Facilitators:** Leslie Holmes and Sarah Morton

Goal Area 3.1 – Develop and deploy with fidelity an effective internal and external two-way communication plan which specifies delivery methods, activities and events, and inspires trust and confidence.
Metrics/Outcomes/Measurements: District and school surveys of staff, parents and community members, focus groups and one on one interviews.

Goal Area 3.2 – Demonstrate annual growth in the number of effective business and higher education partnerships that support student learning between the district and/or the local schools.
Metrics/Outcomes/Measurements: Number of existing partnerships, satisfaction surveys.

**Strategic Objective 4: High Performing Workforce**

**ELT Leadership:** Executive Director of Human Resources

Recruit, retain, professionally develop and invest in a high performing workforce.

**Action Team 4 Facilitators:** Camilla Burton and Darren Pais

Goal Area 4.1 – Recruit and retain a highly effective and diverse workforce that will meet the needs of our students, our community and the world at large.

Metrics/Outcomes/Measurements: Human Resources data.

Goal Area 4.2 – Invest in all employees through job-embedded, on-going professional development that is aligned with job expectations, national and international standards and the Strategic Plan.

Metrics/Outcomes/Measurements: Professional development events, satisfaction surveys.

Goal Area 4.3 – Evaluate all employees based on clearly defined job descriptions and functions.

Metrics/Outcomes/Measurements: Human Resources data.

**Strategic Objective 5: Leader in Technology and Innovation**

**ELT Leadership:** Executive Director of Operations & Planning

Provide world-class technology resources and use innovative practices to support the Mission, Vision and Strategic Objectives of the District.

**Action Team 5 Facilitators:** Harry Russell and Barb Cavanah

Goal Area 5.1 – Be a state-wide leader in the use of emerging technologies to engage students and enhance student learning.

Metrics/Outcomes/Measurements: FDOE data?

Goal Area 5.2 – Create and provide resources for a culture throughout the district that encourages and supports innovation and development of choice programming for students.

Metrics/Outcomes/Measurements: Annual budgets, curriculum/choices for students.

Goal Area 5.3 (see also Strategic Objective 3) – Leverage information technology best-practices to manage effective internal/external communications.

Metrics/Outcomes/Measurements: Available technologies, industry standards, staff/community surveys.
**Strategic Objective 6: Accountable Resource Management**

**ELT Leadership:** Executive Director of Finance & Performance

Distribute all resources in an efficient, equitable and transparent manner with a “student-first” focus, and provide infrastructure and facilities that are safe, accessible and promote learning for all students.

**Action Team 6 Facilitators:** Mike Michaud and Jeff Barrow

Goal Area 6.1 – Demonstrate accountability for public resources by receiving “clean” annual audits by the Attorney General’s Office with no material weaknesses, significant deficiencies or additional matters identified.

**Metrics/Outcomes/Measurements:** Annual Audit by the Auditor General.

Goal Area 6.2 – A “student first” focus in the allocation of resources will be demonstrated by having 75% of all operating funding provided to the Monroe County Schools going toward classroom/instructional expenditures.

**Metrics/Outcomes/Measurements:** Annual Financial Report of the MCSD.

Goal Area 6.3 – To allow for the efficient allocation of capital resources, achieve facility utilization of 80% or better as reported annually in the Florida Inventory of School Houses report to the FDOE.

**Metrics/Outcomes/Measurements:** FDOE Florida Inventory of School Houses (FISH) Report.