



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.

Metrics/Outcomes/Measurements: Industry certifications, Florida alternative diploma pathway.

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.

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.