

# School District of Manatee County 2011-2012 Strategic Plan



## **Mission**

The mission of the Manatee County School District is to inspire our students with a passion for learning, empowered to pursue their dreams confidently and creatively while contributing to our community, nation and world.

## **Core Values**

We believe that...

- ▲ All people have value and can add value
- ▲ Embracing diversity strengthens communities
- ▲ Family is the first and most powerful influence on a person's life
- ▲ Individuals are responsible for their choices and actions
- ▲ Honesty and integrity are vital
- ▲ Lifelong learning is essential for individuals and communities to flourish

## **Strategic Objectives**

- ▲ By 2015, each student will continually demonstrate enthusiasm for the self-directed pursuit of knowledge.
- ▲ By 2015, each student will articulate personal goals, create plans to achieve those goals and exhibit progress toward their attainment.
- ▲ By 2015, each student will continually participate in democratic processes.
- ▲ By 2015, each student will actively engage in global outreach.

## Strategies

We will develop a sequential, comprehensive, system-wide curricula and assessment methodologies to support our core values to ensure achievement of our strategic objectives and mission.

We will leverage national and state mandates to achieve our strategic objectives and mission.

We will seek and mobilize partnerships with our internal and external communities that draw upon their talents in support of the achievement of our strategic objectives and mission.

We will develop and nurture a culture characterized by trust, collaboration, and willing contributions to change as needed in order to reach our strategic objectives and mission.

Leaders, formal and informal, at all levels of the system will model behaviors consistent with a sustained commitment to our strategic plan.

We will transform the teaching, learning, and operational environments by maximizing the effective use of technology throughout the system so all students and employees will achieve our district mission.

## Strategic Delimiters

1. We will not adopt any new program or service unless it:
  - is consistent with, and contributes to, our mission; is accompanied by the resources needed for its effectiveness; and
  - is accompanied by a plan to assess its effectiveness.
2. We will not allow past practice or tradition to interfere with the consideration of new ideas.

Visit this url for Planned Abandonment forms.

**<http://docushare1.co.sbmc/docushare/dsweb/View/Collection-3458>**

## **Measurement Plan End Results Summary**

### **A. End Result to be Achieved:**

All staff, students, parents, and community are aware of the strategic plan and the process for measuring student attainment of the strategic objectives.

### **B. End Result to be Achieved:**

Baseline data on current student performance relative to the strategic objectives has been collected, analyzed, and reported to stakeholders in aggregate form.

### **C. End Result to be Achieved:**

Necessary tools are being used to support and maintain the implementation of the strategic plans' measurement process and use of the results.

### **D. End Result to be Achieved:**

A process for collecting and assessing student evidence, using portfolios and the rubrics, is being piloted at all levels.

### **E. End Result to be Achieved:**

Stakeholders, including decision makers, are using the strategic objectives' measurement results for decision making and continuous improvement.

### **F. End Result to be Achieved:**

A process for collecting and assessing student evidence, using portfolios and the rubrics, is being used at all levels.

## CURRICULUM

**Strategy: We will develop sequential, comprehensive, system-wide curricula and assessment methodologies to support our core values to ensure achievement of our strategic objectives and mission.**

### End Results Summary

- A. In the School District of Manatee County (the District), standards and benchmarks have been adopted that align with the core values, strategic objectives, National and Sunshine State Standards and, where needed, additional standards and benchmarks have been developed in order to ensure that students are learning the knowledge, skills and attitudes required to achieve the strategic objectives.
- B. The District has adopted a structural framework for curriculum, assessment, and instruction that incorporates the adopted standards and benchmarks and supports the core values and strategic objectives, is authentic, accommodates learning styles, and is useful to students in making sense of the world, solving problems, and making decisions.
- C. The District has adopted a system wide scope and sequence for all levels and content areas as a guide to implement the adopted framework.
- D. Sample unit plans, assessment tasks and elaborated instructional lessons have been produced and distributed to instructional staff as a tool for implementation of the adopted framework, and scope and sequence.
- E. All staff members are implementing the adopted framework, and scope and sequence; systems of support are ensuring continued development for current and new staff members.
- F. A framework for personalizing learning by organizing students into smaller learning communities/structures is being used by each school, based on a variety of choices, themes, and learning styles.
- G. Professional development experiences mirror student learning in that they include discovery, exploratory problem-solving and self-educating techniques to improve student performance so that the mission, core values, and strategic objectives are reflected in every classroom.

**Curriculum** continued

**New End Results based on Core Team Meeting May 5, 2010.**

H. Develop explicit examples in roadmap for EdVantage and curriculum.

I. Develop consistent roll out of EdVantage Information to schools and departments.

J. The district will use the S.M.A.R.T. goals process to establish strategic and specific goals for student achievement.

## MANDATES

**Strategy: We will leverage national and state mandates to achieve our strategic objectives and mission.**

### End Results Summary

- A. The School District of Manatee County (the District), through continual research and implementation of best practices, anticipates local, state and federal mandates.
- B. The district communicates the impacts of mandates to students, employees, parents, community and legislators.
- C. The District utilizes electronic systems to provide and organize data effectively to support mandates.
- D. Continually educate all stakeholders (students, parents, employees) on the basics of the legislative process, inform on educational legislation and encourage participation in the process.
- E. The District will provide opportunities for employees, parents and eligible students to register to vote and encourage participation in elections.

## **PARTNERSHIPS**

**Strategy: We will seek and mobilize partnerships with our internal and external communities that draw upon their talents in support of the achievement of our strategic objectives and mission.**

### **End Results Summary**

- A. All current and future partnerships are established based on parameters aligned to meet the Strategic Objectives.
- B. The individual school and its community find and establish partnerships that achieve the strategic objectives.
- C. Students, staff, community, parents, and organizations have access to resources that enable them to establish and maintain quality partnerships that are aligned with the strategic objectives.
- D. Partnerships are being continually assessed to ensure a mutually beneficial relationship and alignment with the strategic objectives.
- E. Partnerships are continually recognized, rewarded and celebrated in direct reference to our strategic objectives.

New end result based on Core Team Meeting May 6, 2009.

- F. Partnerships and stakeholders are engaged in understanding and implementing the strategic plan.

## TRUST & COLLABORATION

**Strategy: We will develop and nurture a culture characterized by trust, collaboration, and willing contributions to change as needed in order to reach our strategic objectives and mission.**

### End Results Summary

- A. In a culture of trust, promises are made and maintained with integrity.
- B. Internal school community understands the School District of Manatee County's (the District) mission, core values, and strategic objectives.
- C. Through continual communication, external school community members understand the District's mission, core values, and strategic objectives.
- D. A safe environment, characterized by risk-taking and mutual respect, exists throughout the District and allows for willing contributions to change.
- E. Collaborative work, supporting the interdependence of people, is used within the District to accomplish the objectives of the strategic plan.
- F. Community representation is evident throughout the District, in decision making at every level, in order to build trust and encourage commitment to the strategic plan.
- G. A commitment to the mission, core values, and strategic objectives is evident in the District's decision making and resource allocation.
- H. Information critical to the implementation of the mission, core values, and strategic objectives is available for all internal and external community members.
- I. All members of the internal school community actively welcome and support new and transitioning students, families, and employees into the District in order to build trust and encourage involvement in the strategic plan.
- J. Celebration and recognition of internal and external school community members' contributions to the strategic plan exist throughout the District.
- K. Create a means to recruit, screen and select so that new people are hired to the plan.

## LEADERSHIP

**Strategy: Leaders, formal and informal, at all levels of the system will model behaviors consistent with a sustained commitment to our strategic plan.**

### End Results Summary:

- A. A formal structure is in place to foster leadership development and build collaborative relationships in the District.
- B. Current leaders are continuously identifying, nurturing, and recognizing potential leaders using district defined leadership attributes.
- C. All performance appraisals are aligned with and being used to support the District Strategic Plan.
- D. Comprehensive coaching models are consistently used to develop formal and informal leaders District wide.
- E. Leaders are engaged in continuous self-improvement that aligns with the District Strategic Plan.
- F. Existing and potential student leaders at all levels are regularly identified, personally engaged and mentored in implementing EdVantage.

New End Results based on Core Planning Team Meeting April 2007.

- G. Develop and make public explicit processes through which employees seek and attain leadership levels.
- H. Develop and implement a program assessment/evaluation of Leadership Plan.

**New Strategy based on Core Team Meeting May 5, 2010.**

**Technology and Learning**

**Strategy: We will transform the teaching, learning, and operational environments by maximizing the effective use of technology throughout the system so all students and employees will achieve our district mission.**


**End Results Summary:**

- A. Professional development experiences support technology and learning—to improve student and employee performance.
- B. The district has established expectations for the integration of technology and curriculum to transform teaching and learning.
- C. The district has adopted a standard level of hardware, software, training and support to increase the technological capacity of staff and students.
- D. The district has technology delivery systems to advance both facilitated and independent learning, inside and outside the district.
- E. The district utilizes electronic systems to provide and organize data effectively to support teaching, learning, and productivity.

# Appendix

**Appendix 1:** Alignment of Pillars of Character and EdVantage

**Appendix 2:** Curriculum Team Teacher Bookmark

	Patriotism	Responsibility	Citizenship	Kindness	Respect	Honesty	Self-Control	Tolerance	Cooperation
<b>EdVANTAGE MISSION</b> <ul style="list-style-type: none"> <li>Inspire students with passion for learning</li> <li>Empowered to pursue dreams confidently and creatively</li> <li>Contributing to community, nation and world</li> </ul>	X	X X	X	X	X		X	X	X
<b>CORE VALUES</b> <ul style="list-style-type: none"> <li>All people have value and add value</li> <li>Embracing diversity strengthens community</li> <li>Family is first and most powerful influence</li> <li>Individuals are responsible for choices and actions</li> <li>Honesty and integrity are vital</li> <li>Lifelong learning is essential for individuals and communities to flourish</li> </ul>	X X	X X X X	X X X	X X X	X X X	X X	X X	X X	X X
<b>STRATEGIC OBJECTIVE</b> By 2015 each student will: <ul style="list-style-type: none"> <li>Continually demonstrate enthusiasm for self-directed pursuit of knowledge</li> <li>Articulate personal goals, create plans to achieve goals, exhibit progress toward attainment</li> <li>Continually participate in democratic processes</li> <li>Actively engage in global outreach</li> </ul>	X X	X X X X	X X		X X	X X	X X	X X	X X
<b>STRATEGIES</b> <ul style="list-style-type: none"> <li>Develop system wide curricula, assessment strategies to support core values and achievement of strategic objectives and mission</li> <li>Leverage national and state mandates</li> <li>Mobilize partnerships with internal and external school communities</li> <li>Nurture culture of trust, collaboration and willingness to change</li> <li>Formal and informal leaders model behaviors consistent with mission and core values</li> </ul>	X	X X X	X X	X X	X X	X X	X X	X X	X X
<b>STRATEGIC DELIMITERS</b> <ul style="list-style-type: none"> <li>No new program unless consistent with mission, accompanied by resources and plan to measure effectiveness</li> <li>Past practice/tradition will not interfere with consideration of new ideas</li> </ul>		X		X X	X X	X	X X	X X	X X



**School District of Manatee County  
Strategic Objectives**

**A. Demonstrating *enthusiasm* for knowledge**

Recognize and celebrate students who...

- Passionately seek knowledge
- Explore novel ideas
- Accept new challenges
- Engage in self-directed learning
- Devote time and effort to learning
- Radiate excitement for learning
- Use technology as a tool
- Learn from failure
- Encourage others to learn



**B. Articulating, planning, and progressing toward personal *goals***

Recognize and celebrate students who...

- Define and shares dreams and aspirations
- Articulate personal goals
- Develop and manages a plan
- Commit time to pursue goals
- Continually evaluate progress
- Inspire others to set goals
- Collaborate with others
- Overcome barriers
- Transform failure into growth
- Celebrate achievement



**C. Participating in *democratic processes***

Recognize and celebrate students who...

- Model respect, honesty, integrity and trust
- Keep promises
- Accept differences in others
- Identify community needs
- Seek to serve
- Demonstrate leadership
- Accept responsibility
- Engage and promotes civic responsibility
- Build collaborative relationships
- Demonstrate patriotism
- Respect national heritage
- Understand the cost of freedom
- Promote involvement in democratic process



**D. Engaging in *global outreach***

Recognize and celebrate students who...

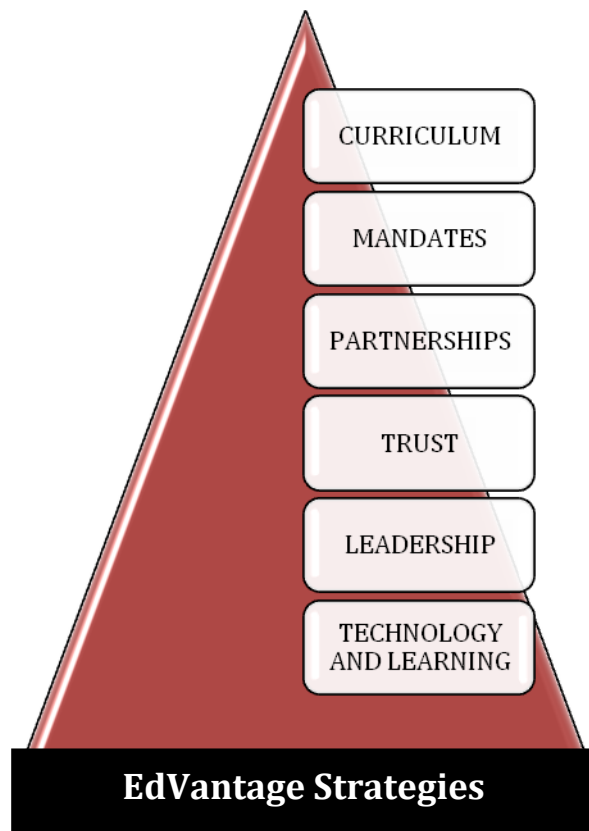
- Identify and understand global issues
- Demonstrate curiosity about different cultures
- Embrace and promote cultural diversity
- Seek opportunities to volunteer
- Understand world views
- Expand positive relationships
- Encourage cultural sensitivity in others
- Understand "global" begins in our community
- Collaborate with others using technology
- Accept the value of all people
- Participate in environmental sustainability



**School District  
of Manatee  
County**

**Mission**

*The mission of the Manatee County School District is to inspire our students with a passion for learning, empowered to pursue their dreams confidently and creatively while contributing to our community, nation and world.*



Inspiring Our Students to Learn, Dream and Achieve.

