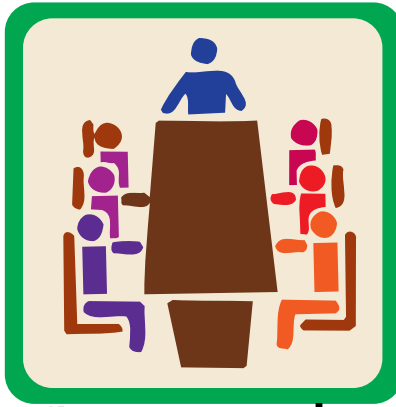


Polk County Public Schools



Strategic Plan 2005-2008

Dr. Gail F. McKinzie
Superintendent of Schools

Mission Statement:

The Mission of Polk County Public Schools is to ensure rigorous, relevant learning experiences that result in high achievement for our students.

We believe that ...

- Any learning changes a person forever.
- The strength of the community depends on the strength of the family.
- Each person is responsible for his/her own actions.
- Each person has an absolute value as a unique human being.
- The family has the responsibility for the upbringing of its children.
- Every person deserves respect.
- Respect for individual differences creates harmonious relationships.
- There is universal right and wrong.
- All people have a right to be safe.
- Internal motivation removes limits.
- People are always learning.
- We are stewards of all that is entrusted to us.
- The character of a community is defined by how it treats its most vulnerable members.

Parameters

We will never compromise quality.

We will not allow competition among the components of our system without mutual benefit.

We will not engage in any activity that detracts from our K-12 instructional program.

We will hold the highest expectations of everyone.

We will make optimal use of technology throughout the district.

Goal 1: Clear School/District Mission: We will create a professional culture of articulation to accomplish our mission.

1. We will create a highly professional culture that will foster a tradition of pride and respect.

- a. Utilize the district mission statement to create a common theme to be used by all shareholders.
- b. Communicate to employees that their individual contributions add to the entire district's success or failure.

Polk Vision Correlation: B-22; B-32; Key Benchmarks 7, a., b.

2. Maintain a keen awareness of how traditions, customs, events and calendars are impacted by the broad diversity of a changing community.

- a. Promote awareness of multi-cultural events and calendars.

Polk Vision Correlation: B-10; B-22; B-32; Key Benchmarks 7, a., b.

Goal 2: Opportunity to Learn: We will ensure students realize their highest potential.

1. Detect and eliminate any systemic barriers to minority, challenged and/or economically disadvantaged students reaching their academic and personal goals.

- a. Assess each school to determine systemic barriers for minority, challenged and/or economically disadvantaged students.
- b. Develop and implement individual school's Plan of Action to be included in the School Improvement Plan to eliminate systemic barriers for all students.
- c. Develop and implement a Transition Plan to successfully progress students between elementary, middle and high school.

Polk Vision Correlation: B-1; B-8; B-7; B-11; B-12; B-18; B-22; B-24; Key Benchmarks 7, a., b.

2. Increase student use of effective interpersonal and decision-making skills.

- a. Implement an effective curriculum/program/ plan for social skills, problem solving, conflict resolution, character education, and goal setting for students in all grade levels.

Polk Vision Correlation: B-15; B-23; B-37

3. Provide opportunity and support for all students to reach their full academic potential.

- a. Develop a rigorous and relevant curriculum that will challenge students at all academic levels.
- b. Provide training in successful differentiated instructional strategies to support student learning.
- c. Implement differentiated instructional strategies in the classroom.

Polk Vision Correlation: B-1; B-5; B-8; B-12; Key Benchmark 1,c

4. Increase student participation and success in career and technical education.

- a. Assess and inform students regarding career and educational opportunities.
- b. Assist students in planning and preparing for career/educational goals.

Polk Vision Correlation: B-1; B-3; B-8; B- 12; B-24

5. Implement a balanced reading program at every grade level in every school.

- a. Provide training and facilitate incorporation of the K-12 Reading Program.
- b. Provide appropriate assessment, placement and reading instruction for students.

Polk Vision Correlation: B-4; B-6; B-8; B-18; Key Benchmark 1,c

6. Enhance the effectiveness of Alternative Education.

- a. Identify and secure funding to provide salaries and incentives to attract and retain highly qualified staff, to encourage new approaches, and to evaluate programs in meeting the needs of students.

Polk Vision Correlation: B-30

7. Implement a bell/transportation schedule for schools that is consistent with optimum student performance research concerning daily beginning and ending times for students.

- a. Develop, implement, and evaluate a research-based bell/transportation schedule for optimum student performance.

Polk Vision Correlation: B-13

Goal 3: High Expectations: We will ensure that our instruction and curriculum meet the educational needs of each student.

1. Drive the teaching learning process based on the goals, objectives, strategies and evaluations in the School Improvement Plans.

- a. Develop and approve School Improvement Plans according to DOE template and guidelines.

- b. Use of School Improvement Plans to drive teaching/learning.

Polk Vision Correlation: B-1; B-8; B-11; B-18; B-22

2. Align curriculum that reflects the knowledge and skills students are expected to master at each level, K through 12 based on Sunshine State Standards.

- a. Review, revise and align a rigorous and relevant curriculum based upon Sunshine State Standards

- b. Monitor and evaluate curriculum based on disaggregated student data.

Polk Vision Correlation: B-1; B-10; B-24

3. Establish a formalized inter- and intra-school process of articulation.

- a. Schedule and conduct formalized inter-and intra-school meetings and discussions.

Polk Vision Correlation: B-7; B-18; B-22

Goal 4: Monitoring of Student Progress: We will improve student achievement.

1. Increase student proficiency levels to meet the state standards.

- a. Implement K-12 Reading Program.
- b. Implement Board approved School Improvement Plans.
- c. Implement revised K-12 curriculum.
- d. Implement revised bell/transportation schedule.
- e. Implement comprehensive professional development plan.

Polk Vision Correlation: B-1; B-4; B-8; Key Benchmark 1,c

2. Eliminate the achievement gap among all subgroups.

- a. Implement revised rigorous and relevant curriculum.
- b. Implement Board approved School Improvement Plans.
- c. Monitor and evaluate student performance using disaggregated student data.

Polk Vision Correlation: B-1; B-4; B-8; B-11

3. Conduct on-going progress monitoring of student achievement.

- a. Conduct training on progress monitoring assessments, administration and interpretation.
- b. Conduct on-going student assessments.

Polk Vision Correlation: B-11; B-18; B-22

4. Provide timely interventions to struggling students.

- a. Identify struggling students and provide immediate interventions.

Polk Vision Correlation: B-1; B-3; B-4; B-8; B-18; B-22

Goal 5: Instructional Leadership: We will recruit and retain highly qualified personnel by providing a professional work environment that is challenging, nurturing and conducive to professional growth.

1. Provide professional instructional leadership while maintaining a vision, direction and focus for student learning.

- a. Select strong, highly professional instructional leaders as school based administrators, assess leadership skills, and provide training, support and mentoring.
- b. Cultivate a professional collegial atmosphere that encourages creative approaches to meet the needs of students and teachers.

Polk Vision Correlation: B-1; B-11; B-18; B-22; B-32

2. Develop a district-wide culture committed to attracting, hiring and retaining highly qualified, appropriately certified instructional and administrative personnel that reflects the changing demographics of our diverse community.

- a. Develop a comprehensive system of recruitment and retention of highly qualified, diverse instructional and administrative personnel that includes competitive compensation.

Polk Vision Correlation: B-5; B-11; B-36; Key Benchmarks 7, a., b.

3. **Provide a coordinated system of relevant, timely staff development for all employee groups consistent with the Florida Professional Development Evaluation Protocol.**
 - a. Assess professional development needs based on student achievement.
 - b. Implement a comprehensive plan of staff development.

Polk Vision Correlation: B-5; B-11

4. Ensure an effective teacher induction program.

- a. Review and revise new teacher induction program according to researched best-practices to increase its effectiveness.

Polk Vision Correlation: B-5

5. Establish a competitive compensation structure for district employee groups.

- a. Develop a comprehensive compensation system for recruitment and retention of highly qualified district personnel.

Polk Vision Correlation: B-5; B-11

6. Incorporate diversity benchmarks into the performance evaluation process for teachers and administrators.

- a. Review and revise the current performance evaluation process for teachers and administrators to include diversity benchmarks.

Polk Vision Correlation: Key Benchmarks 7, a., b.

7. Recognize those who initiate and implement innovative activities that make a difference in learning diversity, multicultural education, and the unique contributions of minority history.

- a. Develop policy and procedures for recognition of activities that make a difference in learning diversity, multicultural education, and the unique contributions of minority history.

Polk Vision Correlation: B-32; Key Benchmarks 7, a., b.

8. Implement leadership team strategies that are designed to comprehensively impact academic performance, discipline sanctions and technology standards of low performing schools.

- a. Develop and implement leadership team strategies.

Polk Vision Correlation: B-11; B-22; B-27

Goal 6: Safe and Orderly Environment: We will establish learning environments that ensure the academic and personal success of each student.

1. Create a design for elementary, middle, and high school, and standards relating to each school type that are consistent with educational research concerning student learning processes.

- a. Research and review effective campus designs to reflect effective instructional practices, incorporate the findings into existing campuses, and utilize best-practices and equitable consideration in construction of new campuses.

Polk Vision Correlation: B-17; B-24; B-27; B-36

2. Cultivate a highly professional environment that is safe, orderly and family friendly.

- a. Require all employees to wear ID badges.
- b. Front office staff will greet school visitors in a timely manner, and parent concerns will be resolved at the point of origin.

Polk Vision Correlation: B-27

Goal 7: Stakeholder Relationships: We will actively pursue and cultivate parent, community and business involvement.

1. Establish an effective system of communication linking district, school and home.

- a. Establish mechanisms at the district and school level to communicate with parents, staff and community on a regular basis.

Polk Vision Correlation: B-2; B-31

2. Expand the system's community outreach function to promote school and community interaction.

- a. Provide information and collaborate with the community on student and school needs (e.g. parent workshops).
- b. Establish communication with local post secondary institutions.
- c. Collaborate with the community on Pre-K student needs and school readiness.

Polk Vision Correlation: B-9; B-31; Key Benchmark 1,c

3. Promote initiatives and encourage inclusive practices that increase multicultural cooperation within the schools and community.

- a. Provide information and collaborate with the community on minority, challenged and/or economically disadvantaged students and school needs.

Polk Vision Correlation: B-10; Key Benchmarks 7, a., b.

Benchmark Goals for Polk Vision	
Kindergarten Readiness - increase by 3% annually (2005 Baseline = 76%)	
10th grade reading proficiency - increase by 3% annually (2005 Baseline = 26%)	
Graduation rate - increase by 3% annually (2005 Baseline = 71.6%)	

Contact information:

Sherrie Burnette Nickell, Ed.D.
Associate Superintendent, Learning
Polk County Public Schools
sherrie.nickell@polk-fl.net