School District of Palm Beach County

Strategic Planning Initiative

The following is submitted for review and possible adoption by the Board of the School District of Palm Beach County. Each section has a brief introduction and highlights the changes based on the input received through community engagement.

The vision statement is to be aspiring and indicative of where the Board wants to see the community. It has been amended to reflect that this is the vision of the School District and the District’s contribution to the success of the overall community.

Vision

*The School District of Palm Beach County envisions a dynamic collaborative multicultural community where education and lifelong learning are valued and supported, and all learners reach their highest potential and succeed in the global economy.*

The following mission statement is the operational declaration of the efforts that, if accomplished, would help move the community toward our vision. It amends the current mission statement to be more inclusive of the School District and speaks to the District’s commitment to its workforce.

Mission

*The School District of Palm Beach County is committed to providing a world-class education with excellence and equity to empower each student to reach his or her highest potential with the most effective staff to foster the knowledge, skills, and ethics required for responsible citizenship and productive careers.*

The guiding principles below reflect the commitment of the residents during the community conversations. It was noted that issues raised in the initial drafts of the statements were important but diminished the overall impact of the mission and vision statements. The values should apply uniformly throughout the School District and its vision, mission, and strategic plan.
Guiding Principles

The School District of Palm Beach County values the following principles as demonstrated through its operations, instruction, and learning environment.

- Community
- Cultural sensitivity
- Diversity
- Equity
- Ethics
- Excellence
- Family
- Honesty
- Inclusion
- Knowledge
- Parity
- Professional development
- Professionalism
- Respect
- Skill building
- Social and emotional development
- Trustworthiness

The District conducted community meetings specifically to help solicit comments on the qualities desired in the next superintendent. The following leadership vision statement should be amended accordingly based on the input received from these meetings.

Leadership Vision

The superintendent of the School District of Palm Beach County shall exercise general oversight over the district school system, advise and counsel with the District School Board on all educational matters, and observe and administer operations adopted by the District School Board and State Board of Education. The School District desires a superintendent who possesses the following qualifications, characteristics, and attributes:

- A proven commitment to creating a child-centered system that provides a world-class education for all students regardless of race, gender, class, or other status
- A responsible decision-maker with a proven track record as an instructional leader in the Pre-K-12 education field with an academic vision to design and provide a highly ethical, equitable, and fair working and learning environment
• A person with an understanding of the need to engage and empower families and community stakeholders to actively participate in the education of all students
• A trustworthy, empathic, considerate, and collaborative team builder
• A courageous visionary able to recognize and effectively address various community needs
• Experience working with teachers’ unions and using collective bargaining
• Experience working with and executing the policies set by a governing school district board
• An understanding of and experience with school district budgeting and taxation
• An understanding of and experience with state and federal laws and programs
• Ability to create effective working relationships with staff, school district boards, local business, and civic and social communities
• An established record of embracing diversity and successfully addressing discrimination and racism in the education of students and treatment of students and district workforce
• Awareness of the economic and social dynamics of Palm Beach County and an understanding of the needs of the business and higher education communities

A strategic plan will guide the efforts to fulfill the mission of the School District. A successful plan must balance doable deeds, assignments of responsibility, measurable indicators, and reasonable timeframes. The Superintendent of Schools will be responsible for the details should the District School Board adopt the following framework for a comprehensive strategic plan for the School District of Palm Beach County.

**Strategic Plan**

The following bold steps and actions provide the framework for a strategic plan to be implemented by the School District of Palm Beach County. The adoption and implementation of the plan will enable the School District to maintain its “A” rating while improving service delivery to all student populations to close the performance gap. Immediate focus should be on the following:

**GOAL 1 - Deliver world-class education with a Student-First Focus:**
• Implement research-based fully enriched instructional models – enabling students to have the critical thinking and analytical skills necessary to succeed academically
• Support each student – not as a collective unit – but with individualized educational plans
• Provide meaningful follow-up, monitoring, and mentorships that provide support necessary to succeed
• Develop age-appropriate life skills training programs for students and families that cultivate soft skills including self-determination and self-advocacy
• Seek equitable outcomes for all student groups – helping each student achieve the greatest success possible
• Continue and strengthen choice programs, career academies, and other career/technical curricula that meet the needs of the business community while supporting the economic development goals of the community
• Implement methods to identify learning styles and match them with appropriate teaching methods and measurable performance goals

GOAL 2 - Launch a **Family Matters** Initiative:
• Create policies and programs that proactively engage all parents, caregivers, and families as the primary partners in the education of students
• Implement new policies, procedures and processes to make schools more family friendly so that the school encourages parent/caregiver participation by providing:
  ▪ An inviting campus
  ▪ A welcoming atmosphere
  ▪ Mutually beneficial opportunities to interact with teachers and administrators
• Train principals and teachers how to maximize interactive opportunities through regular communication (face-to-face) and through technology, with families/caregivers
• Empower partners to engage with families/caregivers
• Hold teachers/administrators accountable to families/caregivers for parental involvement efforts
• Create, recruit, and implement on campus volunteer opportunities in all aspects of school life for families/caregivers and community partners
• Examine opportunities to bolster adult literacy skills, and career/technical training with families/caregivers of students
• Encourage parental accountability for student school-readiness with support mechanisms that bolster families/caregivers

GOAL 3 - Ensure a **Qualified and Highly-Effective Workforce** throughout the School District:
• Cultivate a fluid leadership development succession planning program that keeps good teachers teaching, strengthens classroom management efforts, and produces highly-effective academic leaders, assistant principals, principals, and administrators
• Conduct a resource allocation study evaluating socio-economic factors in the School District to identify shortfalls and inconsistencies between schools within the District, and reassign resources, including the workforce, to address equity in a **Student First** curriculum
• Enact a professional development program that is coupled with a system that ensures adequate pay for a well-trained workforce
• Ensure that professional development supports and strengthens choice programs, career academies, and other career/technical curricula to meet the needs of the business community while supporting the economic development goals of the community
• Provide intrinsic incentives to encourage the reassignment of the best teachers – as measured by student performance and acceleration data – to underperforming classes, schools, and student populations as demonstrated by need.
• Strive to create a more representative workforce that reflects the multicultural makeup of the student body and community.
• Provide an ongoing opportunity for two-way feedback between staff and administrators within schools and the District to continue ongoing improvement efforts.

GOAL 4 - Implement an **Efficiency and Accountability** agenda:
• Streamline and reduce the levels of bureaucracy.
• Redistribute savings and maximize limited financial resources to be applied to a **Student First** curriculum.
• Conduct a functional audit of the District to enable the implementation of the **Student First** and **Family Matters** initiatives:
  ▪ assess each department and its purpose, expenses, how it serves and meets student needs and performance measures.
• Strengthen the balance between academic achievement and a robust student services program that will support the social, emotional, and career/technical/vocational needs of students through guidance programs following the National School Counseling Model.
• Develop and report on efforts to provide students and teachers with up-to-date technology and wireless connectivity at each school campus to ensure the ability to perform and compete successfully in the global knowledge economy.
• Enhance the learning environment of each campus to ensure top-notch facilities that are safe and encourage incredible learning opportunities which will lead to achievement.
• Seek parity in funding and resources among schools throughout the District with a focus on strengthening schools that serve under-performing populations.
• Develop a **School Facilities Improvement Plan** that will outline campus improvements, renovations, upgrades, and more.
• Create a transparent online reporting tool that tracks district-wide and school expenditures and performance measures.

GOAL 5 - Develop a robust **Community Engagement** effort that provides meaningful opportunities for volunteers from stakeholder groups – including business, civic, and social organizations – to support the **Student First** and **Family Matters** efforts:
• Create a multi-year multi-faceted campaign to engage partners in creating a world-class education system:
  ▪ demonstrate the return-on-investment economically and socially to partner organizations.
• Regularly acknowledge and reward the participation of volunteers and partner organizations.
• Ensure that there are role models and mentors who represent the diverse student body and relate to the students and families with whom they are working.
• Ensure that principals, administrators, and teachers have professional support from the community to assist with professional development, management skills, and the Student First curriculum
• Continually reach out to community organizations – social, civic, business, faith, and others – to inform and recruit assistance for students and school personnel
• Explore ways to develop mutually beneficial opportunities that support community efforts such as the 6 Pillars of Florida’s Future Economy from the Economic Council of Palm Beach County
• Create and maintain an advisory council to provide advice and counsel in support of choice programs, career academies, and other career/technical curricula that meet the needs of the business community while supporting the economic development goals of the community

GOAL 6 - Engage in an effective Communications Campaign:
• Commence with a communications strategy that targets students and families, the district workforce, external stakeholder groups, and the public
• Outline the efforts underway to create a Student First and Family Matters initiative and the resources available to students and families
• Highlight the best management practices implemented and reward staff in order to help build morale and demonstrate a commitment to the new initiatives
• Illustrate the successes of the District as well as recognize the performance gap and unmet needs within the District
• Promote a message of success and continued efforts to achieve the District’s mission to attain its vision
• Ensure that the campaign includes efforts for principals, teachers, administrators and others to become regularly engaged in social, civic, business, and faith-based organizations