

# **Sarasota Military Academy Strategic Plan**

## **2021-2026**

The Sarasota Military Academy Board of Directors began the school's strategic planning process by articulating the essential elements of SMA, affirming the Board's vision for the school, and defining the school's mission.

The essence of the school is summarized by the statement:

### **Who We Are**

*Sarasota Military Academy is a nonprofit, tuition-free, public charter school with two unique campuses offering Quality Academics, and Character and Leadership Development to students in grades 6-12.*

The Board's Vision for the school is the basis for SMA's Strategic Plan:

### **Vision for SMA**

*To equip cadets with the skills, values and education that will enable them to lead productive and fulfilling lives.*

The school's Mission Statement identifies three essential tasks SMA must accomplish in order to make the Vision a reality:

### **SMA Mission**

*Within a culture where every cadet is valued, Sarasota Military Academy is committed to:*

- *Preparing students for College, Careers, & Citizenship;*
- *Developing tomorrow's Leaders; and*
- *Cultivating Character based upon the steadfast values of Honor, Integrity, and Respect.*

If the accomplishment of the SMA Mission Statement's three objectives is absolutely essential for the success of SMA and its students, then the Mission is appropriately the organizing principle of this Strategic Plan. Thus, this Plan will address preparing students for College, Careers, and Citizenship; developing tomorrow's Leaders; and cultivating Character. And lastly, the Plan will examine the Resources required to accomplish those tasks.

The Strategic Plan lays out a roadmap to guide SMA in the near term. The following goals will be the key milestones on that journey and are annotated further in the Plan with the steps required to achieve those goals, outcomes to be measured, metrics to be used, and the personnel responsible for obtaining the goals:

### **Preparation for College, Careers, and Citizenship**

- Earn recognition as an “A” rated school by the FL DOE;
- Align vertically the curriculum 6<sup>th</sup> grade through 12<sup>th</sup> grade;
- Integrate technology into learning;
- Acquire and retain quality faculty and staff; and
- Support professional development.

### **Character and Leadership Development**

- Create programming, staff training, climate and culture that integrates the Seven Core Values of the United States Army and Leadership Development consistently from grades 6-12;
- Reorganize the Cadet Honor board and its Role; and
- Establish branding protocol for all JROTC/Character and Leadership Development resources.

### **Resources**

- Increase retention of rising 9<sup>th</sup> Graders by 5% each year for the next five years;
- Increase High School enrollment by 25 FTE’s each year for the next five years;
- Balance the budget including a \$100,000 Contingency Account;
- Match employee salaries to the County Schedule as increased FTE’s allow; and
- Demonstrate a sustainable growth in giving, both in the number and value of gifts, of 35% in FY 21-22, 50% FY 22-23 and 70% FY 23-24 while reinforcing the culture of philanthropy.

# **College, Careers, and Citizenship**

## **Background:**

Preparing students for their next steps in life is the first task of the SMA Mission and the heart of what SMA does. Some of our graduates are college bound, some will be joining the work force, and all will assume the duties and responsibilities of a citizen of our great country and community.

Increasing AP course offerings available to SMA students will contribute to their college readiness. Our new Pathway Program will provide an academic foundation and work experience to help prepare students for careers. And JROTC's mission, "To Motivate Young People to be Better Citizens" reinforces SMA's mission of graduating good citizens.

SMA was an "A" rated school by the State of Florida from 2012 through 2015. The last grade the school received was a "B" in 2019. Our number one priority is to regain "A" school recognition of the superior academic preparation provided our students by the SMA faculty.

## Earn recognition as an “A” rated school by the Florida Department of Education

Goals	Key Improvements/Initiative Strategies	Measurable Outcome (How will we know it's working?)	Metrics Used	Who Reports
<p>Align 6-12 Curriculum - and develop vertical alignment for 6-12 progression</p> <p>Increase the number of AP courses offered each year from eight to eleven to fifteen</p> <p>Offer Capstone Program</p> <p>MPSAT at the 8<sup>th</sup> grade level</p>	<p>Collaboration of both school's department chairs</p> <p>Offer greater selection of AP courses to promote rigor and greater college credit opportunities</p> <p>Implement MPSAT for all 8<sup>th</sup> grade students</p>	<p>Quarterly Reports</p> <p>Ongoing scheduled Department Chair meetings, 6-12</p> <p>Increase in the number of AP courses passed as well as college credits</p> <p>Increase in the number of students receiving Capstone Certifications</p> <p>Greater identification of preparedness for AP classes from rising 9<sup>th</sup> grade students</p>	<p>FSA Data Diagnostic and Progress Monitoring Tools: AP, PSAT, MPSAT, EOC, SAT/ACT scores: need supports in place for college entrance testing.</p> <p>Classrooms/dep artments overall performance grades to be shared w/ faculty</p>	<p>Form a committee to analyze/di sseminate, create plan of action</p> <p>SMA-COL Fout</p> <p>SMA-COL Vara</p>
	<p>Implement and align BEST Florida Curriculum</p> <p>6-12 Scope and sequence</p>	<p>Revise grade level/course curriculum</p> <p>Develop in-house</p>	<p>Grade Level and Course Curriculum posted to website</p>	<p>Dept. Chairs</p>

		content experts to provide ongoing professional development and supports in the classroom	Professional Development rosters Observation and mentor data and reports	PD Providers and Administration
Build faculty and student relationships 6-12	<p>Bridges between schools: -JROTC bridges - pre JROTC curriculum</p> <p>6-12 Pathways connections - Cadet mentoring</p> <p>Extra-curricular mentoring</p> <p>SEL connections</p> <p>ESE/ESOL outreach between campuses</p>	<p>Leadership Committee</p> <p>Scheduled visitations and Google meets</p> <p>Partner extra-curricular activities</p> <p>6-12 Department Chair Meetings focused on Pathway Curricular Alignment</p>	<p>Sign-in sheets</p> <p>Google Meet records</p> <p>Leadership Committee planning notes and products</p>	<p>Leadership Teams from both campuses</p> <p>Dept. Chairs</p> <p>Club/Extra-curricular Sponsors</p>
Build cross curricular opportunities 6-8, 9-12 within the Pillars and Pathways	<p>Content area connections</p> <p>Team teaching</p>	<p>Leadership Committee</p> <p>6-12 Department Chair Meetings focused on Pathway Curricular Alignment</p>	<p>Sign-in sheets</p> <p>Leadership Committee planning notes and products</p> <p>Department Chair planning notes and products</p>	<p>Leadership Teams from both campuses</p> <p>Dept. Chairs</p>

**Integrate technology into learning.**

<b>Goals</b>	Key Improvements/Initiative Strategies	Measurable Outcome (How will we know it's working?)	Metrics Used	Who Reports
Establish a 3-5 year tech plan	Implement a 1:1 Chromebook Program	Reach 1:1 CB Program	Clever Data	MAJ Morris
	Effective tools, helping to drive instruction	Positive impact on student achievement; school grade.	Surveys	
	Planning and PD time for teachers to utilize tech tools effectively			SMA-COL Vara SMA-COL Fout MAJ Morris
Student CS curriculum	Digital citizenship			MAJ Morris SMA-CPT Georgia

## Acquire and retain quality faculty and staff.

Goals	Key Improvements/Initiative Strategies	Measurable Outcome (How will we know it's working?)	Metrics Used	Who Reports
Attract highly effective faculty and staff	Salaries Longevity pay/bonus	Increase retention of highly effective teachers	Salary guide compared to Sarasota County	Leadership Team  Human Resources Director
Retain faculty and staff	Departmental coaching Mentoring Professional development Exit interviews and entrance interviews Needing more structured content- layout Team approach emphasis Shared conversations about students	PRIDE, IPDP  Teacher surveys	Rate of staff member return  Retention rate of 5 years and beyond	Administrative Teams  SMA-COL Bowman  Instructional Coaches



	<p>Define our own induction program that includes responsibilities for mentors/buddies.</p> <p>Improve our current induction program</p> <p>Relationship building</p> <p>Support a professional path with cert etc.</p> <p>On-boarding</p> <p>Self-directed PD options during working day</p> <p>More materials, resource library, unit structure that can be shared</p> <p>Vertical planning</p> <p>Budget for grade level/dept. for resources etc.</p> <p>Different learning goals on same assignment for assessment across subjects</p>	<p>New teacher feedback</p> <p>SCIP Data</p>	<p>PD will overlap with teacher training</p>	<p>SMA-COL Bowman</p> <p>Administrative Teams</p>
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## Integrate Multiple Literacies in all Content Areas

Goals	Key Improvements/Initiative Strategies	Measurable Outcome (How will we know it's working?)	Metrics Used	Who Reports
<p>Data Driven Instruction to support literacy growth and state school benchmarks</p>	<p>Each department collects and analyze their data, then, share &amp; discuss with all departments to develop a collective plan of action : classrooms data, FSA/EOC's, SAT/ACT, BENCHMARK ASSESSMENTS, Cadet Promotions</p> <p>Focus on closing the gaps</p>	<p>Growth reflected in data on</p> <ul style="list-style-type: none"> <li>● FSA, EOC</li> <li>● Benchmark Assessments</li> <li>● Course Completions</li> <li>● Promotion Data</li> </ul>	<p>Department meeting agendas</p> <p>Quarterly Data Reports</p>	<p>Dept. Chairs</p> <p>Administration</p> <p>PD Coordinator</p>
	<p>Reading and writing across the curriculum</p>	<p>Departmental Creation and implementation of Content Area reading and writing initiatives</p> <p>Professional Development hours in Reading and Writing in the content areas</p> <p>Development of cross-content writing rubrics</p> <p>Definition of technical and content literacy</p>	<p>Published Plans</p> <p>Published Content Definition of Literacy</p> <p>Pride Evaluations</p> <p>Walkthrough Obs. Evidence</p> <p>PD rosters</p>	<p>Dept. Chairs</p> <p>Administration</p> <p>PD Coordinator</p>

	Digital literacy and citizenship (SEL)	Curricular Alignment through JROTC  Identifying Credible Resources through Research in Content Areas	Lesson Plans, Curriculum Map  Content Area Curriculum Maps	Commandant, SAI  Dept. Chairs
	Media center 6-12 reading promotions and connections, research skills	Increases in library checkouts, teacher feedback, surveys		H. Harvey

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## Build a Positive Culture & Relationships

Goals	Key Improvements/Initiative Strategies	Measurable Outcome (How will we know it's working?)	Metrics Used	Who Reports
<p>Cultivate a diverse, and inclusive learning community that is welcoming and supportive for all students, families, faculty, alumni, and staff.</p> <p>Every cadet feels highly valued.</p>	<p>Faculty book study - SEL/advisory</p> <p>Build extracurricular programs and bridge from grades 6-12</p>	<p>Culture surveys</p> <ul style="list-style-type: none"> <li>-faculty/staff</li> <li>-cadets</li> <li>-parents</li> </ul>	<p>Analyze data from surveys</p> <p>Increased FTE</p> <p>Increased extracurricular participation</p>	<p>Administration</p> <p>SMA-COL Bowman</p> <p>AD</p>
<p>Integrate the values of Honor, Integrity, and Respect</p>	<p>JROTC/Military Studies</p> <p>- Integrating into the content area curriculum</p>	<p>Departmental Creation and implementation of Content Area values education, with support of JROTC/Military Studies Instructors</p>	<p>Lesson Plans</p> <p>Student Created Products</p>	<p>Dept. Chairs &amp; JROTC/Military Studies Inst.</p> <p>Faculty</p> <p>Administration</p>
<p>Approaches to our culturally and linguistically diverse population</p>	<p>Bilingual opportunities - apps</p> <p>- home and school communication</p>	<p>Growth reflected in data reflected by subgroups</p> <ul style="list-style-type: none"> <li>● FSA, EOC</li> <li>● Benchmark Assessments</li> <li>● Course</li> </ul>	<p>Quarterly Data Reports</p> <p>Extracurricular Participation Records</p>	<p>Administration</p> <p>AD</p>

		<p>Completions</p> <ul style="list-style-type: none"><li>• Extracurricular Rosters</li><li>• Leadership Positions</li></ul>	<p>Leadership Rosters</p> <p>Promotion Data</p>	
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## Support Professional Development

Goals	Key Improvements/Initiative Strategies	Measurable Outcome (How will we know it's working?)	Metrics Used	Who Reports
Professional development to help faculty implement curriculum, literacies and technology and increase collaboration	T Tied to school-wide initiatives	Positive impact on student achievement.  Increase the number of high effective instructors.	School Grade  End of year evaluations and school grade.	Administration  PD Coordinator
	Opportunities for 6-12 PD			
	BEST curriculum implementation			
	PD in multiple literacies, identify and integrate new literacies			
Increase PD for new AP courses	Professional development- data driven, tied to school wide-initiatives, technology			
	PD on utilizing tech tools effectively			

# Character and Leadership Development

## Background:

A primary differentiation of SMA from other Sarasota and Manatee County public schools is our Value-Rich Education that emphasizes character and leadership growth. While Leadership Development traditionally revolves around teaching skills, at Sarasota Military Academy our objective is to create a foundation of core values and personal character development upon which a life of success, service and a moral compass can be built. This foundation begins in the middle grades (6-8) through the Military Studies Program and continues through the high school grades (9-12) through the JROTC Program and is reinforced with daily positive exposure to SMA's values and culture in both classrooms and extra-curricular activities.

We do this based upon the seven core values of the United States Army: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage. SMA supports this age appropriate character and leadership growth while also attentive to the social and emotional well-being of our cadets.

It is SMA's mission to graduate young men and women who will go out into society and become productive citizens wherever their academic, life choices and pursuits take them.

**Create programming, staff training, climate and culture that integrates the Seven Core Values of the United States Army and Leadership Development consistently from grades 6-12.**

<b>Goals</b>	Key Improvements/Initiative Strategies	Measurable Outcome (How will we know it's working?)	Metrics Used	Who Reports
<p>Academy-wide knowledge and understanding of "Who we Are"</p> <p>Academy-wide knowledge of the SMA Mission Statement</p>	<p>Staff orientation and ongoing reinforcement</p> <p>Post the mission statement in every classroom and office</p> <p>Post the mission statement in the Board of Directors' conference room</p>	<p>Staff will be able to recite the mission statement</p> <p>Staff will have a clear understanding of "Who we Are"</p>	<p>Account for placement of mission statement in every classroom, office and BOD conference room</p>	<p>SMA-COL Bowman</p> <p>SMA-COL Fout</p> <p>SMA-COL Vara</p>
<p>Army values posters will be placed in every classroom, office and board room</p>	<p>Consistent understanding of the seven Army values</p> <p>Provide "Value of the Week" for all staff and families via EAGLE News</p> <p>Cadets will receive PBIS points for correctly reciting the values</p>	<p>Cadets will be able to recite the seven Army values</p> <p>Staff will be able to recite the seven Army values</p> <p>PBIS points will increase</p>	<p>PBIS committee will experience an increase in points from cadets</p>	<p>LTC Weiss</p> <p>PBIS Committee</p>



<p>Parents, staff and cadets will have a clear understanding of the expectations for dress code.</p>	<p>Staff orientation/training during staff workshop</p> <p>Ongoing training throughout the year</p> <p>Place visual training aides, such as pictures, showing correct uniform standards</p> <p>New cadet orientation training, to include parents</p> <p>Place weekly “tips” in EAGLE News</p> <p>Inspection item of the week in every classroom</p>	<p>Decrease in the number of uniform infractions due to consistent expectations</p> <p>Decrease the number of corrections for staff</p> <p>Positive reinforcement for correct uniform wear</p>	<p>Decrease in the number of uniform infractions for cadets</p> <p>Decrease in the number of corrections for staff</p>	<p>SMA-COL Bowman</p> <p>SMA-COL Fout</p> <p>SMA-COL Vara</p> <p>LTC Weiss</p>
<p>Incorporate the Army values and Character Development within every content area</p> <p>8<sup>th</sup> Grade JROTC course unique to SMA upon approval from Cadet Command to complement Military Studies courses grades 6-7</p> <p>Establish a Character and Leadership Development Program—Medal of Honor</p>	<p>Lesson plans will include an Army value and its link to the lesson</p> <p>Continued application to Cadet Command for 8<sup>th</sup> Grade JROTC Course</p> <p>Committee of Military Studies, JROTC, Commandant of Cadets, parents and cadets will develop the program</p>	<p>Teacher evaluations/observations will provide evidence</p> <p>Approval of course</p> <p>Completion of program</p>	<p>Lesson plans Walkthroughs Evaluations</p> <p>Approval and evaluation of course</p> <p>Implementation of program</p>	<p>Administrators</p> <p>Commandant of Cadets</p> <p>SMA-COL Vara</p> <p>SMA-COL Fout</p>

				SMA-COL Vara  Commandant  Military Studies  JROTC Staff
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## Reorganize the Cadet Honor Board and its Role

Goals	Key Improvements/Initiative Strategies	Measurable Outcome (How will we know it's working?)	Metrics Used	Who Reports
Create a clear and concise understanding of the role of the Cadet Honor Board	Establish a committee of staff and cadets	Consistent understanding of the roles of each member of the Honor Board		Head of School
	Establish roles			Commandant
Create protocol to follow for every Honor Board meeting	Committee will create protocol to follow for every meeting	Honor Board will follow meeting protocol on a consistent basis	Minutes from Honor Board meetings	Head of School  Commandant

## Establish branding protocol for all JROTC/Character and Leadership Development Resources

<b>Goals</b>	Key Improvements/Initiative Strategies	Measurable Outcome (How will we know it's working?)	Metrics Used	Who Reports
Consistent branding for all resources Academy-wide	Establish clear protocol for use of branding for resources  Resources must be approved prior to print etc.	Consistent branding	Walkthroughs, approvals	SMA-COL Bowman SMA-LTC Robles

# Resources

## Background:

An SMA education is free for all cadets. The school is funded by tax dollars and donor gifts. Tax dollars flow from federal, state and county accounts and are largely determined by student enrollment. Student enrollment is the number of Full Time Equivalent (FTE) students which are counted twice a year in October and February. Over the last six years, one FTE has resulted in an average of \$9,617 of tax dollar support for SMA. This number is expected to be increased by ~\$200 in 2021-2022.

Recently, SMA has experienced a decline in High School FTE's. The decline in FTE's is primarily a result of progressively lower retention rates of 8<sup>th</sup> Grade Prep students matriculating at the High School.

Reduced FTE numbers have resulted in less revenue for the school. Income in FY20 was \$12.9 million compared to FY18 income of \$14.7 million, forcing hard decisions to cut expenses. For example, many SMA employees have seen their wages stagnate as Sarasota County has implemented raises over the last three years.

**Increase retention of rising 9<sup>th</sup> Graders by 5% each year for the next three years.**

Why is this a Priority?	Key Improvements/Initiative Strategies	Measurable Outcome (How will we know it's working?)	Metrics Used	Who Reports
<p>Validates that SMA is meeting student needs.</p> <p>Each FTE represents ~\$9600 in revenues.</p> <p>Current customer is your best customer.</p>	Customer Satisfaction Surveys	<p># of 8<sup>th</sup> Graders matriculating as 9<sup>th</sup> Graders each Fall</p>	<p>#retained/ 8<sup>th</sup> Graders</p>	SMA-COL Vara
	Exit Interviews			SMA-COL Fout
	Focus Groups			
	Periodic Teacher, Counselor and Administrator Exchange			

**Increase High School enrollment by 25 FTE's each year for the next five years.**

Why is this a Priority?	Key Improvements/Initiative Strategies	Measurable Outcome (How will we know it's working?)	Metrics Used	Who Reports
<p>Validates SMA is providing the education Sarasota families want for their students.</p> <p>Each FTE represents ~\$9600 in annual revenues.</p>	<p>Marketing Plan</p> <ul style="list-style-type: none"> <li>• Controlled and Managed Growth of FTE</li> <li>• Establish Academy-Wide Admissions Process with Management Roles, Responsibilities and Accountability</li> <li>• Increase the Perceived SMA Value Through Effective Brand Management</li> <li>• Foster Business and Community Engagement with a Strategic Partnerships Initiative</li> <li>• Strengthen the SMA Board to Prioritize, Support and Invest in Diversity, Inclusion, and Equity</li> </ul>	<p>Enrollment</p>	<p>FTE's</p>	<p>SMA-COL Fout</p> <p>SMA-COL Vara</p>

	Community Outreach Cadet Ambassadors Parades Wreaths Across America Internships			
	Social Media Campaign			
	Enlist current parents			

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**Balance the budget including a \$100,000 Contingency Account.**

Why is this a Priority?	Key Improvements/Initiative Strategies	Measurable Outcome (How will we know it's working?)	Metrics Used	Who Reports
Prudent financial management. Need flexibility to meet unexpected needs. Preserve funding to support ongoing student services.	Achieve Retention and Recruitment Goals.	Income exceeds Expenses.	\$\$\$\$\$	SMA-MAJ Kok
	Greater Foundation Production.	Budget approved by Board of Directors.		SMA-LTC Robles
	Budget Discipline and Hard Decisions			
	Ongoing Analysis of Staffing Levels (Admin, Teachers, Clerical, Support Staff, etc.)			

**Match employee salaries to the County Schedule as increased FTE's allow.**

Why is this a Priority?	Key Improvements/Initiative Strategies	Measurable Outcome (How will we know it's working?)	Metrics Used	Who Reports
Fundamental Fairness. Team Stability Recruit and Retain Highly Effective Instructors and Employees	Compare each employee's compensation with Sarasota County Schedule.	Delta between County Schedule and employee's compensation	\$\$\$\$\$	SMA-COL Bowman
	Determine amount for each employee to achieve pay equity.			
	Determine total amount required to make all employees whole.			
	Prorate raises as afforded by increased revenues			

**Demonstrate a sustainable growth in giving, both in the number and value of gifts, of 35% in FY 21-22, 50% FY 22-23 and 70% FY 23-24 while reinforcing the culture of philanthropy.**

Why is this a Priority?	Key Improvements/Initiative Strategies	Measurable Outcome (How will we know it's working?)	Metrics Used	Who Reports
<p>Indispensable to the growth of SMA is the Foundation's ability to fund initiatives and needs that support and drive innovation, excellence and continued market share in the grade 6-12 space.</p>	<p>Maintain a strong Culture of Philanthropy by highlighting donors who support SMA.</p>	<p>Launching a visible donor recognition wall on both campuses to foster a clear focus on giving and its impact.</p> <hr/> <p>An increase of 35% (\$77,000) from estimated \$220,000 in FY 20-21 to \$297,000.</p> <hr/> <p>Obtain and document a minimum of 3 Charitable Bequests each year</p>	<p>The physical structure to become a key stop on school tours.</p> <hr/> <p>ROI metrics on funds raised.</p> <hr/> <p>Metrics per year on number of bequests received.</p>	<p>SMA-LTC Robles</p>
	<p>Establish and execute formal annual giving to benefit ongoing programs and major giving for special programs/ projects and encourage giving throughout the year.</p>			
	<p>Initiate a Planned Giving Campaign.</p>			

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