

# Strategic Plan 2020-2025

Board approved 9/21/2020

## **Goal I. Student Achievement and Development**

*Empower students to have a voice in their learning and to be engaged in the process*

### **Promote students' ownership of their learning**

- Develop a Student Empowerment Team
- Creation or discovery of student resources
- Utilize Counselor Companion through SLDS to fulfill the Bridge Law
- Communicate expectations of the Bridge Law to all Teachers

### **Improve academic outcomes for all learners**

- Provide universal screeners for all students
- Assess and evaluate tier I instruction in all classrooms
- Form district/school teams for training of MTSS framework
- Uniform processes for RTI
- Continue PBIS processes

### **Expect academic rigor in all classes**

- Continue to create opportunities for vertical teaming
- Expand opportunities for academic coaching and peer observations
- Ensure curriculum maps are continuously updated and followed
- Provide professional development (PLCs) for all educators through the LFS model
- Increase advisement of courses that lead toward college readiness and careers
- Develop a formal process for monitoring pathway completion

### **Promote student literacy at all levels**

- Administer formative and summative assessments for monitoring student progress and adjusting instruction
- Research effective literacy programs that meet individual needs
- Ensure instructional practices align with Georgia Standards of Excellence
- Develop a District Literacy Team
- Monitor and support yearly grade-level implementation of phonics programs

## **Goal II. Safe and Inspiring Climate**

*Promote a Safe and Inspiring Climate for students and staff*

### **Ensure students social and emotional needs are met**

- Provide more opportunities for individual and group counseling sessions for students
- Continue utilizing Positive Behavior Interventions and Supports (PBIS)
- Increase professional development to train staff on recognizing social and emotional needs of students

### **Promote Character Education**

- Continue to provide district-wide Character Education Committee
- Continue having incentives for the promotion of Character Education
- Continue involving the community, local businesses, and other organizations to promote Character Education

### **Maintain safe and orderly environments**

- Provide professional development on newly purchased crisis management technology software and hardware
- Implement crisis management technology to reduce emergency response time
- Develop Safety Teams at each school

### **Promote healthy and engaging physical activities for students**

- Provide initial and ongoing professional development to physical education staff
- Provide professional development to all teachers on incorporating physical activities in classrooms
- Develop and implement a Fitness Education Plan modeled after the current Character Education Plan

### **Maintain a caring culture and professional climate**

- Provide initial and ongoing professional development to all staff on mental health and social/emotional needs awareness
- Increase the number of individual and group counseling sessions for students
- Continue to implement PBIS
- Implement Georgia Online MTSS/SST through SLDS
- Adopt a Social Emotional Learning (SEL) curriculum

## **Goal III. Stakeholder Engagement**

*Provide opportunities for two-way communication by engaging stakeholders*

### **Provide opportunities for two-way communication**

- Utilize social media and other technology platforms to enhance two-way communication strategies
- Engage stakeholders through the use of digital and/or virtual platforms
- Conduct stakeholder meetings using electronic platforms to increase stakeholder participants
- Conduct internal & external communication audits to identify gaps in two-way communication
- Promote two-way communication opportunities and solicit feedback using a variety of strategies

### **Provide opportunities for stakeholder engagement**

- Ensure district & school activities are posted on the district calendar (BIG Calendar) to advertise engagement events
- Send multiple invitations to stakeholders for community engagement meetings
- Provide opportunities for stakeholder participation at school events
- Increase opportunities for stakeholder engagement
- Offer parent engagement parent training & conferences

### **Increase meaningful stakeholder partnerships**

- Increase business, non-profit, and higher education stakeholders to support district and school improvement initiatives
- Increase the amount of participation of district and school-level administrators with civic and community groups
- Promote and expand initiatives for business and community partners to work collaboratively with Dade County Schools
- Create a formal process for establishing organizational partnerships
- Strengthen partnerships with RESA and institutions of higher ed
- Plan an annual recognition celebration for stakeholder partners

## **Goal IV. Employee Development**

*To recruit and hire an effective staff, ensure a positive work environment, provide professional development*

### **Identify, recruit, and hire high-performing staff**

- Create a marketing strategy to attract candidates for the various job openings in Dade County Schools
- Develop uniform strategies to identify staffing needs

- Attend recruitment opportunities to meet district needs and communicate with appropriate stakeholders

### **Retain and develop high-performing staff**

- Create an employee mentorship committee to oversee the program for mentors and mentees
- Create uniform processes (induction, mentoring expectations, graduation) for mentorship programs in all departments
- Develop criteria to identify effective mentors
- Review current teacher mentorship program to assess strengths and weaknesses
- Create and distribute a mentorship survey at year-end for mentors and mentees
- Revise meeting calendar, topics, and presenters based on survey and current mentorship program review annually mentors and mentees
- Review the mentorship program annually to assess strengths and weaknesses

### **Ensure a positive work environment**

- Reestablish and clearly define the role of the Kitchen Cabinet Member
- Create and review the annual "3 Questions" survey: What are our strengths?  
What are our weaknesses? What are opportunities for improvement?

## **Goal V. Fiscal Accountability**

*Provide opportunities for stakeholders to see internal processes for maintaining transparency of budget, facilities, Capital outlay, technology resources, grants, and ensure the effectiveness of all programs.*

### **Maintain a transparent budget process**

- Create a Citizens' Academy
- Continue to provide stakeholder opportunities to attend open public meetings or view online budget hearings, tax meetings, and other fiscal information
- Continue to provide transparent board agendas
- Continue to share data with stakeholders through newsletters, annual report, social media

### **Evaluate programs to ensure effectiveness**

- Create Superintendent's Student Advisory Board
- Create Principal's Student Advisory Board
- Create SNP Student Advisory Board
- Create a preventative maintenance schedule checklist for all facilities
- Create facilities inspections committee
- Conduct bus inspections on all buses
- Conduct observations, utilize data, and financial efficiency of instructional resources throughout the school year

- Create opportunities through surveys, virtual meetings, and in-school surveys

### **Expand outside funding sources**

- Review opportunities for Grants
- Review the balanced scorecard and compare it with previous years' expenditures/revenues

### **Improve technology resources and infrastructure**

- Maintain a one-to-one technology ratio for all students
- Create a technology Committee and meet annually to discuss technology needs for students and staff