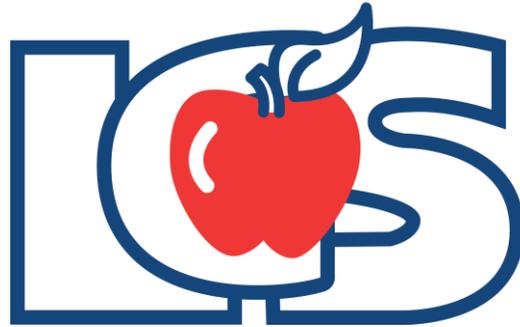


Lake County Schools

Accredited through AdvancED SACS/CASI



District Strategic Priorities 2016 – 2018

School Board Members

District 1:	Bill Mathias
District 2:	Rosanne Brandeburg
District 3:	Marc Dodd
District 4:	Debbie Stivender
District 5:	Stephanie Luke

Susan Moxley, Ed.D., Superintendent

Our Mission

The mission of Lake County Schools is to provide every student with individual opportunities to excel.

Our Vision

A dynamic, progressive and collaborative learning community embracing change and diversity, where every student will graduate with the skills needed to succeed in post-secondary education and the work place.

Our Guiding Principles

- **We lead with integrity.** Truth, fairness and respect guide every decision we make.
- **We're all on the same team.** Every employee at every level in every department works toward the same mission – to provide every student with individual opportunities to excel.
- **We're committed to excellence.** We embrace innovation, monitor progress, focus on results and make each day and every effort better than the last.

We Believe:

- Students are the No. 1 priority.
- Education is a lifelong process and the foundation for everyone's future.
- We must provide a safe, resource-filled learning environment.
- All students will graduate prepared for work and post-secondary education.
- We should pursue the highest standards in achievement and organizational performance.
- Parents/guardians, community and schools are all responsible for students' education.

Our Strategy

FOCUS AREA 1: STUDENT ACHIEVEMENT

Why does this matter?

Students are our No. 1 priority, and we are committed to providing every student with opportunities to excel. We have one main goal – excellence – and 42,000 individual student journeys will take us there.

How will this happen?

We promise to provide opportunities for every student to excel, provide a high quality learning environment and personalize learning to meet students' individual needs.

Objective 1: Ensure opportunities for excellence in every classroom.

- Deliver rigorous and relevant standards based instruction.
- Strengthen academic foundations for all students.
- Close the achievement gaps through diverse learning opportunities.
- Enhance districtwide systems to monitor teaching and learning.
- Mandate excellence in administrative and operational supports to increase student achievement.
- Use technology effectively as a teaching and learning tool.

Objective 2: Provide a high quality learning environment.

- Ensure all students have a safe, healthy and inviting academic community.
- Provide targeted support for schools in need.
- Facilitate excellence in early learning.
- Strengthen our comprehensive system of prevention and intervention strategies.
- Cultivate the home-school connection.

Objective 3: Personalize learning for all students.

- Systematically support and implement instructional design based on the components of personalized learning.
- Provide multiple pathways to student success through competency based learning.
- Engage students in setting and monitoring learning targets.
- Continue to design innovative and nontraditional educational models.
- Continue to increase technology in the classroom and facilitate the use of BYOD in schools.

Success measures

- Increase academic readiness rates.
- Increase proficiency rates on English Language Arts (ELA) and math standards.
- Increase proficiency rates on FCAT 2.0 Science.
- Increase proficiency rates on end-of-course exams (EOCs).
- Increase participation and performance in rigorous coursework.
- Increase participation and performance on College Readiness Exams.
- Close the achievement gap. Increase annual measureable objectives for each subgroup and reduce the gaps among subgroups.
- Increase the graduation rate.

Our Strategy

FOCUS AREA 2: INVESTMENT IN PEOPLE

Why does this matter?

Our students achieve their highest levels of success when our teachers, leaders and staff are achieving their highest levels of success. Recruiting, retaining, developing and encouraging the right people in the right roles provides the greatest benefit for our students.

How will this happen?

We commit to supporting our employees by building their capacity to perform, recognizing them when they do, and showing them respect every step along the way.

Objective 1: Build the capacity of teachers, leaders and staff for achieving exemplary performance.

- Create a high performing team through quality, personalized and relevant professional learning.
- Enhance teacher and leader effectiveness through collaborative design.
- Provide sufficient time and resources to accomplish established goals.
- Use personnel evaluation systems with meaningful feedback to optimize capacity and performance.
- Fully implement talent development pipeline with clear career pathways.
- Develop and support staff to be leaders and problem solvers.

Objective 2: Recognize and respect employees.

- Publicly promote educators as professionals.
- Secure competitive wages.
- Continue to develop and enhance performance based compensation programs.
- Expand employee recognition program.
- Conduct strategic human resources work that contributes to employee quality and effectiveness.

Objective 3: Attract the right people to the right roles.

- Diversify the workforce to better reflect the Lake County community and the needs of the students our district serves.
- Improve hiring processes so principals and other leaders have the information and support they need to hire the best candidate for the job.
- Strategically place principals, teachers and staff at schools where their strengths can have the greatest impact on student success.

Success measures

- Retain high performing employees.
- Increase effective and highly effective teacher and leader evaluation ratings.
- Increase the recruitment of culturally diverse employees.
- Provide targeted human resources support and services to drive student achievement in high-needs schools.

Our Strategy

FOCUS AREA 3: EXCELLENCE IN BUSINESS AND INNOVATION

Why does this matter?

The use of standardized, proven practices, processes and systems is critical to our success. It helps build confidence among our stakeholders that we are managing our resources wisely, which leads to greater support for the work we do and, ultimately, better student outcomes.

How will this happen?

We will elevate our commitment to professionalism by expanding our use of data, processes and systems, and maximizing our use of the strategic finance plan.

Objective 1: Optimize district performance and accountability by strengthening data use, processes and systems.

- Expand and enhance the use and reliability of data systems and programs.
- Ensure data integrity and use.
- Support the enhancements of technology infrastructure and equipment updates.

Objective 2: Use the strategic finance planning process to realign resources for instructional priorities.

- Use district resources strategically.
- Maximize available resources to impact teaching and learning.
- Use program evaluation and innovation process and tools for new or recurring investments.

Objective 3: Effective and efficient use of processes and systems.

- Implement and fund a maintenance plan to provide equity, optimal use of facilities and capital maintenance of buildings.
- Use process mapping to improve operations in all departments.
- Provide oversight of education specifications for facilities to include creation of a template and expectations.
- Increase efficiency in transportation systems.

Success measures

- Maximize the district's capacity for instruction and innovation by increasing the amount of grant dollars acquired.
- Maintain strong business ratings.
- Increase the number of positive audits.
- Improve business efficiencies and cost effectiveness.

Our Strategy

FOCUS AREA 4: CULTURE, CLIMATE AND COMMUNITY

Why does this matter?

Building partnerships among students, families, staff and the community supports academic success. Open and transparent communication is the foundation for these partnerships, and a culture of respect, integrity and inclusion helps them grow.

How will this happen?

We will strengthen communications internally and externally to engage families and other community stakeholders more effectively, and build a culture that makes our district a great place to learn and work. We believe that our district is more capable of preparing our students for a bright future when we benefit from the talents, resources and support of the broader community and all the stakeholders within it.

Objective 1: Improve communication throughout the district and community.

- Promote ongoing and open communication among all stakeholders – internal and external.
- Increase parent knowledge and participation in their child's education.
- Increase the knowledge and participation of business and community support school programs.

Objective 2: Promote a system-wide culture of respect, integrity and inclusion.

- Every stakeholder is invested and productively engaged.
- Uphold high levels of professionalism and customer service.
- Every staff member is committed to being a steward of excellence.
- Develop and maintain an environment that is safe and supports learning.
- Every employee at every level in every department works collaboratively to ensure student success.
- Every student is nurtured and academically successful.

Success measures

- Increase the number of Five Star Schools designated by the Florida Department of Education.
- Increase the number of volunteer hours in our schools.
- Increase business and community partnerships with our schools.
- Offer more opportunities for communication with parents.