

2016-2021 Strategic Plan

Dr. Joseph G. Joyner, Superintendent

Facilitators:

Martha Mickler, Assistant Superintendent

Meredith Strickland, Executive Director for Educational Support Services

Paula Steele, Coordinator for Leadership



Planning Team

- Superintendent - Joseph G. Joyner, Ed.D.
- Principal of the Year - Kyle Dresback, Nease High School
- Deputy Superintendent for Operations - Tim Forson
- Deputy Superintendent for Academic and Student Services - Brennan Asplen
- St. Johns County School District Board Chair - Patrick Canan
- Community Member/Parent - Dwala Willis, Sheriff's Department
- Chief of Community Relations - Christina Langston
- Volunteer of the Year/Parent - Lyn Gabrielsen (former PTO Chair at OPES)
- Teacher of the Year - Charles Moseley, Switzerland Point Middle School
- Union President for Non-Instructional - Carole Gauronskas, SJESPA President, Ketterlinus Elementary School
- Union President for Instructional - Michelle Dillon, SJEA President
- Business Partner of the Year - Jenielle Billy, Digital Marketing Specialist/Community Outreach Leader at Beaver Toyota



Implementation Team

- Associate Superintendent for Curriculum & Instruction - Dawn Sapp
- Associate Superintendent for Accountability & Intervention Services - Scott Sherman
- Associate Superintendent for Student Support Services - Cathy Mittelstadt
- Associate Superintendent for Human Resources - Cathy Hutchins
- Middle School Principal - Jewel Johnson, Landrum Middle School
- Elementary School Principal - Nigel Pillay, Otis Mason Elementary School
- Director for Career & Professional Education - Chris Force
- Director for Instructional Resources and Media Services - Kim Dixon
- Rookie Teacher of the Year - Hank Samuels, Hartley Elementary School
- Coordinator for Governmental Relations - Beth Sweeny
- Executive Director for Planning and Governmental Relations - Nicole Cubbedge
- Chief Financial Officer - Michael Degutis
- Student - Junior in High School (Sunshine State Scholar) - Zachary Villaverde, Bartram Trail High School
- Student from Advisory Group - Jack Leonard, Creekside High School
- Chief Information Officer - Bruce Patrou
- Executive Director for Facilities and New Construction - Paul Rose



St. Johns County School District Strategic Plan 2016 - 2021

- Core Values
- Vision
- Mission
- Strategic Delimiters
- Tactical Plans
 - *Academic and Student Services*
 - *Operations*
 - *Community Relations*
 - *Human Resources*
 - *Superintendent and School Board*



Core Values 2016-2021

- ▶ Trustworthiness, respect, responsibility, fairness, caring, and citizenship are essential to the well being of individuals and society.
- ▶ All individuals have intrinsic value.
- ▶ Every individual can contribute something of worth to society.
- ▶ Individuals are responsible and accountable for their choices and decisions.



Core Values 2016-2021

- ▶ In order to grow and thrive, individuals need caring relationships and a nurturing environment.
- ▶ Supportive family relationships are the foundation of the community.
- ▶ High expectations lead to higher performance which, in turn, empowers the individual and strengthens society.
- ▶ Continuous learning is a lifelong process that is essential to a productive and enriched life.
- ▶ A safe and orderly environment is conducive to learning.



Mission

The St. Johns County School District will inspire good character and a passion for lifelong learning in all students, creating educated and caring contributors to the world.

Vision

All students will choose a learning path that leads to a well-rounded graduate who demonstrates good character and leadership.



Strategic Delimiters

We will not initiate any new program or service unless:

- It is consistent with and contributes to our mission
- It is accompanied by the training, staff development, and resources needed to assure its effectiveness



2016-2021 Strategic Plan Goals

▶ Goal A: College and Career Readiness Student Success Goal for 2021:

All students will graduate with a skill set prepared for college or a career.

▶ Goal B: Flexible Learning and Success Goal 2021:

All students will have the choice and flexibility to customize their learning path.

▶ Goal C: Well-Rounded Student Success Goal 2021:

All students will have the opportunity to demonstrate leadership and character, strengthen their life skills and participate in service to the community.

▶ Goal D: Growth Management Success Goal 2021:

St. Johns County School District will proactively manage systemic growth.



2016-2021 Strategic Plan

1. Tasked with developing a new Strategic Plan because the current one ended in 2015.
2. Selected 12 members for the Planning Team and 16 members for the Implementation Team. All 28 members represented community, district, and school-based personnel including administrative, instructional, non-instructional and students.
3. Planning Team met on January 8, 2016 and developed a draft for the survey. Andrea Henning from Collaborative Labs facilitated the meeting via WebEx.



2016-2021 Strategic Plan

4. Survey was sent out on January 25 - February 2, 2016 and responses were sent to Collaborative Labs. The feedback/comments from the survey were sent from Collaborative Labs to us on February 4.
5. An all day Strategic Vision and Roadmap Meeting was held on February 8 with both Planning and Implementation Teams. The vision and 2021 Goals were established as well as the format for building a 1-year Tactical Plan.
6. A follow-up meeting was held on February 17 to cross-walk the goals with the strategies for the Planning and Implementation Teams and to formalize the work of the Implementation Team via virtual WebEx.



Academic and Student Services

Champion

Brennan Asplen

Team Members

Dawn Sapp

Scott Sherman

Chris Force

Kim Dixon

Cathy Mittelstadt

Meredith Strickland

Charles Moseley

Carole Gauronskas



Academic and Student Services

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 1: (Goals A, C and D)					
Create opportunities that empower students to build good character, life, social, and leadership skills.					
1.1. Identify current programs/ initiatives by grade level	Associate Supt for Student Support Services and Associate Supt for Curriculum & Instruction	List of programs	Personnel	August 2016	December 2016
1.2. Identify areas of need	Associate Supt for Student Support Services and Associate Supt for Curriculum & Instruction	Template created, Data collected	Personnel	August 2016	December 2016
1.3. Form an implementation plan	Associate Supt for Student Support Services and Associate Supt for Curriculum & Instruction	Impact report	Personnel	January 2017	June 2017



Academic and Student Services

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 2: (Goals B & D)					
Develop and implement a K-12 initiative to fully integrate STEM concepts.					
2.1. Identify our current STEM activities by grade level	Associate Supt for Curriculum & Instruction	List of programs	Time/ Survey and Personnel	August 2016	December 2016
2.2. Identify areas of need	Associate Supt for Curriculum & Instruction	List of needs	Personnel	August 2016	December 2016
2.3. Develop a scope and sequence for STEM	Associate Supt for Curriculum & Instruction	Scope and Sequence	Time/ Funding for Subs	January 2017	June 2017



Academic and Student Services

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 3: (Goals A, C and D) Build literacy skills that empower students to communicate effectively.					
3.1. Provide additional student access to early learning opportunities	Associate Supt for Accountability & Intervention Services, Associate Supt for Curriculum & Instruction	Increase number of students participating in Early Learning/ Student data	Facilities and Funding	August 2016	December 2016
3.2. Identify and utilize teacher experts to lead professional development cadres	Associate Supt for Accountability & Intervention Services, Associate Supt for Curriculum & Instruction	Meetings/ Agendas/ Development of Instructional Materials/ Student data	Time/ Funding/ Teacher experts	August 2016	June 2017
3.3. Monitor student progress on the literacy standards and disseminate data to inform instruction	Associate Supt for Accountability & Intervention Services, Associate Supt for Curriculum & Instruction	Student data	Data reports/ Progress monitoring tools	August 2016	June 2017



Academic and Student Services

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 4: (Goals B, C and D)					
Build capacity to fully support the academic, wellness and safety needs of all students.					
4.1. Finalize implementation of the FLDOE Comprehensive Developmental School Counseling Plan	Associate Supt for Student Support Services	School based counselors implementation of the model/ observation & evaluation data	Staff development/ Quarterly assessments	August 2016	June 2017
4.2. Increase resources for student wellness and safety	Associate Supt for Student Support Services	Increase internal capacity and partnerships with health providers/ caseload data	Funding and community agencies	August 2016	June 2017
4.3. Develop a tool to track each student's individual learning plan	Associate Supt for Curriculum & Instruction	Tool development and utilization	Input from IT, Curriculum & Guidance	August 2016	June 2017



Operations

Champion

Tim Forson

Team Members

Nicole Cubbedge

Mike Degutis

Dwala Willis

Paul Rose

Kyle Dresback

Bruce Patrou



Operations

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 1: (Goals A, B and D)					
Develop a K-12 continuum of technology integration, including necessary network infrastructure, to ensure teachers are well equipped to implement technology in the classroom.					
1.1. Research and evaluate the feasibility of a district-wide Bring Your Own Device (BYOD) practice	Chief Information Officer	Analysis completed	Time/survey/personnel	July 2016	June 2017
1.2. Continue to implement infrastructure upgrades to meet the growing network needs	Chief Information Officer	Network meets requirements for Bandwidth	Funding (capital, eRate, sales tax)/ personnel	July 2016	June 2017



Operations

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
1.3. Develop a scope and sequence for student technology skills PreK-5	Associate Superintendent for Curriculum & Instruction	Fully developed technology skills pacing guide is complete	Personnel	July 2016	June 2017
1.4. Identify teacher technology integration needs and develop related training modules	Associate Superintendent for Curriculum and Instruction, Chief Information Officer, Associate Superintendent for Human Resources	Training developed	Personnel	July 2016	June 2017



Operations

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 2: (Goal D) Continue to design and construct schools that accommodate growth while maintaining high quality programming with an intentional student-focused environment.					
2.1. Utilize updated school design to build two new K-8 schools "KK" and "LL"	Executive Director for Facilities & New Construction	Schools open in August 2017	Funding (capital, sales tax, School impact fees, Proportionate share mitigation)/ Personnel	May 2016	August 2017
2.2. Utilize updated school design to build new Elementary School "M"	Executive Director for Facilities & New Construction	School opens in August 2017	Funding (capital and sales tax)/ Personnel	May 2016	August 2017



Operations

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
2.3. Implement the Nease High School Expansion, Renovation and Site Improvements Master Plan	Executive Director for Facilities & New Construction	Kitchen/dining expansion and new building addition completion in August 2017	Funding (capital)/ Personnel	May 2016	August 2017
2.4. Equip three new schools, Nease Expansion, Crookshank Expansion and additional relocatables with classroom and network technology	Chief Information Officer	Technology installed	Funding (capital)/ Personnel	July 2016	June 2017



Operations

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 3: (Goal D)					
Continue to improve district-wide safety and security measures.					
3.1. Implement 800 MHz radio system within the Transportation Department	Executive Director for Facilities & New Construction	Fully operational system	Funding (sales tax)	May 2016	August 2016
3.2. Complete plans to install a single point of entry for remaining schools	Executive Director for Facilities & New Construction	Plans complete	Funding (capital and sales tax)/ personnel	July 2016	June 2017
3.3. Review Emergency Operation Plans (EOP) and further develop a district-wide Business Continuity Plan (BCP).	Deputy Superintendent for Operations / Associate Superintendent for Student Support	Plans updated and developed	Personnel Time	July 2016	June 2017



Operations

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 4: (Goal D)					
Continue to improve and upgrade operation systems and services to better meet the needs of students and staff.					
4.1. Revise the Capital Outlay plan to incorporate sales tax and e-Rate funding	Deputy Superintendent for Operations/ Chief Financial Officer	Plan revised	Personnel/Time	May 2016	September 2016
4.2. Analyze student growth to establish and revise attendance zones for the opening of the three new schools and to address capacity issues	Executive Director for Planning & Government Relations	New attendance zones approved by School Board	Personnel/Time	August 2016	November 2016



Community Relations

Champion

Christina Langston

Team Members

Jenielle Billy

Hank Samuels

Zachary Villaverde



Community Relations

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 1: (Goal D) We will continue to embrace technology to effectively communicate with families, students, employees and community members by researching and seeking the best available communication methods.					
1.1. Create and market a community-wide communications tool using text messaging with opt-in capability	Chief of Community Relations	Enrollment numbers	Research to determine best practices/ marketing campaign plan	July 2016	December 2016
1.2. Promote pertinent district information on school websites in a standardized way	Chief of Community Relations	Website metrics	URL/Content development calendar	July 2016	June 2017



Community Relations

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 2: (Goal C)					
We will continue to build a culture of character by further integrating CHARACTER COUNTS! initiatives and related programs throughout the St. Johns County School District while expanding into the community at large.					
2.1. Highlighting CHARACTER COUNTS! through public recognition	Chief of Community Relations	Number of opportunities/ Increased programming on SEA TV (metrics)	Community partners/School administrators/ Community Relations Department	July 2016	June 2017
2.2. Expand advocacy, awareness and practice of CHARACTER COUNTS!	Chief of Community Relations, Associate Supt for Student Support Services	Annual surveys/ Number of activities/ Increased programming on SEA TV (metrics)	Student advocates at each high school/School administrators and staff	July 2016	June 2017



Community Relations

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 3: (Goals A, B & C)					
We will continue to seek and expand business and community partnerships to provide more opportunities for students.					
3.1. Provide community members information regarding school district needs and opportunities to become involved.	Community Relations Strategic Plan Team	Number of needs fulfilled/ Develop metrics for partnerships/ Number of events	Business partners/ Community members/ Students/ Parents	July 2016	June 2017
3.2. Schools partnering with schools to provide support or needs	Community Relations Strategic Plan Team	Numbers of partnerships/ Amount of financial and in-kind support/ Build and maintain inventories	PTO reps/ School administrators/ Community Relations Department	July 2016	June 2017



Human Resources

Champion

Cathy Hutchins

Team Members

Michelle Dillon

Jewel Johnson



Human Resources

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 1: (Goal A, C, and D) Using a comprehensive recruitment approach, Human Resources will recruit high quality personnel in all employee groups (Administrative, Teachers, and Non-Instructional).					
1.1. Identify new strategies to recruit new employees	Associate Supt for Human Resources	List of strategies	Personnel, Time, Funding	February 2016	September 2016
1.2. Recruit employees that are representative of the diversity of our school district	Associate Supt for Human Resources	List of diversity recruitments hired, Diversity match between Instructional Staff/Students	Personnel, Time, Funding	February 2016	June 2017



Human Resources

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 1: (Goal A, C, and D) Using a comprehensive recruitment approach, Human Resources will recruit high quality personnel in all employee groups (Administrative, Teachers, and Non-Instructional).					
1.3. Recruit new employees in identified critical need areas	Associate Supt for Human Resources	List of critical need areas, Identified employees filling critical need areas	Personnel, Time, Funding	February 2016	September 2016
1.4. Provide hiring authorities with a pool of certified/qualified candidates for open positions	Associate Supt for Human Resources	List of qualified candidates	Personnel, Time, Funding	February 2016	June 2017



Human Resources

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 2: (Goals A, B, and C)					
Align all professional development opportunities so all employees can grow professionally while performing at their highest potential.					
2.1. Identify and utilize employee experts to lead collaborative professional development cadres	Associate Supt for Human Resources	List of experts, List of PD topics, PD developed sessions, List of professional training materials	Survey, Time, Teacher Experts, Funding for PD	May 2016	June 2017
2.2. Identify first year hires and meet to provide ongoing support and feedback	Associate Supt for Human Resources	List of new hires, List of meeting topics, List of meeting dates, Agendas, Minutes	Personnel, Teacher Experts	August 2016	June 2017



Human Resources

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 2: (Goals A, B, and C) Align all professional development opportunities so all employees can grow professionally while performing at their highest potential.					
2.3. Provide professional development for all employee groups utilizing current and best practices and an opportunity for leadership development	Associate Supt for Human Resources, Associate Supt for Curriculum & Instruction, Director for Leadership Development	List of offerings in top categories identified	Survey, Time, Personnel, Curriculum Specialists	May 2016	June 2017
2.4. Identify the needs and provide professional development in subject content areas for instructional personnel	Associate Supt for Human Resources, Associate Supt for Curriculum & Instruction	List of PD offerings, Attendance sheets, Development of training materials, Student data	Survey, Time, Personnel, Teacher Experts, Curriculum Specialists	August 2016	June 2017



Human Resources

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 2: (Goals A, B, C)					
Align all professional development opportunities so all employees can grow professionally while performing at their highest potential.					
2.5. Identify the needs and provide professional development in classroom discipline and management for instructional personnel	Associate Supt for Human Resources, Associate Supt for Curriculum & Instruction	List of Discipline & Classroom Management PD developed and offered, Attendance sheets, Reduced number of referrals, Increase student engagement	Survey, Time, Personnel, Teacher Experts, Curriculum Specialists	August 2016	June 2017
2.6. Identify the needs and provide professional development in communication skills for instructional personnel	Associate Supt for Human Resources, Associate Supt for Curriculum & Instruction	List of communications skills, Communications Skills PD developed and offered	Survey, Teacher Experts, Time	August 2016	June 2017



Human Resources

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 3: (Goal C, D)					
Provide ongoing ethics and professional conduct training to all employee groups.					
3.1. Identify strategies to impact district's beliefs and ethical conduct on all employee groups	Associate Supt for Human Resources	List of strategies	Personnel, Time, Funding	May 2016	June 2017
3.2. Educate employees on our state and district's core values, culture, and high expectations	Associate Supt for Human Resources	New employee ethics training module developed, Training dates, Sign in sheets, evaluations	Personnel, Time, Funding	May 2016	June 2017



Superintendent and School Board

Champion

Dr. Joyner
Patrick Canan

Team Members

Martha Mickler Lynn Gabrielsen
Nigel Pillay Beth Sweeny
Jack Leonard



Superintendent & School Board

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 1: (Goals A, B, C & D) Align all decision-making in the best interest of students.					
1.1. Align all board items with the strategic plan	School Board and Superintendent's Cabinet	All Board decisions are aligned with the school district mission	Staff	July 2016	On-going



Superintendent & School Board

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 2: (Goals A, B, C & D)					
Continue to influence state legislation and set policy at the local level to further the mission, vision and goals of the school district.					
2.1. Educate and engage local delegation members on the needs of the school district	School Board and Superintendent's Cabinet	100% of local delegation is knowledgeable on the needs of the school district	Time, Staff and budget	July 2016	June 2017
2.2. Educate and utilize parents, community members, students and administrators to proactively advocate for legislative changes	School Board, Superintendent and Coordinator for Governmental Relations	Create and execute a plan to educate and involve all stakeholders	Time, Staff and budget	July 2016	June 2017
2.3. Proactively propose legislative changes and funding requests to further the mission of the school district	School Board, Superintendent and Coordinator for Governmental Relations	Create and execute a proactive legislative platform	Time, Staff and budget	July 2016	June 2017



Superintendent & School Board

Strategies / Tactics	Champions	Success Metrics	Resources Needed	Start Date	Completion Date
Strategy 3: (Goal A, B, C & D)					
Maintain a nurturing and supportive environment by continuing a culture that fosters teamwork and collaboration that emphasizes shared values, integrity and loyalty.					
3.1. Develop a timeline and process for selecting a new Superintendent	School Board and Assigned Staff	Hire a high-quality Superintendent	Budget and District Support Staff to facilitate	February 2016	October 2016
3.2. Transition plan once a selection has been made for the new Superintendent	School Board and Assigned Staff	New Superintendent's successful transition into the school district	Budget and District Support Staff to facilitate	October 2016	February 1, 2017
3.3 Continue to emphasize master board training	School Board and Super-intendent	100% participation	Budget and Time	December 2016	June 2017



2016-2021 Strategic Plan

Next Steps

1. All day planning meeting was held on March 17, 2016 with Dr. Joyner and Cabinet to review the Five Year Goals for 2016 - 2021 and Strategies for the One Year (2016-2017) Tactical Plans for each department.
2. Present to the School Board at a workshop on April 5 and receive their recommendation.
3. Submit for School Board approval at the April 12 School Board Meeting.
4. Implement a Communication Plan to disseminate the 2016-2021 St. Johns County School District Strategic Plan to the public.

